

**Agenda for a meeting of the Central Management Group  
to be held at 2.00 pm on 14 November 2011  
in the Raeburn Room, Old College**

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|----------|--|----------|
| <b>1</b> | <b>Minute of the meeting held on 11 October 2011</b> | <b>A</b> |
| <b>2</b> | <b>Matters Arising</b>                               |          |
| <b>3</b> | <b>Principal's Business</b>                          |          |
| 3.1      | Principal's Communications                           |          |
| 3.2      | Principal's Strategy Group                           | <b>B</b> |

**FOR DISCUSSION**

- |           |   |          |
|-----------|---|----------|
| <b>4</b>  | <b>Finance Update (closed)</b>  | <b>C</b> |
| <b>5</b>  | <b>Review of 2010/2011 Outturn versus Forecast (closed) - WITHDRAWN</b>                                   | <b>D</b> |
| <b>6</b>  | <b>Major planning round issues 2012/2013 (closed)</b>   | <b>E</b> |
| <b>7</b>  | <b>Strategic Plan 2008-2012 Targets – Annual Progress Report</b>  | <b>F</b> |
| <b>8</b>  | <b>Chancellor's Fellowships</b>   | <b>G</b> |
| <b>9</b>  | <b>Report from Staff Committee</b>  | <b>H</b> |
| <b>10</b> | <b>Enhanced Guidance on Academic Promotions (closed)</b>  | <b>I</b> |
| <b>11</b> | <b>Development and Alumni update (closed)</b>   | <b>J</b> |
| <b>12</b> | <b>Senatus Researcher Experience Committee Task Group Report: A study of PG conversion rates (closed)</b> | <b>K</b> |
| <b>13</b> | <b>United Nations Regional Centre of Expertise (UN RCE) in Education for Sustainable Development</b>      | <b>L</b> |

**FOR INFORMATION/FORMAL APPROVAL**

- |           |   |          |
|-----------|---|----------|
| <b>14</b> | <b>Management Accounts for three months to 31 October 2011 (closed)</b> | <b>M</b> |
| <b>15</b> | <b>NPRAS Space Rates for 2012-2013</b>                                  | <b>N</b> |
| <b>16</b> | <b>Hiring Agency Workers</b>  | <b>O</b> |
| <b>17</b> | <b>Principal's Career Development PhD Scholarships</b>                  | <b>P</b> |
| <b>18</b> | <b>Any Other Competent Business</b>                                     |          |
| <b>19</b> | <b>Date of next meeting</b>   |          |

Wednesday, 25 January 2012 in the Raeburn Room, Old College

**Central Management Group**



**Tuesday 11 October 2011**

**MINUTE**

Present: The Principal (in the chair)  
Senior Vice-Principal Professor N Brown  
Vice-Principal Professor C Breward  
Vice-Principal Professor J Haywood  
Vice-Principal Professor D Hounsell  
Vice-Principal Professor C Jeffery  
Vice-Principal Professor D Miell  
Vice-Principal Professor L Yellowlees  
Professor J Seckl  
Acting Vice-Principal Professor S Cunningham-Burley  
Mr N A L Paul  
Dr K Waldron

In attendance: Dr I Conn  
Dr A R Cornish  
Mr J Gorringe  
Ms S Gupta  
Mr H McKay ( for items 8 and 18 only)  
Ms E Fraser  
Dr K J Novosel

Apologies: Vice-Principal Professor M Bownes  
Vice-Principal Professor R Kenway  
Vice-Principal Professor S Hillier  
Vice-Principal Professor L Waterhouse  
Mr A Currie  
Mr D Waddell  
Ms F Boyd

**1 MINUTE OF THE MEETING HELD ON 24 AUGUST 2011**

**Paper A**

The Minute of the meeting held on 24 August 2011 was approved as a correct record.

CMG welcomed Vice-Principal Professor Chris Breward and Acting Vice-Principal Professor Sarah Cunningham-Burley to this their first meeting.

It was with great sadness that the Group noted the death of former University Secretary Dr Martin Lowe who had died suddenly on Sunday, 9 October 2011. The Central Management Group observed a minute's silence in his memory.

**2 PRINCIPAL'S BUSINESS**

**2.1 Principal's Communications**

The Principal reported on the following: new colleagues at Senate following the recent mergers with ECA on 1 August and with the Medical Research

Council Human Genetics Unit on 1 October 2011; the successful Senate meeting on 5 October; the outcome of Spending Review; the installation of the new Chancellor on 26 September 2011; recent student protest; the Principal's invitation to give evidence at the Scottish Government's Education and Culture Committee in connection with the 2012/2013 draft Budget and 2011 Spending Review; undergraduate recruitment figures; potential industrial action and the University's approach; attendance at the annual dinner of the Scottish Agricultural College; and continuing issues with the UK Border Agency.

**2.2 Principal's Strategy Group Paper B**

CMG noted the report particularly discussion on NSS 2011 results.

**FOR DISCUSSION**

**3 FINANCIAL UPDATE (CLOSED) Paper C**

The current position in respect of SFC allocations over the next three years was noted including the anticipated level of reduction as a result of the withdrawal of RUK-domiciled student funding. While this year's increase in overseas and postgraduate taught and research student numbers was encouraging the overshoot against the target for Home/EU undergraduates had caused considerable strain on accommodation services and would require the 2012/2013 intake of Home/EU undergraduate students to be carefully monitored particularly in CHSS. The proposal to appoint Research Fellows was welcomed as were the opportunities to increase PhD studentships. The current position in respect of the Holyrood development was also welcomed. The Group noted that the criteria for the Post Review Group had been amended which should result in fewer cases requiring to be considered by the PRG.

**4 RISK MANAGEMENT ANNUAL REPORT Paper D**

CMG noted the Annual Report of the Committee and the statement that the University had been satisfactorily managing its key risks during the year ended 31 July 2011. The statement on there being no allegations of fraud or suspected fraud affecting the Reports and Financial Statements for the year ended 31 July 2011 was also noted albeit that a minor cash loss had been reported and fully investigated.

**5 ANTI-BRIBERY AND CORRUPTION POLICY Paper E**

CMG fully supported and endorsed this important Policy noting the workshops and training to be provided to staff across the University to take this Policy forward.

**6 EQUALITY & DIVERSITY STRATEGY & ACTION PLAN Paper F**

It was noted that this Strategy had been prepared in response to the Equality Act 2010 which brought together previously separate pieces of legislation and created a framework covering nine areas and with an expectation that bodies would go beyond compliance levels to advance equality. The action plan replaced the previous separate plans on race, disability and gender and should be regarded as a working document which would be amended as appropriate. It

was also noted that there would be resource implications in taking forward the plan and that specific initiatives would be presented to CMG for consideration. CMG endorsed the Strategy and Action Plan subject to the caveat on resource implications.

**7 PERFORMANCE & DEVELOPMENT REVIEW Paper G**

CMG approved, in principle, the Annual Review Policy Statement pending final agreement with the Combined Joint Consultative and Negotiating Committee (CJCNC). CMG welcomed the development of on-line reporting arrangements, guidance documentation and training that would be provided to cover all areas of the review process including interactions with other current HR policies. It was noted that there would be resource implications in taking all these aspects forward.

**8 APPROACH TO IMPLEMENTATION OF NEW FEE REGULATIONS (CLOSED) Paper H**

There was discussion on the proposals and CMG agreed to the development of an algorithm to enable the automatic prediction of the domicile of applicants. In respect of the further issues it was agreed that additional information was required. Governance and Strategic Planning was asked to determine the anticipated scale of those applicants with ambiguous fee status and it was agreed that there should also be further urgent discussion with SAAS. The fees status within the University's 2012/2013 offer letters should comply with SAAS rules.

**9 REPORT FROM ESTATES COMMITTEE (CLOSED) Paper I**

CMG approved all the recommendations as set out in the paper and noted the due diligence work being undertaken by EIB in relation to the University securing a long term loan and the implications of this for the capital programme.

**10 2010/2011 VALUE FOR MONEY REPORT Paper J**

The annual report on the value for money activities of the University was welcomed. As in previous years, the report had been compiled following submissions from across the University with initiatives categorised into four main areas. The continuing importance of delivering cost reducing initiatives was noted. This report would now be presented to the Audit Committee and then onto Court in order to take forward the requirements of the SFC's Financial Memorandum.

**11 QUEEN'S DIAMOND JUBILEE (CLOSED) Paper K**

It was agreed that the University should mark the Queen's Diamond Jubilee on Tuesday 5 June 2012 by granting an additional holiday to staff and close the University except those areas such as the Library which would require to remain open to provide student services. CMG further noted the resource implications.

## **FOR INFORMATION/FORMAL APPROVAL**

**12 SECURITY ADVISORY GROUP – ANNUAL REPORT (CLOSED) Paper L**

CMG noted the relocation of the Security section and commended security and servitor staff for their professionalism at recent high profile events. It was suggested that further consideration required to be given to venues and examination arrangements to reduce the continuing unacceptable disturbance outside exam halls. CMG re-affirmed its full support on encouraging all staff to wear their ID cards. The remaining items in the annual report were noted.

**13 PROCUREMENT REPORT 2010-2011 Paper M**

CMG noted the achievements outlined in the annual procurement report and endorsed the development plan for 2011/2012.

**14 REPORT FROM SUSTAINABILITY AND ENVIRONMENTAL ADVISORY GROUP (SEAG) Paper N**

The Social Responsibility and Sustainability implementation plan for 2011/2012 was endorsed, noting the successful completion of the 2010/2011 plan. CMG further noted the University's responsibilities in respect of recent Scottish Government guidance on Public Bodies Climate Change Duties and welcomed the achievements recorded in the annual reports on waste management and on transport and parking.

**15 ENERGY BUDGET INCENTIVE SCHEME PROPOSAL Paper O**

CMG approved the proposed pilot scheme at KB including the rebate of the full value of saving achieved to participating Schools/Departments; the scheme would be rolled out to the rest of the University in 2012/2013.

**16 FEES STRATEGY GROUP (CLOSED) Paper P**

CMG approved the proposals in respect of two Scholarship agreements as set out in the paper.

**17 NEW TRAVEL MANAGEMENT SERVICE AGREEMENT Paper Q**

The new travel management service agreement was noted.

**18 INTERNAL AUDIT REPORT Paper R**

CMG noted the report on internal audit work undertaken in the six months to 30 September 2011 and the main themes emerging. In particular CMG noted the work to develop a comprehensive equipment asset register and welcomed the appointment of the Senior Vice-Principal to take forward the strategic direction with ultimate authority on the items to be recorded. The issues around credit/debit card processing were also particularly noted.

**19 SVP CONTINGENCY FUND (CLOSED) Paper S**

The final spend on the SVP contingency fund in 2010/2011 was noted and the

commitments to date on the 2011/2012 fund.

**20            DATE OF NEXT MEETING**

Monday, 14 November 2011 at 2.00pm in the Raeburn Room, Old College.

The University of Edinburgh

Central Management Group

14 November 2011

**Principal's Strategy Group Meeting  
31 October 2011**

Amongst the items discussed were:

**1. Research and Commercialisation Update**

The Group received an update on the University's position with regard to grant applications and awards.

**2. Internationalisation Update**

Vice Principal Hillier updated PSG on the current status and future plans for the Internationalisation Strategy. PSG were supportive of the proposals.

**3. Enhancement of Student Guidance and Support**

Vice Principal Hounsell outlined the progress and next steps in the ongoing work to enhance student guidance and support. Further consultation will be undertaken.

**4. Academic Career Routes**

The Group discussed this paper and the Director of Human Resources will undertake further work on the proposals.

**5. Development and Alumni Update**

Vice Principal Bownes gave PSG an update on the Campaign, current activities and future plans for Development & Alumni. PSG were supportive of the proposals.

14 November 2011

**Finance Update**



Brief description of the paper

The paper summarises the latest actions being taken to maintain the University's financial stability and the external factors that are having a bearing on future funding and costs.

Action requested

The Group is asked to note the content and approve the approach being taken.

