**Agenda for a meeting of the Central Management Group
to be held at 10.30 am on Wednesday, 22 May 2013
in the Raeburn Room, Old College**

1   **Minute of the meeting held on 17 April 2013**   **A**

2   **Matters Arising**

3   **Principal's Business**

3.1   Principal's Communications

3.2   Principal's Strategy Group   **B**

FOR DISCUSSION

4   **Finance Director's Update (closed)**   **C**

5   **Reporting framework on the strategic plan**   **D**

6   **Mainstreaming the Equality Duty Report**   **E**

7   **Report from the Standing Consultative Committee for Redundancy Avoidance   F
          (SCCRA) (closed)**

8   **University's Risk Register (closed)**   **G**

9   **Edinburgh Global Review and Impact Plan**   **H**

FOR INFORMATION/FORMAL APPROVAL

10   **Management Accounts for 9 months to 30 April 2013 (closed)**   **I**

11   **Q3 Management Accounts Forecast 2012-13 (closed)**   **J**

12   **Procurement Strategy**   **K**

13   **Strategic Plan 2008/2012**   **L**

14   **Any Other Competent Business**

15   **Date of next meeting**

          Wednesday, 19 June 2013 at 10.30 am, in the Raeburn Room, Old College.

Central Management Group

A

Wednesday, 17 April 2013

MINUTE

Present:	Senior Vice-Principal Professor M Bownes (in chair) Vice-Principal Professor J Seckl Vice-Principal Professor J Haywood Vice-Principal Professor C Jeffery Vice-Principal Dr S Rigby Vice-Principal Professor L Waterhouse Vice-Principal Professor L Yellowlees Vice-Principal Mr N A L Paul University Secretary Ms S Smith Mr H Edmiston
In attendance:	Dr I Conn Mr A Currie Ms S Gupta Mr P McNaull Mr D Waddell Mr F Gribben on behalf of Vice-Principal Professor D Miell Mr P Phillips, Deputy Director of Planning Mr H McKay, Chief Internal Auditor (for items 6, 7 and 8 only) Ms F Boyd, Dr K J Novosel
Apologies:	The Principal Vice-Principal Professor C Breward Vice-Principal Professor S Hillier Vice-Principal Professor D Hounsell Vice-Principal Professor R Kenway Vice-Principal Professor D Miell

1   MINUTE OF THE MEETING HELD ON 6 MARCH 2013   **Paper A**

The Minute of the meeting held on 6 March 2013 was approved as a correct record.

Members welcomed the new University Secretary, Ms Sarah Smith to this her first meeting of CMG.

2   PRINCIPAL'S BUSINESS

2.1   Principal's Communications

In the Principal's absence, Senior Vice-Principal Professor Bownes reported on the following: the opening of the new University Office of the Americas in Sao Paulo; the continuing success of MOOCS; and that the Principal had commenced his approved sabbatical at Stanford University.

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

CMG noted the report.

FOR DISCUSSION

3   PLANNING SUBMISSIONS 2013-2016 (CLOSED)   **Paper C**

It was noted that there had been revisions of earlier drafts following discussions at the last meetings of PSG and CMG. The new approach of producing three year rolling plans was welcomed. The finalised executive summaries would be taken forward to F&GPC and Court in an appendix to the resource allocation paper. CMG endorsed the revised plans for onward transmission.

3.1   CHSS   **Paper C1**

The plan set out the College's aspirations for continuing expansion with particular challenges in changing the balance of current funding sources, investment in the student experience, ensuring the development of sustainable teaching courses, and investment in services to staff.

3.2   CMVM   **Paper C2**

The plan sought to improve clarity around budgetary systems with the main challenges around continuing investment in the estate and preparation for REF2014.

3.3   CSE   **Paper C3**

The College wished to grow student numbers at an appropriate rate with significant challenges around improving the physical environment at KB, investing in staff, and improving the student experience.

3.4   CSG   **Paper C4**

There were no significant changes from the previous draft, the plan focussed on continuing to provide effect and efficient services across a range of areas.

3.5   ISG   **Paper C5**

The plan had been modified from the previous draft particularly in respect of the business cases for new developments and the financial information now included. There were continuing challenges around the complexities of the devolved structure and sharing IT solution across the University.

3.6   SASG   **Paper C6**

SASG would continue to respond effectively to student requirements, investing in improving the student experience, looking to identify income generation opportunities and ensuring robust governance and strategic planning processes particularly in taking forward the new Code of HE Governance.

3.7   Student Unions   **Paper C7**

CMG welcomed EUSA's progress to date in appointing new senior managers and supported the University's continuing assistance to EUSA particularly in the area of financial management. The on-going issues in respect of staffing and estates matters were also noted.

The Sports Union continued to operate effectively and CMG noted the plan.

| 3.8 | **University Corporate** | **Paper C8** |

Currently the University Corporate supported a number of diverse areas of expenditure and it was the intention to review these various areas with a view to considering if it would be more appropriate to allocate budgets to the area with managerial responsibility for the spend. It was the intention to initiate further discussion on this with the relevant Colleges/Support Groups across the University.

| 4 | **RESOURCE ALLOCATION PROPOSALS FOR 2013/14 (CLOSED)** | **Paper D** |

The proposed core uplift for 2013/2014 was considered appropriate by CMG. It was noted that there were a number of areas as set out in the paper where work was on-going prior to finalisation of specific budgets and CMG endorsed the proposed allocations subject to appropriate adjustments as a result of this work.

CMG further noted that work was on-going to revise the current resource allocation process and improve transparency. There was discussion on various aspects of the new model particularly around reserves and the proposals that allocated budgets would met identified expenditure requirements thus ensuring the continuing financial sustainability of the University. It was noted that any additional surplus generated could be used to implement new projects, that the new model would take cognisance of spend across more than one year and would have flexibility to enable Colleges/Support Groups to invest in opportunities as these arose. There would be further discussion on the model prior to its introduction; a pilot was currently being undertaken in CMVM.

| 5 | **FINANCE DIRECTOR'S UPDATE (CLOSED)** | **Paper E** |

CMG noted the report.

| 6 | **RISK APPETITE (CLOSED)** | **Paper F** |

It was noted that since the original risk management policies and structures had been developed in 2002/2003 there had been significant movement in risk management practice within the University and that it was now appropriate to review these documents. It was further noted that the Audit Committee had in particular suggested that there should be a review of the statement on risk appetite.

CMG endorsed the proposed update to the University's Risk Policy and Risk Appetite Statement as set out in the paper noting the manner in which the different domains would interact with reputational, compliance and overall financial risks taking priority over any other factors.

| 7 | **INTERNAL AUDIT REPORT** | **Paper G** |

CMG noted the themes emerging from internal audit assignments undertaken between June 2012 and March 2013. In particular, project governance issues, UKBA compliance and IT security were highlighted. CMG noted that in respect of IT security a revised policy had now been approved. It was suggested that it would be helpful if additional assistance could be provided at School level although it was also recognised that a number of IT security matters relied on compliance of good practice.

8   **INTERNAL AUDIT FOLLOW UP REVIEWS**   **Paper H**

CMG fully supported the need for agreed actions arising from recommendations within internal audit reports to be completed in a timeous manner and shared Audit Committee's concerns. Heads of Colleges and Support Groups would take this forward and it was welcomed that CMG would receive routine reports to enable implementation of recommendations to be effectively monitored.

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

CMG noted the report and supported the recommendations. Progress toward the 2025 vision was welcomed as were the proposals in respect of the School of Biological Sciences and College of Medicine and Veterinary Medicine. The on-going discussions around Murchison House were noted and the proposals in respect of the offer to purchase arrangements were endorsed. It was noted that an opportunity had arisen to develop the Potterrow site into a performing arts facility in collaboration with the Scottish Chamber Orchestra. CMG was supportive of these proposals which were at an early stage. CMG further noted the significant disruption in taking forward the relocation of the Department of Clinical Neuroscience and recommended approval to Court of the disposal of land at Bilston and Roslin.

10   **ANALYSIS OF NSS RETURNS (CLOSED)**   **Paper J**

CMG considered the circulated paper J, the tabled appendix to the paper J and the additional paper on Principal's Career Development Scholars. There was detailed debate on the issues raised, the proposed remedial actions, the balance between research and teaching and learning activities across the University, and the projected period to observe marked improvements to NSS scores. There was discussion on immediate actions which could be initiated and on the longer term cultural and structural issues. CMG noted paper J and the tabled appendix and was supportive of the remedial actions required as set out in the documents. CMG further agreed that Colleges should consider the proposals in the additional tabled paper and it was confirmed that any costs in 2012/2013 would have to be met from existing allocations and that one approach might be to consider arrangements for existing PhD students.