Resource implications

Does the paper have resource implications? Yes

As detailed in paper.

Risk assessment

Does the paper include a risk assessment? Yes

Clarity is now though emerging on future public funding through to 2015, both from the UK and Scottish Government.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the commercial interests of any person or organisation

For how long must the paper be withheld? 2 years

Originator of the paper

Jon Gorringe  
Director of Finance  
9 November 2011





The University of Edinburgh

Central Management Group

14 November 2011

**2012-13 Planning Round Issues**

Brief description of the paper

This paper describes the context for the 2012-13 planning round and sets out the major assumptions being used for plans and resource allocation for 2012-13. It also describes briefly the next steps in the planning round.

Action requested

CMG is invited to approve the assumptions for planning and resource allocation detailed in the paper.

Resource implications

The paper addresses issues which will have a significant impact on University resources and College and Support Group budgets in 2012-13.

Risk assessment

The paper addresses issues which will have a significant impact on University resources and College and Support Group budgets in 2012-13.

Equality and diversity

Equality and diversity should be addressed in each College and Support Group Plan.

Freedom of information

This paper should not be included in open business. Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper should be withheld until after the planning round for 2012-13 is completed.

Any other relevant information

To be presented by Professor Nigel Brown, Senior Vice Principal Planning, Resources and Research Policy

Originator of the paper

Alexis R Cornish  
Director of Planning and Deputy Secretary  
7 November 2011

The University of Edinburgh

Central Management Group

14 November 2011

## **Strategic Plan 2008-2012 Targets – Annual Progress Report**

### Brief description of the paper

This paper presents the third report on progress, based on data/information available to date, against the 33 targets set out in the University's Strategic Plan 2008-2012. Once CMG's comments have been incorporated, the progress report will be submitted for discussion to FGPC on 21 November and Court on 12 December 2011. It will then be submitted to the Scottish Further and Higher Education Funding Council (SFC).

### Action requested

For comment.

### Resource implications

None.

### Risk assessment

Inadequate monitoring of progress against the University's Strategic Plan targets could result in the non-delivery of the plan's objectives and strategies and, ultimately, failure to meet targets.

### Equality and diversity

Targets 10.1 – 10.3 in the 'Promoting equality, diversity, sustainability and social diversity' Strategic Theme of the Strategic Plan have equality and diversity implications.

### Freedom of information

Can this paper be included in open business? Yes

### Any other relevant information

To be presented by Alexis Cornish, Director of Planning and Deputy Secretary

### Originator of the paper

Rona Smith, Senior Strategic Planner  
Dr Alexis Cornish, Director of Planning and Deputy Secretary  
Governance and Strategic Planning, 7 November 2011

**Summary**

The following 33 targets are those which appear in the University's Strategic Plan 2008-2012. Colleges and Support Groups also set and monitor their own targets in addition to those listed here.

Forecast achievement statuses indicate that:

- the University has already met 3 out of 33 targets (8.1, 9.2 and 11.1);
- the University is 'on track' to meet 22 out of 33 targets;
- 3 targets are 'not yet determined' (2.3, 3.1 and 10.3); and
- the remaining 5 targets are assessed as 'further work required' (targets 1.1, 7.1, 8.2, 10.1 and 12.3).

Target	Progress to date	Achievement Status
<b>Excellence in learning and teaching</b>		
1.1	<p>increase the level of satisfaction expressed in the <i>Assessment and feedback</i> section of the National Student Survey and enter the upper quartile of institutions surveyed</p> <p><i>This target is measuring the percentage of Edinburgh's National Student Survey (NSS) respondents answering 4 (mostly agree) or 5 (definitely agree) to the five questions in the NSS which relate to assessment and feedback. The aim is for the University's percentage figure by 2012 to be at least equal to the upper quartile figure for all non-specialist Universities UK (UUK) members, being the largest relevant group of participating institutions.</i></p>	<ul style="list-style-type: none"> <li>• In the 2011 NSS, Edinburgh's figure was 52%, up from 51% in 2010 and 46% in 2009. This remains the equal lowest figure of all comparator group institutions. The comparator group upper quartile figure increased to 70%, which, at 18% higher than Edinburgh, represents a divergence of 1% year on year. The Russell Group upper quartile figure was up 2% to 65% - at 13% higher than Edinburgh's figure, this also represents a divergence of 1% year on year.</li> <li>• Through a wide-reaching Student Voice project initiated by Governance and Strategic Planning, a new set of standardised NSS reports was introduced in 2011. Centrally-produced reports, which are widely circulated, present Edinburgh's NSS results year-on-year – at University, School, subject and programme level. Our results are compared against those of other institutions.</li> <li>• As was the case last year, the approach being followed to improve NSS performance comprises four strands: (a) setting standards and communicating expectations (based around University-wide Feedback Standards and Guiding Principles approved by Senatus in June 2010); (b) monitoring performance and actions; (c) review and development of feedback and assessment practices; and (d) identifying and promulgating effective practices.</li> <li>• In the light of the 2011 results, actions have focused particularly on strand b., and have been targeted around seven Schools with the least satisfactory performance on assessment and feedback. A Task Group chaired by the Senior Vice-Principal has held face-to-face meetings with each of the seven Schools, to agree what heightened measures are being actively pursued to achieve significant improvements in student satisfaction with feedback.</li> <li>• On (c), steps underway to reconfigure substantially arrangements for student support are likely to include innovative provision for periodically reviewing with students their progress and performance, in the light of grades and feedback.</li> </ul>




Target		Progress to date	Achievement Status
		<ul style="list-style-type: none"> <li>On (d), the Enhancing Feedback website continues to be widely used: of the 7,000+ visitors to the site from 102 countries by September 2011, over one thousand visitors were from Edinburgh. Efforts to share good practices are also being boosted by the compilation of an Inspiring Learning handbook with a large section devoted to examples from across the University of 'Feedback that makes a difference'. These initiatives are being complemented by College-led workshops to promulgate best practices.</li> </ul>	
1.2	<p>by September 2009, simplify and standardise assessment procedures and regulations, using common processes except where departures from these are necessary for academic reasons</p> <p>[Given the complexities of this area, and the need to achieve the final outcome through well-considered incremental change, a <b>revised timescale of 'by the end of the Plan period'</b> was agreed for this target was reported in October 2009]</p>	<ul style="list-style-type: none"> <li>In June 2011, following wide-spread consultation, the Curriculum and Student Progression Committee (CSPC) adopted taught assessment regulations, which combined the previous undergraduate and taught postgraduate assessment regulations. The taught assessment regulations were standardised and structured into policy, regulation and guidance<sup>1</sup>. They came into use in academic year 2011/12.</li> <li>In September 2011, CSPC agreed a remit for a postgraduate research assessment regulations task group. This will perform a similar task for the postgraduate research assessment regulations. CSPC's views will be sought on key policy issues and appropriate postgraduate research assessment regulations will be drafted for approval by CSPC, to be adopted for use from academic year 2012/13.</li> </ul>	▲
1.3	<p>be one of the first Russell Group universities to implement the use of transcripts for measuring and recording student achievement</p>	<ul style="list-style-type: none"> <li>The University will issue students leaving the University from the end of 2011/12 onwards with a HEAR - a Higher Education Achievement Report. This is an extended transcript which includes information about students' non-credit bearing activities.</li> <li>In March 2011, the Learning and Teaching Committee (LTC) approved the recommendations on what will initially be included in the HEAR, the proposed protocol to amending and developing the non-credit bearing inclusions in HEAR, and the set up of a central repository for degree programme specifications<sup>2</sup>.</li> <li>The current information in the sector is that HEARs will be issued to students who enter degree programmes from academic year 2011/12 onwards, although this implementation date is still provisional. By issuing the HEAR to all students who leave from the end of 2011/12, the University is an early adopter. We will issue HEARs to students who began their degree programmes before academic year 2011/12 and to students who have not completed degree programmes, e.g. visiting students and students who leave with Certificates or Diplomas of Higher Education.</li> <li>The practical aspects of delivery of the records are the responsibility of Academic Registry. A project on this is ongoing and the expectation is that from next semester students will be able to use MyEd to see the additional, non-academic information that the University holds for their HEARs.</li> </ul>	▲


<sup>1</sup> [www.docs.sasg.ed.ac.uk/AcademicServices/Regulations/TaughtAssessmentRegulations.PDF](http://www.docs.sasg.ed.ac.uk/AcademicServices/Regulations/TaughtAssessmentRegulations.PDF)

<sup>2</sup> <http://www.ed.ac.uk/schools-departments/institute-academic-development/undergraduate/development/hear>

Target		Progress to date	Achievement Status
1.4	increase our headcount of taught postgraduate students by 50%	<ul style="list-style-type: none"> <li>In 2010/11, our headcount of taught postgraduate students was 5,637, which was 47% greater than in 2007/08.</li> </ul>	▲
<b>Excellence in research</b>			
2.1	achieve year-on-year improvement in the quality and quantity of our research as measured by the Research Excellence Framework	<ul style="list-style-type: none"> <li>The REF2014 Guidance on Submissions was published in July 2011, and the Panel Criteria and Working Methods will be published in January 2012. Sub-panels will produce the overall quality profiles by assessing three distinct elements of the assessment, weighted as follows:  Research outputs : 65%  Research impact : 20%  Research environment : 15%  The research environment data to be considered (over the census period 1 August 2008 to 31 July 2013) are:  Research doctoral degrees awarded  Research income  Research income-in-kind</li> <li>While we do not have access yet to the research income-in-kind eligible for submission (this will be made available to us prior to the REF submission deadline), we can provide an interim indication of research performance on the basis of research doctoral degrees awarded and research income from 1 August 2008 to 31 July 2010.  Research doctoral degrees – 8.1% increase  Research income – 6.0% increase</li> </ul>	▲
2.2	increase our headcount of research postgraduate students at a greater rate than the Russell Group average	<ul style="list-style-type: none"> <li>2010/11 data will not be available until March 2012.</li> <li>Our headcount of research postgraduate students in 2009/10 was 2,720, which was 4.6% higher than in 2007/08, the baseline year. In comparison, the Russell Group average headcount of research postgraduate students was 2.3% higher than in 2007/08.</li> </ul>	▲
2.3	double the recorded number of skills training and development opportunities taken up by postgraduate research students	<i>Information to follow.</i>	—
<b>Excellence in commercialisation and knowledge exchange</b>			
3.1	increase our economic impact by a higher percentage than our growth in income	<ul style="list-style-type: none"> <li>This target is reported on biennially, with the next report on progress included in the October 2012 final targets report.</li> </ul>	—

Target	Progress to date	Achievement Status
<b>Quality people</b>		
<p>4.1</p>	<p>achieve an 85% appraisal completion rate across all staff</p> <p><i>[This target is measuring the proportion of the University's total staff population who are recorded as having had an appraisal, or 'Annual Review' covering both performance and development. The target is aiming for 100% of staff with contracts of 1 year or more, other than where review is not possible e.g. due to turnover and long-term absence.]</i></p>	<ul style="list-style-type: none"> <li>• The target was set in the context of plans to introduce a new framework for reviews across the University. That project has taken longer than expected due to a number of organisational factors. However, significant progress has been made:                             <ul style="list-style-type: none"> <li>• The Oracle HR database has been developed to record review completion and that facility is now available to all Schools and Departments. A number of pilot areas and others are already using that facility and arrangements are being made to roll it out University-wide. This will facilitate much easier and fuller reporting on completion of Annual Reviews next year.</li> <li>• A University Annual Review Policy Statement has now been developed following substantial debate in Staff Committee and with the trade unions. This establishes the principles and governance processes for Annual Review and formally changes the University policy to require reviews to be annual, rather than every two years.</li> <li>• Locally, areas are doing much to embed good practice, which is, in turn, feeding into University-wide guidance and processes:                                     <ul style="list-style-type: none"> <li>- Significant work has been carried out on guidance for managers and staff. The College of Science and Engineering (CSCE) has developed a website and the College of Medicine and Veterinary Medicine (CMVM) has also developed College guidance. The development of University-wide guidance is underway, building on principles that have now been established by Staff Committee and the work already carried out within Colleges/Support Groups.</li> <li>- New training modules have been developed by CSCE and the College of Humanities and Social Science (CHSS) working together, and are now available University-wide.</li> <li>- University HR Services is working with a range of colleagues to develop an on-line Annual Review 'workflow' system which will be piloted by the Roslin Institute.</li> </ul> </li> </ul> </li> <li>• In the interim, information on appraisal/review completion rates gathered from the College/Support Group HR teams, indicates that, for the University as a whole, approximately <b>65%</b> of staff have had reviews in 2010/11. This is based on the following rates for each College/Support Group.                             <ul style="list-style-type: none"> <li>• In CHSS, in those areas for which figures are available, 65% of staff have had Annual Reviews. In a number of areas reviews are scheduled to take place before the end of the calendar year.</li> <li>• CMVM has recently mandated that annual reviews must take place for all staff on grades 9 and 10 before 31 December 2011, after which work will be carried</li> </ul> </li> </ul>