11   **REPORT FROM STAFF COMMITTEE (CLOSED)**   **Paper K**

CMG noted the report and welcomed the developments in the area of reward and career progression and the introduction of evidence based pay analysis.

12   **EQUALITY OUTCOMES**   **Paper L**

CMG approved the proposed Equality Outcomes subject to consideration of: references to other recognition schemes as well as Athena SWAN and that Support Groups and professional support staff in Colleges should also be included; and equality and diversity issues in relation to membership of Court.

FOR INFORMATION/FORMAL APPROVAL

13   **MANAGEMENT ACCOUNTS FOR 8 MONTHS TO 31 MARCH 2013**   **Paper M**
(CLOSED)

CMG noted the satisfactory financial position.

**14   RUSSELL GROUP COMPARATIVE FINANCIAL INFORMATION   Paper N
2011/2012 (CLOSED)**

CMG noted the information and the University's performance against comparable peer institutions.

15   TRAC RETURNS 2011/2012 (CLOSED)   Paper O

CMG noted the information.

16   UPDATED UNIVERSITY COMPUTING REGULATIONS   Paper P

CMG recommended approval of the revised Regulations to Court noting the inclusion of references to mobile devices.

**17   REPORT FROM EQUALITY AND DIVERSITY MONITORING RESEARCH   Paper Q
COMMITTEE**

The fourth Report from the Committee was noted.

**18   FEES STRATEGY GROUP: CONVENER'S ACTION AND ROUTINE FEES   Paper R
(CLOSED)**

CMG approved the proposed increase in fees for continuing overseas undergraduates for 2014/2015, non-standard fee proposals in the College of Medicine and Veterinary Medicine for 2012/2013 and various postgraduate programmes in all three Colleges as set out in the paper.

19   HEALTH AND SAFETY REPORT   Paper S

The Health and Safety quarterly report for January to March 2013 was noted.

20   TALBOT RICE GALLERY   Paper T

CMG approved the proposal to realign the Talbot Rice Gallery with effect from 1 May 2013 on the understanding that the Gallery would continue to operate as a University space.

21   NAME CHANGE TO LIBRARY AND COLLECTIONS PLANNING UNIT   Paper U

The proposal to amend the name of Library and Collections to Library and University Collections unit was approved by CMG.

22   PROPOSAL TO ESTABLISH A CHAIR IN THE SCHOOL OF CHEMISTRY   Paper V

CMG approved the proposal to establish a Crawford Tercentenary Chair of Chemistry.

23   THE UNIVERSITY AND EDINBURGH'S FESTIVALS   Paper W

While fully supportive the University's continuing links with the Edinburgh Festivals, CMG noted the real pressures particularly on E&B staff around the tight timescales between the close of the Festivals and the commencement of fresher week activities.

24   DATE OF NEXT MEETING

Wednesday, 22 May 2013 at 10.30 am, in the Raeburn Room, Old College

B

The University of Edinburgh

Central Management Group

22 May 2013

Principal's Strategy Group Meeting
8 April 2013

Amongst the items discussed were:

1. Final Planning Submissions 2013-2016

The Heads of Colleges and Support Groups summarised any significant changes made to the draft Planning submissions following the discussion and feedback received from PSG and the on-going refinements.

Discussions are still taking place with regard to a number of plans but the general view was positive that all plans would be finalised in advance of the F&GPC meeting scheduled for the 29 April 2013.

2. Proposals for the Allocation of Resources 2013-2014

The Group discussed and endorsed the proposals for the allocation of resources as they currently stand.

PSG also endorsed plans to reconsider the resource allocation model and the proposed new approach for managing reserve drawdowns across the University.

3. NSS Results Strategy

The Group acknowledged that the often complex issues highlighted by the NSS results would not necessarily be quick to fix as there is a need for a degree of cultural change in addition to the introduction of more targeted and straightforward practices and procedures.

PSG noted the five sets of actions outlined in the paper by Vice-Principal Rigby and recommended that they be further enhanced by the addition of priorities and timescales. While it was acknowledged that specific circumstances can lead to local variations in the best way to maximise improvements the Group generally felt that the introduction of a fixed deadline for the receipt of feedback should be agreed as a standard across the University.

PSG endorsed the proposals outlined in the paper and gave their approval for Vice-Principal Rigby to take forward the initiatives in consultation with other departments including Academic Registry, IAD, HR and IS as appropriate.