Target		Progress to date	Achievement Status
		<p>out to cascade it to more junior staff. From the figures available, around 51% of staff across the College have been reviewed, including 98% of clinical consultants.</p> <ul style="list-style-type: none"> <li>• In CSCE, 55% of staff have had a review in 2010/11 – a substantial increase over last year. CSCE has recently launched a College Performance &amp; Development Review website and is requiring that a review has taken place for all staff seeking promotion/regrading, contribution or bridging funding, as part of a significant push on Annual Review.</li> <li>• In Corporate Services Group, over 90% of staff have had reviews in 2010/11.</li> <li>• In Student and Academic Services Group, to date 55% of staff have had annual reviews with the remainder programmed to be carried out before the end of the calendar year.</li> <li>• In Information Services Group, over 95% of staff have had reviews in the past year.</li> <li>• In the 2011 Principal Investigators (PIs) and Research Leaders Survey, 73.4% of Edinburgh's 173 PIs who responded had had an appraisal in the last 2 years – on par with the average for Russell Group institutions.</li> </ul>	
4.2	increase the proportion of Schools achieving the Athena Swan Silver Award for the recruitment and promotion of women in science, to include at least one School in the College of Medicine and Veterinary Medicine and another three Schools in the College of Science and Engineering	<ul style="list-style-type: none"> <li>• In the College of Medicine and Veterinary Medicine: <ul style="list-style-type: none"> <li>• The School of Biomedical Sciences has been successful in achieving the Silver Award in 2011.</li> <li>• The Roslin Institute is working toward achieving the Silver Award in 2011/12.</li> </ul> </li> <li>• In the College of Science and Engineering: <ul style="list-style-type: none"> <li>• The School of Physics was awarded 'Juno Practitioner' status through the Institute of Physics' Project Juno which is a similar programme to Athena SWAN. The School has started work to achieve 'Juno Champion', which is equivalent to Athena Swan Silver, award in 2012.</li> <li>• The School of Chemistry was awarded the Athena Swan Silver award in 2006, which was successfully renewed in 2009, and is aiming to achieve the Gold Award in 2012.</li> <li>• Following the withdrawal of the School of Biological Sciences' Athena Swan project leader, the School is currently identifying a successor. Determination of a date for submission for an award will be reviewed once an appointment has been made.</li> </ul> </li> </ul>	

Target	Progress to date	Achievement Status
<p>4.3 ensure 90% of staff in leadership roles have participated in a leadership development programme or other related activities</p> <p><i>[This target is to be achieved cumulatively over the 4 year period covered by the Strategic Plan. The leadership development initiatives included are only those known to HR at the time of reporting.]</i></p>	<ul style="list-style-type: none"> <li>• By the end of academic year 2010/11, a cumulative total of 66% of academic, clinical and professional services staff in identified leadership roles (grades 9, 10 &amp; equivalent in Head/Director roles with responsibility for others, even if just one other person) participated in a leadership development programme or other related activities.</li> <li>• The cumulative totals of academic staff, and professional services staff, participating in a leadership development programme or other related activities over the period are, respectively, 60% and 80%.</li> </ul> <p>Currently the data gathered for the strategic target is only that known to University HR Services (UHRS) within a limited reporting system. In the coming year resources will be put into data gathering with the Institute for Academic Development (IAD), Colleges and Support Groups to widen the data collected in relation to specific leadership activity within these areas.</p> <p>It will be necessary to focus on academic staff, particularly, to meet the 90% target. In order to do so, this agenda will be given a real push in the coming year through a series of initiatives:</p> <ul style="list-style-type: none"> <li>• The Annual Review process will promote a more systematic approach to discussion on leadership needs across the University.</li> <li>• The restructuring of the Learning &amp; Development (L&amp;D) function and subsequent development of an L&amp;D strategy for the University will mean provision will be planned, resourced and delivered according to the needs of each business area.</li> <li>• Colleges and Support Groupss have introduced a variety of initiatives to embed staff development more fully at local level, e.g. CHSS has a Staff Development Committee, CSG is aiming to achieve Investors in People accreditation, which relies on evidence of excellent leadership development.</li> <li>• UHRS is working in collaboration with the IAD to develop a clear plan of priorities to ensure appropriate academic leadership provision, particularly with REF and NSS in mind. This will meet our obligations in implementing the Concordat to Support the Career Development of Researchers, and in relation to our European Community HR Excellence in Research Award. Hitherto, the ring fencing of Roberts funding precluded the inclusion of all academic staff within Roberts-funded provision.</li> <li>• A new academic Mentoring scheme will enable greater focus on leadership skills for staff across the university.</li> </ul>	<p style="text-align: center;"></p>





Target		Progress to date	Achievement Status
4.4	increase the number of international applications for academic posts	<ul style="list-style-type: none"> <li>This target is measured using applicants' home address data and covers all 'academic' vacancies advertised, including those for research assistant posts. Against a 9% year-on-year increase in academic posts advertised between 2009/10 and 2010/11, and an 18% increase in total number of applications, the number of international applications has gone up by 23%. The proportion of applications which are from international applicants has also increased, from 36.5% to 38.3%.</li> <li>In 2010/11, 463 academic vacancies were advertised. We received a total of 13,101 applications for these vacancies: 5,018 (38.3%) applications had an international (non-UK) home address and the remaining 8,083 (61.7%) had a UK home address. Of the 5,018 international applications, 1,883 had a home address outwith the UK but within the EU and 3,135 had a non-EU home address.</li> </ul>	▲
<b>Quality services</b>			
5.1	complete the review of the balance and interaction between locally and centrally provided services, and consider and act upon its recommendations	<ul style="list-style-type: none"> <li>The review was completed and its recommendations endorsed by the University Court at its meeting on 24 May 2010. Recommendations are at various stages of implementation and are incorporated into College and Support Group plans.</li> </ul>	▲
5.2	increase the overall level of satisfaction expressed in the <i>Support services</i> section of the International Student Barometer survey and enter the upper quartile of institutions surveyed	<ul style="list-style-type: none"> <li>The overall level of satisfaction expressed in the Support services section of the Summer 2011 International Student Barometer survey was 91.9%. For this measure, we were ranked 7th out of 65 institutions (which included 11 other Russell Group institutions, 5 other Scottish institutions, and 21 non-UK institutions). This places Edinburgh well within the upper quartile of institutions participating in the ISB. Our figure was 0.9% higher than the 91.0% achieved in the Summer 2010 survey, when we were ranked 14<sup>th</sup> out of 59 institutions.</li> </ul>	▲
5.3	deliver the EUCLID project in accordance with the agreed plan	<ul style="list-style-type: none"> <li>The EUCLID Project formally closed at the end of 2010, as agreed with CMG. The Student &amp; Course Administration System came into being to take forward the work of building on the work of the EUCLID Project to deliver an excellent student record and course/programme management system. A new governance structure has been put in place to ensure that key stakeholders are involved in reviewing progress and setting objectives for the system within realistic funding constraints. The system has performed well over the past year, satellite projects likewise, and this can give us confidence in this vital university service for the coming years.</li> <li>In the past year there has been a focus on making enhancements to EUCLID to improve the quality of the student data and to facilitate management information changes required by statutory bodies such the UK Border Agency (UKBA), the Student Loans Company (SLC) and the Student Awards Agency for Scotland (SAAS). The governance group are also currently devising a 3-5 year development plan for EUCLID.</li> </ul>	▲

Target		Progress to date	Achievement Status
5.4	offer a University website, encompassing all academic and support units, that is rated by key user groups as highly effective	<ul style="list-style-type: none"> <li>We remain on track. The web site continues to improve with greatly increased consistency in design, content and navigation reflecting the increased use of the central content management system (cms) and self assessment tools.</li> <li>The specifics for 2010/11 have all made good progress, indeed the review panel for the ELIR commented on how comprehensive and well presented on the web site the material they needed was.</li> <li>The process of the web presence review has indicated that the current cms may not be able to meet our longer term needs. Work to establish requirements for an open source cms has started, with the expected outcome of replacing the current cms in 2012/13.</li> </ul>	▲
<b>Quality infrastructure</b>			
6.1	increase income per square metre on a year-on-year basis	<ul style="list-style-type: none"> <li>2010/11 data will not be available until the University's Reports and Financial Statements have been published.</li> <li>In 2009/10, our income per square metre of gross internal area was £1,076, which was £53 per square metre (5%) higher than in 2008/09.</li> </ul>	▲
6.2	undertake a review of the University's academic timetable and teaching space utilisation with a view to implementing change as appropriate from 2010/11	<ul style="list-style-type: none"> <li>Phase 2 of the Shared Academic Timetabling Project (the procurement of software and services) proceeded well, completing during October 2011.</li> <li>Implementation will be phased over two years. <ul style="list-style-type: none"> <li>Phase 3, 'minimum process change', is currently in a data gathering phase in parallel with software installation, and will go-live at the end of March 2012.</li> <li>Phase 4, 'extended implementation', will roll out over the subsequent year with completion at the end of March 2013.</li> </ul> </li> <li>The core project team comprise resources within IS Applications and the Timetabling Unit within Academic Registry. However, the successful delivery of the project is also dependent on resource and support from Schools and other Support Groups.</li> <li>Phase 3 includes a requirement for all teaching space, whether centrally or locally managed, to be administered within the new timetabling database system. This transparency of data will bring benefits to both Estates &amp; Buildings' strategic objectives, and to the quality of the student experience through the provision of personalised timetables.</li> <li>It is intended that an official Shared Academic Timetabling policy, which is working its way through the committee approval process, will provide clear guidance for Schools on all matters relating to timetabling planning and processes, as well as creating greater timetabling flexibility within the established teaching day.</li> </ul>	▲

Target		Progress to date	Achievement Status
6.3	increase overall building performance (condition and functional suitability), achieving 90% acceptable standard in two of our three academic zones and 60% for the Central Area (within the constraints of historic buildings)	<ul style="list-style-type: none"> <li>This target is reviewed in line with the timetable for Estate Strategy updates.</li> <li>As at December 2009, the proportion of the University's buildings which were categorised as being of highly satisfactory or reasonable standard, was 89% in the Central Area, 77% in the CMVM Zone, and 86% in the CSCE Zone (up from 31%, 63% and 63% respectively, at the time of the last survey in 2005). This therefore represents good progress, with significant improvement having been made in the Central Area.</li> </ul>	▲
<b>Enhancing our student experience</b>			
7.1	increase the level of satisfaction expressed in the <i>Overall satisfaction</i> question from the National Student Survey and enter the upper quartile of institutions surveyed	<ul style="list-style-type: none"> <li>This target is measuring the percentage of Edinburgh's National Student Survey (NSS) respondents answering 4 (mostly agree) or 5 (definitely agree) to the overarching 'overall satisfaction' question in the NSS. The aim is for the University's percentage figure by 2012 to be at least equal to the upper quartile figure for all non-specialist Universities UK (UUK) members, being the largest relevant group of participating institutions.</li> <li>In the 2011 NSS, Edinburgh's figure was 85%, down from 86% last year, but up from 83% in 2009. This was 2% lower than the upper quartile of all comparator group institutions (which was up 1% year-on-year), and 3% lower than the Russell Group upper quartile figure (which was up by 1% to 88%).</li> <li>See target 1.1 for information on actions being taken to improve Edinburgh's figure.</li> </ul>	▼
7.2	ensure that all our teaching programmes, undergraduate and postgraduate, incorporate comprehensive development of the skills and attributes that graduates need	<ul style="list-style-type: none"> <li>As noted in the report for target 1.3, all of the University's graduates from the end of 2011/12 will receive a Higher Education Achievement Report (HEAR), which will contain descriptions of the graduate attributes of each degree, and a description of a range of activities undertaken by the student that will have contributed to the skill set of that student, such as acting as a class representative or participating in a work placement.</li> <li>The Employability Strategy Group is now working well, with a two strand approach, helping Schools to surface graduate attributes within their degree programmes and design their curricula reflectively around these attributes, and developing an Edinburgh Award that will allow students to chart and understand their own growing skill sets. Pilot Awards will be run through academic year 2011/12.</li> <li>Employability and graduate attributes are now embedded as a key theme in University and College Learning and Teaching Strategies.</li> <li>Postgraduate students will receive dedicated skills training from 2012/13, with pilots running in the current academic year. A growing number of our Masters students will engage with employers as part of their studies, supported by School initiatives or by our SFC project, Making the Most of Masters.</li> <li>Finally, 2011 Higher Education Statistics Agency Performance Indicator data show that 94.5% of 2009/10 students leaving Edinburgh were either in employment or</li> </ul>	▲

Target		Progress to date	Achievement Status
		further study six months after graduating. This figure is the highest in the Russell Group.	
<b>Advancing internationalisation</b>			
8.1	increase our headcount of non-EU international students by a minimum of 1,000	<ul style="list-style-type: none"> <li>This target has been significantly exceeded: in 2010/11, our headcount of non-EU international students was 5,876, an increase of 1,953 on the 2007/08 baseline of 3,923.</li> </ul>	MET
8.2	increase the proportion of our students attending another international institution by 50%	<ul style="list-style-type: none"> <li>This target is measuring the number of students participating in formally approved student exchange programmes managed by the International Office, including Erasmus exchanges. With this definition, the target of a 50% increase between 2007/08 and 2011/12 requires us to achieve a figure of 699 by the final year.</li> <li>In 2010/11 a total of 568 Edinburgh students participated in formally approved student exchange programmes. This represents an increase of 14% on the 2009/10 figure, and a total increase of 22% since the 2007/08 baseline year when we had 466. Provisional figures for 2011/12 are indicative of further improvements in the current year, however it is likely that this will not be quite enough to achieve the 50% target within the period covered by the Strategic Plan.</li> </ul>	▼
8.3	increase the value of our research grant income from EU and other overseas sources so that we remain above the median of the Russell Group	<ul style="list-style-type: none"> <li>2010/11 data will not be available until April 2012.</li> <li>In 2009/10, the value of our research grant income from EU and other overseas sources was £22.9 million which was 31% higher than in 2007/08 and 40% higher than the Russell Group median.</li> </ul>	▲
<b>Engaging with our wider community</b>			
9.1	bid successfully for at least one major international and one major domestic sporting event per year, and one training camp for the 2012 Olympic Games	<ul style="list-style-type: none"> <li>In 2010/11, the Centre for Sports and Exercise staged 4 major international and 2 major domestic sporting events (following the staging of 6 major international and 6 major domestic events across 2008/09 – 2009/10). Plans are already in place to stage at least 1 major international and 2 major domestic sporting events during 2011/12.</li> <li>The Great Britain Swim Team has confirmed it will stage (July-August 2012) its pre-London 2012 training camp in Edinburgh, utilising new conditioning facilities at the Pleasance and swim sessions at the Royal Commonwealth Pool/St Leonards. GB Swimming has also confirmed it will be bringing its Aspiring World Performers Programme Camp to UoE to coincide with the Senior GB Swim Team pre-Olympic Camp. In addition, the University is still pursuing other sports/countries ahead of Glasgow 2014.</li> </ul>	▲

Target		Progress to date	Achievement Status
9.2	meet the Edinburgh Beltane Beacon programme target of seconding nine Public Engagement Fellows over three years	<ul style="list-style-type: none"> <li>The Edinburgh Beltane Beacon programme target has been significantly exceeded: 14 Public Engagement Fellows and two Honorary Fellows have been appointed since May 2008.</li> </ul>	MET
<b>Promoting equality, diversity, sustainability and social responsibility</b>			
10.1	converge on our participation benchmarks for under-represented groups	<ul style="list-style-type: none"> <li>2010/11 data will not be available until June 2012.</li> <li>For the proportion of young entrants from state schools, our performance in 2009/10 was 70.4% compared with a benchmark of 78.8%, representing a difference of 8.4%. In 2008/09, our figures were 70.8% / 78.7%, giving a difference of 7.9%. This year's performance against benchmark therefore represents a divergence year-on-year of 0.5%. Our figure is, however, both higher and closer to benchmark than the figure reported two years ago.</li> <li>The Higher Education Statistics Agency (HESA), who publish the participation figures, have previously stated that the 2008/09 figures for the low social classes indicator were not comparable year-on-year, due to a change in the wording of a question on the UCAS form. This question has now reverted back to its original wording; therefore for the low social classes indicator, institutions' 2009/10 entrant figures are not comparable to those for 2008/09 but are <i>broadly</i> comparable to those for 2007/08. Our performance in 2009/10 was 16.5% compared with a benchmark of 20.9%, representing a difference of 4.4%. In 2007/08, our figures were 17.2% / 20.8%, giving a difference of 3.6%. This year's performance against benchmark therefore represents a divergence compared with 2 years ago of 0.8%.</li> </ul>	
10.2	increase the proportion of female academic staff appointed and promoted to the lecturer, senior lecturer, reader and professor levels	<ul style="list-style-type: none"> <li>In 2010/11, the proportion of female academic staff appointed and promoted to grades UE08 or equivalent and higher was 40.5%, which is higher than in the previous three years when the figures were 33.6% in 2009/10, 34.7% in 2008/09 and 38.4% in 2007/08.</li> <li>At each grade (or equivalent), the figures were 49.1% to UE08, 35.3% to UE09 and 18.2% to UE10. These proportions are higher than last year for UE08 and UE09, but lower at UE10. The figure of close to 50% for lecturers is promising in relation to the 'pipeline' for the future, because it means that pool from which promotions can be made is now appreciably larger than before.</li> <li>As regards the overall academic staff population, over the last five years the proportion of female lecturers and senior lecturers has risen steadily, rising from 39% to 45% of lecturers and from 28% to 36% of senior lecturers. The proportion of readers has varied between 23% and 27% and is currently 25% (although it should be noted that there are relatively fewer readers and small numbers of promotions (to or from reader) or appointments can affect the figures). The proportion of chairs has risen from 13% to 19%.</li> </ul>	

Target		Progress to date	Achievement Status
10.3	<p>reduce absolute CO<sub>2</sub> emissions by 40%, against a 1990 baseline</p> <p><i>[The University has set a revised target for reducing CO<sub>2</sub> emissions by 29% against a 2007 baseline by 2020. The baseline year was revised as a result of the Climate Change (Scotland) Act 2009.]</i></p>	<ul style="list-style-type: none"> <li>The intensification of academic business and related activities and development of the estate over the period between 2007-2011, makes this a very challenging target. Major drivers for reduction in CO<sub>2</sub> are now the Climate Action Plan (CAP) together with the Carbon Reduction Commitment (CRC). The CRC imposes a statutory requirement to submit annual carbon emissions covering the whole University estate (previous targets applied to the academic core estate only).</li> <li>In the light of this intensification, the Climate Action Plan will be reviewed, and Estates and Buildings continue to explore all opportunities to improve infrastructure efficiency and building consumption. The Carbon Action Plan identifies the installation of new CHP and similar large infrastructure works as key to the plan as well as changing each individual's attitude to the use of energy.</li> <li>The following list of projects identifies the main work elements: <ul style="list-style-type: none"> <li>Energy Infrastructure and CHP investment</li> <li>Energy Devolution Project</li> <li>Switch and Save Campaign</li> <li>SALIX Rotating Fund work programme</li> <li>Sustainable Development</li> </ul> </li> </ul>	—
<b>Building strategic partnerships and collaborations</b>			
11.1	<p>establish at least five new international partnerships for the award of joint PhDs</p>	<p>This target is met: the University now has six new agreements in place that include 23 international partner universities.</p> <ul style="list-style-type: none"> <li>University-wide Memoranda of Understanding (MOU) have been signed with Macquarie University, Sydney and with Universitas 21. The latter allows for jointly awarded PhD degrees between the University of Edinburgh and 15 other Universitas 21 (U21) partners.</li> <li>College/School-level MOUs have also been signed as follows: <ul style="list-style-type: none"> <li>College of Humanities and Social Science with the National University of Singapore;</li> <li>School of Social and Political Science with the University of Cologne (EU ITN EXACT project);</li> <li>School of Informatics with the Royal Institute of Technology, Stockholm, Albert-Ludwigs-Universität, Freiburg, and NCBS, Bangalore; and</li> <li>School of Philosophy, Psychology and Language Sciences with the Universities of Naples and Trieste - Jointly awarded PhD in Experimental Psychology and Cognitive Neuroscience.</li> </ul> </li> </ul>	MET



Target		Progress to date	Achievement Status
<b>Stimulating alumni relations and philanthropic giving</b>			
12.1	meet or exceed the £350 million fundraising target of the Edinburgh Campaign	<ul style="list-style-type: none"> <li>The Campaign total at the end of 2010/11 was £330.5 million, which is 96% of the Campaign's total fundraising target. The year-on-year increase was £34.3 million (11.6%).</li> </ul>	▲
12.2	raise £35 million through fundraising for scholarships as part of the Edinburgh Campaign	<ul style="list-style-type: none"> <li>Since 1999, the starting point for this target, almost £39 million has been raised for scholarships – this figure includes over £5 million paid directly to the Scholarships and Student Finance Office and £0.7 million paid directly to the International Office.</li> </ul>	▲
12.3	deliver a threefold increase in the participation rate of alumni who give to the University	<ul style="list-style-type: none"> <li>Our baseline participation rate in 2007/08 was 3.3%, based on 3,400 recorded donors and 104,000 contactable alumni. Therefore the target, to deliver a threefold increase, meant that we were aiming for a participation rate of 9.9% by 2011/12. As previously reported, achieving this participation rate is extremely challenging, due in part to the year-on-year increase in the base number of our alumni who are contactable.</li> <li>In 2010/11 our participation rate was 3.1%, based on just over 4,000 donors from 130,000 contactable alumni. While our alumni participation rate has essentially not increased over the period of the Strategic Plan, during the same period: <ul style="list-style-type: none"> <li>Our number of alumni donors has increased by 17%, if we compare against the original donor number, or by 26% if we compare against a refreshed base figure of 3,200 (this refreshed baseline figure excludes gift aid/legacy donations and is therefore more accurately matched to the donor figures we report now). If we also consider non-alumni donors, the growth in donor numbers since 2007/08 is even more significant, at well over 50%. The strong growth in number of donations has largely been due to community fundraising and sponsorship for medical funds, such as the Euan MacDonald Centre and Fragile X research.</li> <li>Our number of contactable alumni (the denominator) has increased by 25% from 104,000 to 130,000. Our database increases each year with large cohorts of graduates. New schemes such as the alumni email service and quicker processing of returned mail help to maintain contact with alumni, meaning that now we consistently have more than 70% of our database contactable.</li> </ul> </li> <li>As well as growing our donor base, we have embarked on successful implementation of a Direct debit scheme. Consequently in 2011 we processed just over 21,000 donations compared to 14,400 in 2008 - growth of 46%. These have been processed by the same no. of staff through finding efficiencies in our systems.</li> <li>This growth is being driven by a vastly improved annual fund (our low value high volume fundraising programmes) which are critical for starting the fundraising pipeline, hopefully ensuring a healthy major gift programme in future.</li> </ul>	▼



The University of Edinburgh

Central Management Group

14 November 2011

**Chancellor's Fellowships**

Brief description of the paper

This proposal describes the scheme to advertise and appoint up to 75 Chancellor's Fellowships for early career researchers across all disciplines in preparation for REF2014. Funding will be 50% from university reserves and 50% from School funds with a stepped contribution.