If resource requirements were identified as work progressed then they should be taken through the committee structure and then to Finance & General Purposes Committee.

C

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<u>The University of Edinburgh</u>

Central Management Group

22 May 2013

Finance Director Update

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<u>Brief description of the paper</u>

The paper summarises the recent activities on significant projects or activities which have financial implications for the University.

<u>Action requested</u>

The Group is asked to note the content and comment or raise questions where necessary.

<u>Resource implications</u>

Does the paper have resource implications? There are no specific requests for resource

<u>Risk assessment</u>

Does the paper include a risk assessment? Yes, as necessary

<u>Equality and diversity</u>

Has due consideration been given to the equality impact of this paper? Specific issues of equality and diversity are not relevant, as the content focusses primarily on financial strategy and/or financial project considerations.

<u>Freedom of information</u>

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

<u>Originator of the paper</u>

Phil McNaull
Director of Finance
16 May 2013

The University of Edinburgh

Central Management Group

22 May 2013

Strategic Plan 2012-2016: Draft Reporting Framework

Brief description of the paper

This paper presents the proposed reporting arrangements for monitoring progress against the targets and Key Performance Indicators in the University's Strategic Plan 2012-2016. Once CMG's comments have been incorporated, the reporting framework will be submitted for discussion to FGPC on 10 June and then Court on 24 June. The detailed arrangements for some of the targets and KPIs are being developed, therefore the information in the Appendices should be treated as draft.

Action requested

For comment and endorsement.

Resource implications

None.

Risk assessment

Inadequate monitoring of progress against the University's Strategic Plan targets could result in the non-delivery of the University's objectives and strategies and, ultimately, failure to meet targets. This paper details the proposed reporting arrangements to ensure there is adequate monitoring.

Equality and diversity

The 2012-2016 contains a Strategic Theme 'Equality and Widening Participation', with relevant targets and Key Performance Indicators, the paper contains proposals to monitor performance of these targets and KPIs.

Freedom of information

This paper can be included in open business.

Any other relevant information

To be presented by Tracey Slaven, Deputy Secretary, Strategic Planning.

Originator of the paper

Deborah Cook, Senior Strategic Planner
Tracey Slaven, Deputy Secretary, Strategic Planning
Governance and Strategic Planning, 15 May 2013.

STRATEGIC PLAN – REPORTING FRAMEWORK

Purpose

This paper sets out the proposed reporting arrangements for the Strategic Plan. The focus is on monitoring progress against the targets and Key Performance Indicators (KPIs) set out in the Plan, which link directly to the Strategic Plan's objectives.

The purpose of the reporting framework is to ensure that the University's Court and the supporting Committees have the necessary information to monitor and where appropriate, assess the delivery of the Strategic Plan. The framework should also provide clarity about what "good" performance looks like for targets and clarity on how information will be reported.

Proposal

The proposal is to continue with an annual performance monitoring report, to lead into the Annual Planning round, in October to be discussed by CMG, F&GPC and then Court in December. A mid year actions report will be developed for any strategic plan targets where further work is required and any KPIs that Court feels needs attention. This report will provide a visual summary of performance, with clearly defined performance categories together with further detail contextualising the figures, breaking these down to Colleges and benchmarking against the Russell Group where appropriate. The proposed framework has been developed with data owners and target/KPI owners.

Reporting against our strategic plan and targets will inform annual progress reports on our Outcome Agreements, as the two documents are aligned. The intention is to submit the reports to committees at the same time so that appropriate monitoring and if required, mitigation can be undertaken. In addition, the possibility of an operational dashboard, with relevant and monthly/quarterly performance metrics will be explored.

Benefits

The proposed approach will provide:

- an overview of university performance against the targets and KPIs
- comparisons between the University and other comparable Universities
- tracking of progress towards achieving the targets and KPIs in the strategic plan
- early warning about when performance is going in the wrong direction
- focus on where we need to concentrate efforts for remedial action
- opportunity to put progress back on track.

Performance categories for targets

For our targets, there is a clearly defined end point in terms of what we want to achieve by the end of this Strategic Plan in 2015-16. To monitor whether we are on track to achieve these targets, annual milestones for the intervening years have been developed. These milestones, where possible, have been based on an analysis of past performance or sector comparisons. The proposed trajectory for the targets is relatively evenly spread across the years, with one or two exceptions.

The following performance categories will be used for targets:

- Performance on track (exceeds or meets the milestone)
- Further work required (performance does not meet milestone)
- Performance data currently being collected (these will be exceptions).

An Amber/Green rating will be used to depict these performance categories.

Performance categories for Key Performance Indicators

KPIs are intended to allow longer-term monitoring of trends, and provide confidence that performance is improving or act as a first warning that something might need to be addressed. They largely do not have specifically identified targets, and as such different performance categories are required for KPIs. Performance will be compared to the previous year or an average of the previous 3 years to identify whether there has been an increase, decrease or no change. To provide more meaningful performance categories, a % tolerance has been developed for each KPI. This identifies the band within which an indicator is maintaining the same level of performance.

The following performance categories will be used for KPIs:

- Performance improving (exceeds or meets upper tolerance)
- Performance maintaining (within tolerance)
- Performance worsening (lower than tolerance)
- Performance data currently being collected (these will be exceptions).

Arrows will be used to indicate the direction of these categories.

Conclusion

CMG is invited to comment on and endorse the above proposal for reporting against the Strategic Plan targets and KPIs. Draft individual milestones and performance tolerances are set out in the Appendices for information.

Governance and Strategic Planning
15 May 2013

Appendix 1: Strategic Plan Targets – milestones

This appendix provides details of the draft milestones to assess performance for the strategic plan targets.

Excellence in Education

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
1.1 Increase student satisfaction with academic and pastoral support	% satisfied	70.5%	71.0%	71.5%	**72.0%**
1.2 Increase student satisfaction with opportunities and support for developing graduate attributes and employability	% satisfied	74.5%	76.0%	77.5%	**79.0%**

Excellence in Research

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
2.1 Increase average number of PhD students per member of academic staff to at least 2.5	PhD students per academic	1.6	1.9	2.2	2.5
2.2 Increase score for the citations-based measure in the THE World University Rankings to at least 94/100	Score/100	91.6	92.4	93.2	94.0

Excellence in Innovation

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
3.1 Achieve at least 200 public policy impacts per annum	Number of impacts	200	200	200	200
3.2 Increase economic impact, measured by GVA, by at least 8%	% change in GVA	-	4	-	8

Enablers – People

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
4.1 Achieve the institutional Athena SWAN Silver award	Award achieved (Schools/UoE)	4 schools or more with an award; re-application for Bronze award successful.	6 schools or more with an Athena SWAN or equivalent award	7 schools or more with an Athena SWAN or equivalent award	Institution Award prior to end July 2016
4.2a Increase number of international applications for academic posts: number of applications.	Number of applications	8700	8800	9000	9300
4.2b Increase number of international applications for academic posts: average no. applications per post advertised	Average non-UK applications per post advertised	16.05	16.3	16.6	16.8

Enablers – Infrastructure

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
5.1 Increase proportion of building condition at grades A and B on a year-on-year basis, aiming for at least 90% by 2020	% buildings	79.5	81	82.5	84
5.2 Increase student satisfaction with learning resources to at least 85%	% satisfied	81.0	82.5	83.5	85

Enablers – Finance

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
6.1 Increase total income per staff FTE, aiming for an increase of at least 10% in real terms	% change in £ per FTE	2.5%	5.0%	7.5%	10% increase from 2011-12
6.2 Increase Return on Capital Employed (ROCE)	% ROCE	4%	4%	4%	4%

Outstanding Student Experience

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
7.1Increase overall satisfaction in responses to NSS, PTES and PRES to at least 88%	% satisfied	86.5	87.0	87.5	88.0
7.2 Increase number of our students who have achieved the Edinburgh Award to at least 500	Number Awards	200	300	400	500
7.3 Create at least 800 new opportunities for our students to gain an international experience	Number new opportunities	100	400	600	800

Global Impact

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
8.1 Increase headcount of non-EU international students by at least 2,000	Student headcount	7390	7890	8390	8890
8.2 Increase research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile	Russell Group position	7th in Russell Group	7th in Russell Group	6th in Russell Group	> Russell Group upper quartile/6th in Russell Group
8.3 Increase number of masters students on Global academies programmes by at least 500	Student headcount	269	394	519	644

Lifelong Community

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
9.1 Increase number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters	unique daily page views, Facebook engaged users per post, e-newsletter click-throughs	1476	1494	1513	5% increase (1531)

Social Responsibility

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
10.1 Reduce absolute CO2 emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)	Tonnes	78965	73347	68240	20% reduction (63,133)