Action requested

For information and comment.

Resource implications

Does the paper have resource implications? Yes

The funding is described in Section 2 of the paper.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? Yes

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

To be presented by Senior Vice-Principal Nigel Brown

Originator of the paper

Senior Vice-Principal Nigel Brown  
8 November 2011



The University of Edinburgh

Central Management Group

14 November 2011

**Chancellor's Fellowships**

**1. Introduction**

The University will declare a surplus for 2010/11 that was higher than anticipated. This, together with the settlement for SFC in the recent Scottish Government Spending Review, gives the University opportunity to make strategic investments.

One of the key areas for strategic investment is in staff positions for REF2014. For RAE2008 significant investment was made in senior positions, which often bring with them significant additional costs. Such appointments can still be made where vacancies exist and where Schools have the resources to sustain the posts.

We propose that the major centrally-funded investment for REF2014 should be in early-career positions, so that we can build a cohort of new researchers in anticipation of their moving to full University Lectureships over a period of 5 years.

To celebrate the appointment of a new Chancellor of the University, it is proposed that these are designated "Chancellor's Fellowships" and Her Royal Highness has graciously agreed to this.

**2. Proposal**

- We will create up to 75 Chancellor's Fellowships, with a notional maximum of 5 in any one School. These will be advertised *en bloc*.
- They will be 5 year Fellowship positions, with review by the 3<sup>rd</sup> anniversary of appointment.
- The salaries will be fully funded at up to Grade UE8 in 2012-13.
- In subsequent years the University contribution to salary will be reduced to 75% in 2013-14, 50% in 2014-15, 25% in 2015-16 and 0% in subsequent years, the difference being found by the School.
- If Schools wish to make appointments before 1 August 2012, this will be fully funded by the School.
- Additional costs of establishing the research will be found by the School and/or College.
- It is anticipated that the Fellow will focus primarily on research in years 1 and 2, gradually acquiring those additional responsibilities for teaching and administration expected of a Grade 8 Lecturer, or above, by Year 5

**3. Additional notes**

The positions must be sustainable through anticipated proleptic positions, additional funding streams, or other mechanisms. The process of appointment will be overseen at University level to ensure that we have equality across the disciplines. The primary criterion for appointment to a Chancellor's Fellowship is the excellence of the candidate; the filling of a specific post to accommodate teaching requirements should be done by other routes.

**CMG is invited to note and comment on the paper**

The University of Edinburgh

Central Management Group

14 November 2011

**Report from Staff Committee**

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Brief Description of Paper

This paper provides a summary of the key issues discussed and agreed at the meeting of Staff Committee held on 25 October 2011.

Resource Implications

Any resource implications are covered in the paper under discussion.

Equality and Diversity Implications

Any equality and diversity implications are considered in the paper under discussion.

Risk Assessment

Any relevant issues relating to effective risk management are covered in the content of each paper under discussion.

Freedom of Information

Can this paper be included in open business? Yes

Originator of paper

Sheila Gupta  
Director of HR  
November 2011

## **University of Edinburgh**

**Central Management Group  
14 November 2011**

### **Report from Staff Committee**

#### **Introduction**

This paper summarises the key issues discussed and decisions reached at the meeting of Staff Committee held on 25<sup>th</sup> October 2011.

#### **Matters Arising**

1. Personal Development and Review Sub Group Update from last Meeting: The Committee noted that the new Policy Statement had been developed and agreed with Colleges, Support Groups and the University's recognised trade unions. The new title of 'Annual Review' was also noted to reflect the feedback and outcome of University-wide consultation. Work was now underway on developing guidance and a report of on-going progress was to be made to the November meeting of Court.

2. Agency Workers Regulations: The Committee received an oral update on the development of a new policy and accompanying guidance to support the implementation of this new piece of employment legislation which extends significant new rights to agency workers.

3. Equality & Diversity Strategy Action Plan 2010-12: The Committee welcomed the new Equality and Diversity Strategy and Action Plan and were very supportive of the different strands of work that were covered by the document, which were seen as representing the University's commitment to ensure that equality and diversity strategies at Edinburgh extended well beyond minimum legal compliance and reflected good practice consistent with a major employer serving a wide and diverse community.

4. Progression of Female Academic Staff: The Committee noted that a new Steering Group was in the process of being established to progress issues in support of advancing gender equality. This work was integral to the University's own mission and a recently launched national project co-ordinated by the Equality Challenge Unit on identifying and promoting good practice on gender equality.

#### **Main Agenda Items**

##### **Strategic Plan**

5. Ms Gupta reported that Professor Nigel Brown and Dr Alexis Cornish had met with the HR Executive recently and provided a very helpful update on the progress of developing the University's new Strategic Plan. The Committee learned that in order to gain maximum "buy-in", specific meetings were being arranged with major committees and other events were being organised to engage staff across the University fully in the process of informing and shaping the new Strategic Plan.

Staff Committee welcomed the opportunity to hold a special meeting in the new year to consider and advise upon the people aspects of the new Strategic Plan as well as have the opportunity to input into the thinking and direction of the Plan as a whole.

The Committee also agreed that there would be considerable merit in positioning the future discussions in the context of workforce planning to ensure that the University was able to attract, secure, develop and reward the best talent to meet its future challenges and continue to enhance its record of success. Members concurred that it would be important to focus on a range of high level themes that would shape the agenda for the future and enable an integrated approach.

### **University Mentoring Programme**

6. Ms Robertson introduced this paper. A wide-ranging discussion followed and considered different models for the introduction of a Mentoring Scheme. Members advised on the need to ensure that the successful introduction of any scheme would have to be supported with an appropriate level of resource and training. The concept of group mentoring was also proposed as a valuable means of harnessing the skills and expertise of colleagues across the University with the added benefit of reducing the reliance on a few senior staff.

7. The Committee expressed the need to ensure that mentoring was set within a clear strategic context and that any model should be accessed via Annual Review, this would ensure that it was linked clearly to the career development needs of staff, whilst linked to business objectives.

8. External members of the Committee proposed other opportunities that could be incorporated within such a model, including work-shadowing and secondments as a means to experience different career options prior to making any final choices with respect to alternative career directions. It was felt that this was particularly appropriate for academic staff choosing between a distinct academic career path to one which pursued a senior management route. Equally important were opportunities for professional services staff to explore, where group mentoring and networking with other professional colleagues could be immensely valuable in enhancing one's experience of senior management opportunities.

It was suggested that evaluating the schemes which have taken place across the University over time could inform how any future model might be designed to operate.

### **REF Code of Practice on the Selection of Staff**

9. Ms Gupta introduced the Draft Code of Practice on the selection of staff, and explained that this was very much a work in progress document. The University was awaiting further formal guidance from the Higher Education Funding Council for England (Hefce), before the Code could be finalised. On present indications, this could possibly be in Spring 2012.

10. The key points for consideration were that the Code embedded the rigor expected by Hefce in the process for selecting staff for inclusion in REF 2014. The Code would be supported by a detailed programme of briefing sessions, online training and communications on the use and application of the Code in the REF process.

11. The Committee agreed that the Code be circulated for consultation across Colleges and Schools ahead of the formal submission date to Hefce, recently brought forward to April 2012, for institutions who have already prepared their Code.

12. Of particular note was the need to assure staff who may not be returnable in the REF, but who were making a significant contribution to the University's mission, that their career opportunities would not be harmed, rather their contribution to the success of the institution would be recognised through the University's reward mechanisms where appropriate. However, it was also noted that a minority of staff may not be returnable on the grounds of performance and these cases would need to be addressed through the University's formal performance mechanisms.

### **Anti-Bribery and Corruption Policy**

13. Ms Gupta introduced this new Policy which emanates from a piece of landmark legislation, The Bribery Act 2010, which transforms the principles on which businesses will be expected to operate in the future. In effect, the UK government are taking a lead on the international stage to set the highest standards of conduct in business. Ms Gupta explained that the main legal principles of the act require organisations to embed an anti-bribery culture and be able to evidence this across all its business activities. The University has taken significant steps to implement the Act, including the development of a new policy and associated good practice guidance; the design of questionnaires for high risk areas and detailed advice on conducting risk analyses; University-wide briefing sessions for managers and staff in key roles; a review of related employment policies and a commitment to continue on-going work to protect the University and its staff, particularly those operating in countries known to be high risk areas. Ms Gupta reported that the advice from the legal firm who were engaged to support this project, is that the steps taken to date already evidence how seriously the University has taken its responsibilities in implementing the Act.

14. Members identified other work that could be valuable in informing staff of their responsibilities and obligations under the Act. Suggestions covered the need to have a single source to access advice; rolling out further training sessions for staff; incorporating the topic into University Welcome Days; and the need to have robust and up to date record of a Register of Interest for staff similar to the rules that apply to Court members.

### **Enhanced Guidance on Academic Promotions**

15. Ms Miller presented this paper setting out the case for enhancing the University's guidance on promotions. Ms Miller said that discussions had taken place with other Russell Group Institutions, and internally with the Institute for Academic Development.

Ms Miller outlined the key reasons for this proposal as :

- a) Aligning practices more directly to the strategic aims of the University, in particular teaching excellence;
- b) Providing clarity within the promotions guidance for both academic staff and academic managers on how to recognise excellence in learning and teaching.

16. A wide-ranging debate followed and some critical points were agreed:

- That this project required academic leadership and should not be depicted as an HR project.
- The size and scope of the project was large, with tight timescales for delivery.
- That the University should draw on models of good practice both from within the UK and internationally, where there was already evidence of success and positive culture change.
- That the research reputation of the University must be maintained, whilst enhancing further the importance of teaching excellence, so that academic staff engaged positively in both activities. Equally, the importance of knowledge exchange and public engagement also had to be reflected in any new guidance and criteria published in support of the academic promotions process.
- That the criteria could be linked to workforce planning, so that it was clear as to both how and where activity under this heading fitted in to the overall goals of Schools;
- The Committee were keen for the project to be progressed in order to meet the timelines for the forthcoming promotions process.

### **HR Policy Guidance on Maternity & Redundancy**

17. Ms Fraser presented this paper and informed Staff Committee about the University's approach for ensuring the fair and proper management of maternity cases where a post may be subject to redundancy. Whilst such cases were rare, the University still had a responsibility to ensure the clear and consistent application of policy across the institution. The matter was being presented to Staff Committee for information and to provide assurance about how these sometimes sensitive cases were being handled in terms of risk. The Committee endorsed the approach adopted by the University.

### **Standing Item:**

#### **New Appeals process**

18. The Committee noted that under the University's new Appeals Process all staff who have been dismissed have the right to appeal against their dismissal. As a means of monitoring the process, Staff Committee and Court would in future receive a regular report of the number of appeals lodged and their outcome. For this reason, this report would now form a standing item of business on the Committee agenda.

For the period 1 April 2011 to 30 June 2011, 5 appeals have been lodged, 3 have been heard of which none were upheld.

**Sheila Gupta**  
**November 2011**

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The University of Edinburgh

Central Management Group

14 November 2011

### **Enhanced Guidance of Academic Promotions**

#### Brief Description of Paper

This paper sets out a proposal to develop and introduce detailed guidance for managers and staff to use in the academic promotions process with respect to the recognition of excellence in learning and teaching and other University themes, such as public engagement. The project will also deliver a more integrated promotions framework with clear links to other related people strategies and policies including Annual Review and Contribution Pay.

#### Action Requested

CMG is asked to comment and advise on the proposal to advance this project and, if agreed, give approval for it to proceed with a view to informing the forthcoming promotions cycle.

#### Resource Implications

As detailed in paper.

#### Risk Assessment

The project will continue to enhance the University's approach to managing a fair, transparent and evidence-based process for dealing with academic promotions across the University and will enable Schools and Colleges to manage such important processes in a way that should ensure the effective management of risks.

#### Equality and Diversity Implications

The proposal seeks to enhance further the University's approach to ensure that all staff have access to excellent career development opportunities that reflect good practice and foster a culture in which all staff are able to contribute of their best.

#### Freedom of Information

Can this paper be included in open business? No

#### Originator of paper

Sheila Gupta  
Director of Human Resources  
November 2011

The University of Edinburgh

Central Management Group

14 November 2011

## **Development and Alumni Update**

### Brief description of the paper

Update from Development and Alumni including campaign progress, summary of what D&A delivers, the review of the office and D&A's position in the University, the revised structure and reasons for it and plans for beyond the fundraising campaign and alumni engagement.

### Action requested

For comment and consideration of recommendations.

### Resource implications

Does the paper have resource implications? Yes

Resource implications are described in Section 6 b) Proposed Changes to D&A and Appendix One. No specific costings are included.

### Risk assessment

Does the paper include a risk analysis? No

### Equality and diversity

Does the paper have equality and diversity implications? No

### Freedom of information

Can this paper be included in open business? No

For how long must the paper be withheld?

Indefinitely as the case is business sensitive and has implications for staff recruitment and retention.

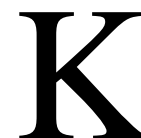
### Any other relevant information

To be presented by Vice-Principal Professor Mary Bownes

### Originator of the paper

Vic-Principal Professor Mary Bownes, Chloe Kippen, Alex Hyde-Parker and Jane Denholm  
October 2011





The University of Edinburgh

Central Management Group

14 November 2011

**Senatus Researcher Experience Committee  
Task Group Report: A study of PG conversion rates  
Summary of findings and recommendations**

Brief description of the paper

The paper presents a summary of the findings of the recently completed Researcher Experience Committee task group which investigated the issue of perceived poor performance by the University in converting offers of postgraduate places into acceptances and ultimately matriculated students. The task group identified two key points in the postgraduate recruitment process which affect conversion rates. The paper sets out the key findings and suggested next steps which will be required in order to implement the proposed changes to improve postgraduate conversion rates.

Action requested

To consider recommendations and actions on pages 3, 4 and 5 of the report.

Resource implications

Does the paper have resource implications? Yes – suggested allocation of tasks is included in the paper.

Risk assessment

As detailed in paper.

Equality and diversity

Does the paper have equality and diversity implications? No

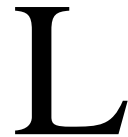
Freedom of information

Can this paper be included in open business? No - Disclosure would substantially prejudice the commercial interests of any person or organisation

The paper must be withheld until proposed changes are implemented and CMG approves its release.

Originator of the paper

Professor David Argyle, Convener, Senatus Researcher Experience Committee  
September 2011



The University of Edinburgh

Central Management Group

14 November 2011

**Edinburgh University the Scottish United Nations Regional Centre of Expertise [UN RCE]  
Proposal in Education for Sustainable Development**

Brief description of the paper

This paper proposes that a United Nations Regional Centre of Expertise in Education for Sustainable Development be established. This would stimulate considerable growth within the University and in the field in Scotland.

Action requested

CMG is invited to **endorse** progress to the next stage of the RCE application process, to the timeline [submission March 2012] and project plan and capitalise on current ESD momentum and enthusiasm expressed by current external stakeholders.

CMG to note that SEAG at its meeting on 28 September **endorsed** this proposal, in principle, but requested CMG's endorsement.

Resource implications

Does the paper have resource implications? Yes, if a proposal for a 'centre' is agreed in Scotland and if it is eventually located in Edinburgh there will be staffing and facilities costs. However, these are likely to be shared with other parties.

Financial implications for the RCE bid are low. Beyond funding for the Project Officer post (already secured) we do not foresee any additional costs in the immediate future. Furthermore, should the bid be successful, financial risk remains low - RCEs are mainly self-sustainable initiatives, due to pre-application network set-up, coordination and embedding.

Risk assessment

Does the paper include a risk analysis? Not at this stage. Options Appraisal will review this.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Any Other Information

The University would need first to achieve accreditation as a UN RCE as a current priority. This paper will be presented by Professor Mary Bownes - Vice-Principal External Engagement

Originator of the paper

Assistant Principal Dr Sue Rigby and  
Peter Higgins 31 October 2011

# **Edinburgh University the Scottish United Nations Regional Centre of Expertise Proposal in Education for Sustainable Development**

## **Overview**

Alongside the United Nations Decade of Education for Sustainable Development (UNDESD), a series of UN Regional Centres of Expertise (RCE) in Education for Sustainable Development have been set up within Universities, linked to a strong network of charities, NGOs and educational organisations. Our intention is to apply for the status of Scottish Regional Centre. This will allow us to:

1. Capitalise on our growing reputation in sustainability and education in this area.
2. Strengthen existing and develop new strands of research and teaching in this field.
3. Make closer links with Scottish and Edinburgh based charities and other bodies working in this field.
4. Capitalise on our Universitas 21 status and UNESCO/UNU Chair in Sustainable Development connections.
5. Enhance the brand and reputation of the Global Academies, by linking them with this global, and highly respected, initiative.
6. Contribute to the visibility of Edinburgh University on a Global stage.

## **Background**

Sustainable development has a long history in Scotland and the Scottish culture. The UN Decade of Education for Sustainable Development (2005-2014) aims to promote awareness and integrate sustainable development into education to secure a more sustainable society and future. Regional Centres of Expertise (RCE) - UNU accreditation for excellence - provide national focus; fostering strong collaboration across a defined region to oversee national ESD objectives, whilst developing world-leading ESD research/initiatives, facilitating these networks through a key institution.

## **State of bid**

The Scottish Government and a growing network of NGOs, alongside one of the chief instigators of the Regional Centre scheme, Professor Charles Hopkins, have all expressed their intention to support this bid, and made clear their enthusiasm for us to proceed with it. Professor Cara Aitchison is supportive of the bid, and its long term fit with research and teaching strategic priorities within Moray House School of Education. The Global Academy for Society and Environment discussed and supported the proposal at its last Steering Group, and SEAG has written the intention to achieve this status into its forward plan for 2011/12.

The next stage is to produce a formal bid outline document, for submission to the UN by January 2012. A Project Officer has been appointed and a timeline drafted. Initial stages of the project plan have been identified, and include a pooling initiative to capture current Scottish ESD work and networks, which will provide local context for the bid document.

## **Long-term benefits to RCE set-up**

- Longevity and permanency of ESD best practice beyond UNDESD term (2014), capitalising on current momentum and providing a legacy initiative to ensure embedding of ESD [Rio Declaration, 1992] across Scotland is maintained and developed.

- Fostering further richness to the quality of teaching and learning already offered at the University of Edinburgh through ESD embedding [Bonn Declaration, 2009], whilst providing a platform to showcase best practice already established through Edinburgh's Curriculum of Excellence. Responding to global challenges through embedded learning outcomes improves the student experience and ensures our graduates are equipped to succeed in future markets.
- Increased reputation of the University as an institution of excellence through United Nations RCE, world-wide recognised accreditation in ESD. RCE accreditation provides additional weight for best practice and outcomes already achieved by the institution and Scotland, whilst promoting these to a global audience; ensuring best practice/outcomes are recognised accordingly.
- Fostering greater relations and feeling of community between HEFE institutions, NGOs, charities and government bodies across Scotland through working together to achieve ESD future objectives.
- Potential for new research linkages in the ESD sector through UNU networks.
- Adding weight to the University's UCC Climate Commitment for Scotland (UCCCfS) whilst facilitating and providing support to other Scottish institutions to ensure Climate Change Action Plan (CCAP) targets are met.
- Launch of the Distance Education Initiative (DEI) provides a unique opportunity to accelerate ESD progress, through development of new teaching programmes and online technologies.
- Potential for showcasing excellence through hosting future UN ESD conferences.

### **Costings for RCE Project**

Financial implications for the RCE bid are low. Beyond funding for the Project Officer post (already secured) we do not foresee any additional costs in the immediate future. Furthermore, should the bid be successful, financial risk remains low - RCEs are predominately self-sustainable initiatives, due to pre-application network set-up, coordination and embedding.

CMG is invited to **endorse** to progress to the next stage of the RCE application process, continuing with the timeline and project plan, and capitalising on current ESD momentum and enthusiasm expressed by current external stakeholders.

Assistant Principal Dr Sue Rigby and  
Peter Higgins  
31 October 2011.

The University of Edinburgh

Central Management Group

14 November 2011

**Management Accounts  
Three Months to 31 October 2011**



Brief description of the paper

The University's top-level Management Accounts are presented, including summaries for each College and Support Group.

Action requested

The paper is for information.

Resource implications

None.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None

Any other relevant information

None.

Originator of the paper

Lorna McLoughlin  
10 November 2011

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the commercial interests of any person or organisation

*The paper should be withheld until after publication of the University's Annual Accounts for 2011-12 (i.e. 31<sup>st</sup> December 2012).*



The University of Edinburgh

Central Management Group

14 November 2011

**NPRAS Rates for 2012-13**

Brief description of the paper

This paper presents the revised NPRAS space rates for the forthcoming Planning and Budgeting round and an explanation for the composition of the rates.

Action requested

CMG is invited to **endorse** the revised NPRAS space rates for use in the 2012-13 planning round.

Resource implications

Does the paper have resource implications? Yes, the revised NPRAS rates will have resource implications for all Colleges and Support Groups who have new buildings or refurbishments coming on stream, or if there is any marginal trading of space.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Any Other Information

This paper was presented and endorsed at the Space Management Group meeting on 2 November and will be presented by Professor Nigel Brown, Senior Vice-Principal, Planning, Resources and Research Policy.

Originator of the paper

Geoff Turnbull  
Assistant Director, Estates and Buildings  
3 November 2011

## NPRAS Rates for 2012/13

This paper presents the revised NPRAS rates for the forthcoming Planning and Budgeting round and an explanation for the composition of the rates.

As there is still some uncertainty about the go live date for the devolution of Utility budgets the NPRAS rates have been calculated including and excluding Utilities. The rates to be applied to 2012/2013 budgets, as per previous years, are set for 'Moderately serviced' and 'Highly serviced' buildings, which make up the majority of the estate.

It should be noted that a range of rates are applied to specialised buildings within the University Estate and are calculated on an actual basis for each individual area, however, for business planning purposes an indicative rate has been used in the past. This rate currently stands at £141.06 per sq.m. This indicative rate will, however, change by the time a new project comes on stream, because of variable cost elements within the overall rate. The elements of cost within the overall rate which are highly variable for specialist buildings are maintenance and utilities.

The recommended rates to be applied for 2012/13 Planning and Budgeting purposes are in summary:

NPRAS rate including utilities		NPRAS rates excluding utilities
Highly Serviced	£116.73 per m2	£84.47m2
Moderately Serviced	£90.66 per m2	£70.79m2

MOTHBALLED rate including utilities		MOTHBALLED rate excl utilities
Highly Serviced	£86.83 per m2	£78.89 per m2
Moderately Serviced	£71.53 per m2	£66.11 per m2

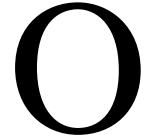
NPRAS rates for 2011/12 are set for moderately and highly serviced areas at £88.84 and £109.93 respectively. These rates reflected a forecasted increase in, tender prices for maintenance work, materials and labour, which when combined amount to an average percentage increase of 3% on the previous year's rates. Forecasted increases for 2012/13 in building maintenance and construction, at 3.5%, are below the projected forecast for the general rate of inflation. Similarly forecast increases for national pay awards, 3.0%, material prices, 3.7% and retail prices, 3.5% are all below the general inflation rate. These forecasts are provided by the Building Cost Information Service of RICS and are recognised as the industry standard. As such the NPRAS rates for 2012/13, detailed in the table above, have been set at an appropriate level to account for these increases.

The Utilities market continues to be volatile. Procurement of utilities for the University is through contracts arranged through Procurement Scotland. These contracts do provide a degree of risk avoidance as the University utility requirements are purchased at a fixed price in advance of the year of consumption. Even with these contract arrangements in place, the University Energy Office has indicated that electricity prices will increase by 14.3% and, gas prices by 11.2%, for the year 2012/13. These increases have been applied to this element of the NPRAS rate.

It should be noted that the University will, on current energy consumption levels, require to pay a Carbon Tax of circa £1m for the year 2012/13. Allowance is not made for this within the revised NPRAS space rates.

### Recommendation

CMG is invited to **endorse** the revised NPRAS space rates for use in the 2012-13 planning round.



The University of Edinburgh

Central Management Group

14 November 2011

## **University of Edinburgh Policy: Hiring Agency Workers**

### Brief Description of Paper

The Agency Workers Regulations 2010 came into force on the 1 October 2011. Their aim is to ensure the protection of temporary agency workers by applying the principle of equal treatment. This brings a number of new legal obligations and risks for the University, as well as being an opportunity to review our practice. In light of this a University policy, Hiring of Agency Workers, has been created which reflects the change in legislation and sets out the University's new process for hiring agency workers.

### Action requested

Approval of the Policy by the CMG.

### Resource Implications

The new legislation has resource implications due to the requirement for agency workers to have comparable terms and conditions to employees in some circumstances. Cost implications based on current agency workers are given in section 12. There are also staff costs associated with the introduction of an authorisation process. However, it is anticipated that there will also be benefits from tighter control of the use of agency workers.

### Risk Assessment

Failure to comply with the policy which reflects legislation could be:

1. Equal treatment claims/grievances
2. Financial Penalties for anti-avoidance measures
3. Uncontrolled expenditure on Agency Workers and failure to utilise existing resources

### Equality and Diversity Implications

An Equality Impact Assessment has been carried out and there are no negative impacts identified.

### Freedom of Information

Can this paper be included in open business?

Yes

### Any other relevant information

Anna Edgar, Senior HR Partner, Resourcing, to present the paper at CMG.

### Originator of paper

Anna Edgar, Senior HR Partner, Resourcing



**The University of Edinburgh**

**Central Management Group**

**14<sup>th</sup> November 2011**

**University of Edinburgh policy: Hiring of Agency Workers**

**Introduction**

1. This paper seeks CMG approval for a new University policy on the Hiring of Agency Workers, which is attached.
2. The Agency Worker Regulations came into force on 1 October and their aim is to protect Agency Workers by giving them the right to the same basic working and employment conditions as if they had been directly employed by the University, without imposing an employment status between agency workers and the hirer. There are two sets of entitlement, some from day one such as access to facilities and others such as pay and holidays after a 12 week qualifying period which should be accumulated service in the same or a similar role. The regulations also introduce a requirement to provide information on agency workers as part of collective consultation.
3. University HR Services (UHRS) has already issued some guidance, on the impact of this legislation, to HR colleagues and hiring managers as an interim measure. However, as this is an opportunity to take greater control of the use of agency workers within the University as well as being a risk management issue, UHRS has, in consultation with Heads of HR, drafted this policy for the use of agency workers in the university.

**Current Agency Worker Workforce**

4. The current numbers of Agency Workers across the university are approximately 200 in any given week, 67% of which are based within Accommodation Services.

**The Policy**

5. The policy states that agency workers can be used to provide short-term additional resources from time to time to enable flexibility. However, prior to hiring an agency worker all internal options should have been exhausted to ensure effective utilisation of existing staff and minimise cost and disruption.
6. The policy also introduces an authorisation to hire process at the outset and also for extension beyond 12 weeks, if essential. Authorisation must be in writing using an Agency Worker Request Form setting out the start and approximate length of the assignment, the nature of work and reason why agency resources are required and the approximate UoE pay grade. Authorisation is at School/Support Group level and local HR are to be much more closely involved in the process.
7. As it is not financially prudent in most situations to hire an agency worker for more than 12 weeks, the University policy will be not to hire agency workers beyond this period other than in some circumstances where it makes business sense to do so. The latter may include hiring of Agency Workers who have previously been engaged elsewhere in the University resulting in a total hire period of over 12 weeks.
8. The policy also includes information on Agency Workers' entitlements from day one and from 12 weeks including Agency Worker Information Requests, which can be made if an agency worker has a concern that they are being treated less favourably in terms of their rights under this new legislation.
9. The policy clearly states all relevant parties responsibilities which are:

- The Agency is the employer of the Agency Worker and responsible for pay and benefits for their staff. They must ensure that their staff are treated fairly and in compliance with Agency Workers Regulations 2010, working in partnership with the hirer. In addition, they must ensure that all Agency Workers are eligible to work in the UK and can fulfil the hours of the role they are assigned within any visa restrictions. They are also responsible for any disclosure checks if applicable.
- Head of School / Department Head has overall responsibility for ensuring that Agency Workers are treated fairly and in compliance with Agency Workers Regulations 2010.
- Local HR teams are responsible for monitoring the use of Agency Workers within their College / support area and will liaise with the school /support group manager regarding the business need for the Agency Worker.
- University UHRS, Resourcing team, is responsible for creation, monitoring and review of this policy and procedure to ensure compliance to legislation and will also. UHRS will also produce and analyse management information on the use of Agency Workers and disclose monthly information on use of agency temps to the recognised Unions where we are required to collectively consult on redundancy, TUPE Transfers and collective bargaining.

### Impact on the University

10. Given the diversity, scale and scope of the University it is unlikely that we can dispense completely with the need to have the flexibility to recruit short term workers from agencies for a variety of good reasons. However we will continue to look for more cost effective solutions to using Agency Workers.
11. With the arrival of the new legislation comes risk in terms of compliance and an increase in cost. This may occur not only in the case of possible periods of hire in excess of 12 weeks, but also in adjustments made to align all agency workers with the appropriate university grading. Based on current agency workforce the increase in costs, to ensure comparable treatment, is illustrated in the table below:

College/ Support Group	No of Temps	Approx % increase based on current agency workforce
CSE	07	10. %
HSS	19	9. %
MVM	2	-14% <sup>1</sup>
IS	5	23%
CSG (other than AS)	29	9%
Accommodation Services (AS)	123	14%

12. It is therefore crucial that we manage agency workers systematically and efficiently. It is necessary to introduce a robust framework to monitor and reduce the level of hiring of agency workers and to ensure that where they are hired, the agencies with whom the University has an official contract are used. This information is available within the policy and accessible on the University of Edinburgh website/

### Action Required

13. CMG is asked to approve the attached Hiring Agency Workers policy. Once approved, the changes will be communicated and implemented by local HR and hiring managers with guidance from UHRS Resourcing team.

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<sup>1</sup> MVM shows a decrease, which is due to the fact that one current Agency Worker is from another agency with a higher charge rate than Blue Arrow which would be the Agency to be used going forward.

## Hiring Agency Workers Policy



### 1. Policy Statement

- 1.1 The University of Edinburgh is committed to ensuring that it delivers excellent academic, student and professional support services at all times. The University will, if necessary, use temporary agency workers to help to fulfil demands and maintain the highest standards of internal and external service.

### 2. Scope & Definitions

- 2.1 This policy applies to all individuals responsible for hiring and managing temporary Agency Workers and to all temporary agency staff while they are on assignment with the University of Edinburgh.

- 2.2 Definition of who is covered by this policy

- Temporary Work Agency ('agency') - Supplier of individuals to work temporarily for and under supervision of University of Edinburgh management
- Hirer - University of Edinburgh / Hiring Manager
- Agency Worker – An individual supplied by the agency to work temporarily for and under supervision of the hirer and has a contract of employment or services with the agency.

- 2.3 Individuals outside the scope of the regulations include the genuinely self-employed, individuals on secondment or loan and the introduction of workers to a UoE contract by recruitment agencies for fixed term or permanent employment.

### 3. Principles

- 3.1 Agency Workers can be used to provide short-term additional resources from time to time to enable flexibility. However, prior to hiring an Agency Worker all internal options should have been exhausted to ensure effective utilisation of existing staff and minimise cost and disruption.

### 4. Responsibilities

- 4.1. The Agency is the employer of the Agency Worker and responsible for pay and benefits for their staff. They must ensure that their staff are treated fairly and in compliance with Agency Workers Regulations 2010, working in partnership with the hirer.

In addition, they must ensure that all Agency Workers are eligible to work in the UK and can fulfil the hours of the role they are assigned within any visa

restrictions. They are also responsible for any disclosure checks if applicable.

- 4.2. Head of School/ Department Head has overall responsibility for ensuring that Agency Workers are treated fairly and in compliance with Agency Workers Regulations 2010. However, it is the responsibility of all managers to ensure that this policy is implemented.
- 4.3. University HR Services (UHRS) - Resourcing team is responsible for creation, monitoring and review of this policy and procedure to ensure compliance to legislation. UHRS will also produce and analyse management information on the use of Agency Workers and disclose monthly information on use of agency temps to the recognised Unions where we are required to collectively consult on redundancy, TUPE Transfers and collective bargaining.
- 4.4. Local HR teams are responsible for monitoring the use of Agency Workers within their College / support area and will liaise with the school /support group manager regarding the business need for the Agency Worker.

## **5. Agency Workers Regulations 2010**

- 5.1 The Agency Workers Regulations 2010 came into force on the 1 October 2011. They aim to protect Agency Workers by giving them the right to the same basic working and employment conditions as if they had been directly employed by the hirer (subject to certain eligibility conditions).
- 5.2 There are two sets of entitlement, some after day one and others which the Agency Worker is eligible for after the 12 Week Qualifying Period:
- 5.3 *12 Week Qualifying Period for Additional Entitlements*

The 12 week period will not necessarily be immediately transparent. It is, for example, possible for one Agency Worker to build up weeks towards the qualifying period through a series of different assignments through the same or different agencies provided that he or she is working for the same hirer in "the same or similar role". In the University, this could mean that unrelated but similar assignments in different Schools/Departments contribute to a qualifying period. In addition, any week during the whole or part of which the Agency Worker works counts as a calendar week for these purposes. If the new assignment is a different role or there is a break of more than six weeks between assignments, the Agency Worker's qualifying period will accrue from the start date of the new assignment for the purposes of calculating the Agency Worker's qualifying period.

There are exceptions where a break of more than six weeks between assignments "pauses" the qualifying period (i.e. the qualifying period does not continue, but picks up where it left off when the Agency Worker returns). Reasons for the Agency Worker's qualifying period to "pause" include that he/she has a break:

- of up to 28 weeks because he/she is incapable of work due to sickness or injury;
- for the purpose of taking annual leave;
- of up to 28 calendar weeks to allow him/her to perform jury service;

- caused by a regular and planned closure of the University e.g. Christmas and New Year.

Qualifying weeks will accrue from 1<sup>st</sup> October 2011 onwards.

Once an Agency Worker has completed 12 weeks with the University in the same role, he/she will be entitled to the same basic working and employment conditions that would apply to employees or workers who have been directly recruited to the same job. This includes pay, duration of working time, rest periods and breaks, and annual leave.

## 6. Procedure for Hiring Agency Workers

6.1 Hiring managers should consider their staff resource needs carefully before seeking to hire an Agency Worker.

6.2 Where it is necessary to hire an Agency Worker, written authorisation is required. An Agency Worker Request Form (AWRF), [http://www.docs.csq.ed.ac.uk/HumanResources/forms/Agency\\_Worker\\_Request\\_Form.pdf](http://www.docs.csq.ed.ac.uk/HumanResources/forms/Agency_Worker_Request_Form.pdf) should be completed, by the line manager/head of department who should liaise with the local HR team. An AWRF must set out the following:

- Agency Worker's intended start date;
- approximate length of the assignment;
- nature of work and reason why additional resources are required;
- appropriate UoE pay grade (based on comparable UoE staff member);

6.3 Upon approval an agency worker can be hired through the University's contracted agencies directly or via local HR team as follows:

- Blue Arrow must be used for temporary secretarial, clerical, catering and similar staff. The University has an exclusive contract with Blue Arrow following competitive procurement processes. Details are at: [http://www.docs.csq.ed.ac.uk/HumanResources/Policies/Temporary\\_Staff\\_Booking\\_Arrangements.pdf](http://www.docs.csq.ed.ac.uk/HumanResources/Policies/Temporary_Staff_Booking_Arrangements.pdf)
- Information Services/ICT staff must be hired using the University's framework agreement with seven agencies. Information Services Group staff can access information on these agencies through the IS Wiki. All other staff should contact the UHRS Resourcing team: [anna.edgar@ed.ac.uk](mailto:anna.edgar@ed.ac.uk)
- For any other types of staff, hiring managers must contact their local HR team. This is to ensure that: appropriate agency/ies are identified; HR can liaise with the agency to ensure that both parties meet their legal obligations; and details of the Agency Workers are gathered for monitoring and collective consultation purposes.

6.4 To ensure effective monitoring of the use of Agency Workers, the agency is required to notify local HR team prior to supplying an Agency Worker for authorisation. The HR department will monitor and liaise with the hiring manager regarding the continued business need for the Agency Worker once in post.

### *6.5 Moving Agency Workers to new assignments/roles*

If a manager requires an Agency Worker to take on a new assignment within the University or a manager is re-engaging an Agency Worker who has been used before, the manager should go through the AWRF process.

### *6.6 Terminating assignments at 12 weeks accumulated service*

The University considers that it is not appropriate to engage Agency Workers for long periods as this can not be economic to do so. The University policy is not to engage Agency Workers for longer than 12 weeks. However, in some circumstances and in agreement with local HR teams assignments may be extended beyond this period or agency workers with more than 12 weeks accumulated service may be hired if it makes commercial sense to do so. However, in some circumstances and in agreement with local HR team assignments can be extended beyond this period.

Hiring managers must ensure that they do not create a pattern of assignments that can be viewed as designed to deliberately deprive an Agency Worker of their entitlements. If this is found to be the case then the University will be subject to financial penalties.

## **7. Agency Workers' Entitlements**

### **7.1 From day one of an assignment**

#### *7.1.1 Access to collective facilities*

From the first day of employment Agency Workers are entitled to be treated no less favourably than a comparable worker or employee in relation to access to collective facilities and amenities as well as information on external job vacancies. The agency will provide details to Agency Workers of the organisation's facilities prior to the first day of their assignment. Agency Workers will have access to collective facilities such as:

- Canteen or other similar facilities
- Workplace crèche
- Transport services
- Toilet/shower facilities
- Staff common room
- Mother and baby room
- Prayer room
- Car parking

This does not mean that Agency Workers will be given 'enhanced' access rights. For example, where membership to a crèche involves joining a waiting list, the Agency Workers would also be able to join the list and would not be given an automatic right to a crèche place.

Agency Workers who require a University of Edinburgh Access Card to access facilities should contact their Hiring Manager.

#### *7.1.2 Information on relevant vacancies*

All Agency Workers have the right to be provided with information about any relevant job vacancies that would be available to comparable employees. They should know where and how to access this information. This right does not apply where posts are ring fenced for redeployment purposes or internal moves. The hirer (i.e. the University) is responsible for providing equal treatment for day 1 entitlements and for any breach of this obligation. Relevant information will be made available to the temporary worker by the agency before starting work.

## **7.2 After 12 weeks of an assignment**

### *7.2.1 Equal treatment*

Following a qualifying period of 12 weeks the Agency Worker acquires further entitlements to terms that are at least as good as equivalent employees such as:

- Pay related to work undertaken on assignment
- Overtime/Unsocial premiums
- Annual increments (where they acquire the required service)
- Duration of working time
- Night work
- Rest periods
- Annual leave
- Paid time off for antenatal appointments and other adjustments for pregnancy
- Annual Review (Appraisal)

### *7.2.2 Pay*

All Agency Workers will be entitled to the same basic pay to which an employee or worker who has been directly recruited to the same job would be entitled. This includes pro rated salary and additional payments for out of hours and on call.

The right to equal pay does not include occupational sick pay, occupational pensions, maternity, paternity or adoption pay (the Regulations do not affect an Agency Worker's statutory entitlements), redundancy pay (statutory or contractual), benefits requiring an eligibility period, occasional discretionary bonuses, or the right to participate in salary-sacrifice schemes such as childcare vouchers.

### *7.2.3 Working hours*

Agency Workers will work the same basic working hours as an employee or worker who is recruited directly to the same job. There may be circumstances in which Agency Workers will, if they wish, be able to opt out of the maximum 48-hour working week under the Working Time Regulations 1998. Any worker who has not signed the opt-out or who has revoked his/her opt-out will not be requested or permitted to work more than the maximum number of working hours permitted under the Working Time Regulations 1998.

#### 7.2.4 *Rest periods*

Agency Workers will be entitled to the same rest periods and breaks to which an employee or worker who is recruited directly to the same job would be entitled.

#### 7.2.5 *Annual leave*

Agency Workers will be entitled to the same paid annual leave to which an employee or worker who is recruited directly to the same job would be entitled. This leave entitlement will be pro rated to the length of the assignment and can be taken in the normal way or will be paid as part of the worker's daily rate in lieu of annual leave accrued above statutory minimum (5.6 weeks). The agency will be responsible for calculating and invoicing the hiring manager for the correct payment.

#### 7.2.6 *Other Leave*

Agency Workers are able to get Statutory Sick Pay (SSP), Maternity or Paternity Pay if they satisfy the criteria. If they worked at the same agency for over 3 months and This is the responsibility of the agency not the University.

#### 7.2.7 *Maternity*

The Agency Worker is entitled to reasonable paid time off during working hours for antenatal care, provided she submits evidence of her appointments, although evidence is not needed for the first appointment. Agency Workers are encouraged to arrange medical appointments at suitable times to minimise disruption to their work. Agency Workers are encouraged to give early notification of their pregnancy to enable the University to plan ahead, and carry out necessary risk assessments. Heads of School or Support Departments, or their nominated deputies, have responsibilities for protecting the health and safety of their workers, including those who are pregnant, those who have given birth within the previous six months. Once a manager has been informed that an Agency Worker is pregnant, they should arrange for a pregnant worker risk assessment to be undertaken, and also for any reasonable adjustments to be made as appropriate. If it is not possible to make reasonable adjustments to the role to remove the identified risk, the University will inform the agency and the agency should seek alternative work for the Agency Worker. This is particularly important where there are known personal or work area risks. The Occupational Health Unit (OHU) can provide advice and guidance on health and safety implications relating to the Agency Worker and her job.

The Agency Worker's qualifying period continues to run during any breaks that occur because the worker is taking maternity leave, adoption leave or paternity leave from the agency.

### **8. Agency Worker Information Requests**

8.1 Where an Agency Worker has a concern that they are being treated less favourably in terms of their rights under this new legislation, they are entitled to raise their concerns in writing with both the agency and the hirer and ask



for information and identify comparators where applicable. A hirer will need to be able to respond to and justify any such concerns. If not satisfied, Agency Workers do have the right to raise discrimination claims and to take these through to employee tribunal.

8.2 Hiring managers should be aware that Agency Workers are protected from any form of detriment for asserting their rights under the Agency Workers Regulations 2010. A detriment could include terminating an assignment.

## **9. Information request Procedure**

### *9.1 Facilities and relevant vacancies*

An Agency Worker who believes that he/she has not been provided with equal access to collective facilities or relevant vacancies may make a written request to their manager for information about such access.

Within 28 days of receiving such a request, the manager must provide the Agency Worker in writing with the:

- relevant information about access to collective facilities and/or access to vacancies; and
- reasons for the treatment of the Agency Worker in relation to access to collective facilities and/or access to vacancies.

Anyone who receives such a request should contact their local HR team for advice.

### *9.2 Employment and Working Conditions*

An Agency Worker who believes that they may not have been treated equally in respect of basic employment and working conditions (after 12 weeks in the same assignment) should, in the first instance, make a written request to their agency for further information. The agency is required to provide a written statement to the Agency Worker setting out the relevant information relating to the basic working and employment conditions of the organisation's employees and workers. The agency has to do this within 28 days of receiving the request.

If the Agency Worker has not been provided with a statement from his/her agency within 30 days of making the request, they can make a written request to their manager for a written statement setting out the relevant information relating to the basic working and employment conditions of the University employees and workers.

In these circumstances, the local HR, upon request from the hiring manager, will provide a written statement within 28 days of receiving the Agency Worker's request containing information relating to the relevant basic working and employment conditions of the organisation's workers.

## **10. References, information, advice and resources**

- Temporary Staff Booking Arrangements:  
[http://www.docs.csg.ed.ac.uk/HumanResources/Policies/Temporary\\_Staff\\_Booking\\_Arrangements.pdf](http://www.docs.csg.ed.ac.uk/HumanResources/Policies/Temporary_Staff_Booking_Arrangements.pdf)
- Agency Workers Regulations 2010 (SI 2010/93)  
Temporary Agency Work Directive (2008/104/EC)  
Working Time Regulations 1998 (SI 1998/1833)
- Further advice and information please refer to the following guidelines  
contact your local HR team.

## **11. Policy creation and review**

- 11.1 This policy was approved by CMG on 14 November 2011 and takes effect from 15 November 2011.
- 11.2 This policy will be subject ongoing review and will be amended to take into account any further changes in legislation.

## **12. Alternative Formats**

- 12.1 If you require this document in an alternative format please contact [UHRS@ed.ac.uk](mailto:UHRS@ed.ac.uk) or telephone 0131 650 8127.

The University of Edinburgh

Central Management Group

14 November 2011

## **Principal's Career Development PhD Scholarships**

### Brief description of the paper

This paper informs CMG that we propose to continue the successful Principal's Career Development PhD Scholarships Scheme in 2012-13 and seeks any comment.

### Action requested

For information and comment.

### Resource implications

Does the paper have resource implications? Yes  
If 'Yes', in which section(s) of the paper are they described?

The funding is described in Section 2 of the paper.

### Risk assessment

Does the paper include a risk analysis? No

### Equality and diversity

Does the paper have equality and diversity implications? No

### Freedom of information

Can this paper be included in open business? Yes

### Any other relevant information

To be presented by Senior Vice-Principal Nigel Brown

### Originator of the paper

Senior Vice-Principal Nigel Brown  
10 November 2011

The University of Edinburgh

Central Management Group

14 November 2011

**Principal's Career Development PhD Scholarships**

**1. Introduction**

The University will declare a surplus for 2010/11 that was higher than anticipated. This, together with the settlement for SFC in the recent Scottish Government Spending Review, gives the University opportunity to make strategic investments.

There has been a significant reduction in the number of postgraduate research studentships offered by the Research Councils, and the University has fewer PGR students than we would wish. It is therefore appropriate and opportune to continue the very successful Principal's Career Development PhD Scholarship scheme.

The Principal's Career Development PhD Scholarship scheme has been reviewed and has attracted high quality students from a variety of backgrounds.

It is proposed that the scheme be continued for a further year with an intake of 50 students funded to 50% from the 2010/11 surplus, with the balance coming from the Schools.

**2. Proposal**

- 50 Principal's Career Development PhD Scholarships will be advertised for take-up in 2012-13.
- The home fees and stipend for each Scholarship will be funded 50% from the supervising School(s) and 50% centrally.
- The total costs of the Scheme for 1 year entry will be *ca.* £2.64M over 3 years, £1.32M of which will be borne centrally.
- Consideration be given to building these Scholarships into the Planning Round for 2013-14.

**3. Additional notes**

A review of the Principal's Career Development PhD Scholarship scheme was held in 2011. The scheme was well-received by the Schools and by the students and the quality of students was very high. The scheme was oversubscribed with high quality students.

Students are developing skills in the following career development areas: Teaching, Public Engagement, and Entrepreneurship, as well as in Research.

A document containing feedback from academic colleagues and from students is available on request from Vice-Principal Professor Nigel Brown

**CMG is invited to note and comment on the paper**