Partnerships

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
11.1 Increase number of PhD students on programmes jointly awarded with international partners by at least 50%	% change in number PhD students	24	27	30	32

Equality & Widening Participation

Target	Measure	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Target 2015-16
12.1a State schools colleges: converge on participation benchmark	% difference between performance and benchmark	6%*	5%*	3.5%*	2%*
12.1b Low social classes: converge on participation benchmark	% difference between performance and benchmark	4%*	3.5%*	3%*	2.5%*
12.2a Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels	% female appointments / promotions	36.8%	36.8%	36.8%	36.8%
12.2b Reduce gender pay gap for University staff	% gap in pay (male - female)	23.2%	23.7%	24.2%	24.7%

* This milestone has been selected to show delivery towards a target which would render the difference between the University's score and the benchmark score statistically insignificant according to HESA. This target is therefore 3 standard deviations from the benchmark score (which is based on a sample of peers) taken from the 2011-2012 results. We will review our milestones each year because the benchmark score, being based on the performance of others, may change each year as may the standard deviation.

Appendix 2: Strategic Plan Key Performance Indicators – Tolerances

This appendix provides details of the draft tolerances to assess performance for the strategic plan KPIs.

Excellence in Education

Target	Measure	Tolerance
1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)	% successful	1 percentage point (+/-) from an average of the three previous years

Excellence in Research

Target	Measure	Tolerance
2.0 Russell Group market share of research income (spend)	% of Russell Group total	0.1 percentage points (+/-) from previous Year

Excellence in Innovation

Target	Measure	Tolerance
3.0 Knowledge exchange metrics: number of disclosures, patents, licenses and new company formations	Number of disclosures, patents, licenses and new company formations	1% (+/-) from previous Year

Enablers – People

Target	Measure	Tolerance
4.0 Proportion of staff who have had an annual review within the previous year	% of staff	1 percentage point (+/-) from previous Year

Enablers – Infrastructure

Target	Measure	Tolerance
5.0 Total income per square metre of gross internal area	£ income per m2	1% (+/-) from previous Year

Enablers – Finance

Target	Measure	Tolerance
6.0 Operating surplus as % of turnover (aim for 3%)	% (surplus/turnover)	0.5% (-/+) from previous Year

Outstanding Student Experience

Target	Measure	Tolerance
7.0a Proportion of undergraduate students in graduate-level employment or further study	% in graduate employment/ further study	2 percentage points (+/-) from previous year
7.0b Proportion of postgraduate taught students in graduate-level employment or further study	% in graduate employment/ further study	2 percentage points (+/-) from previous year
7.0c Proportion of postgraduate research students in graduate-level employment or further study	% in graduate employment/ further study	2 percentage points (+/-) from previous year

Global Impact

Target	Measure	Tolerance
8.0 Proportion of international students from beyond our five most well-represented countries	% outwith top 5	1% (+/-) from previous Year

Lifelong Community

Target	Measure	Tolerance
9.0 Physical and virtual footfall	Number	5% (-/+) from previous Year

Social Responsibility

Target	Measure	Tolerance
10.0 Carbon emissions per £ million turnover	tonnes CO2e per £M	3% (-/+) from previous Year

Partnerships

Target	Measure	Tolerance
11.0a Number of research publications which are internationally co-authored	Number	1% (+/-) from previous Year
11.0b Proportion of research publications which are internationally co-authored	%	1% (+/-) from previous Year

Equality & Widening Participation

Target	Measure	Tolerance
12.0a Undergraduate entrants from under-represented groups – widening participation	Number	1% (-/+) from previous Year
12.0b Undergraduate entrants from under-represented groups – protected characteristics	Number	1% (-/+) from previous Year

The University of Edinburgh

Central Management Group

22 May 2013

Mainstreaming the Equality Duty Report

Brief description of the paper

This paper presents a report on Mainstreaming the Equality Duty. Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the University is required to publish a report on the progress it has made to make the public sector equality duty integral to the exercise of its functions. This is the first such report, which was published by the required date of 30 April 2013. A further report is required every two years.

Action requested

CMG is invited to note this report.

Resource implications

Does the paper have resource implications? No.

Risk Assessment

Does the paper include a risk analysis? No.

Equality and Diversity

Has due consideration been given to the equality impact of this paper? Yes. The paper meets one of the University's statutory obligations in respect of equality. While it has limited impact in itself, the paper serves to advance equality through publicising progress made by the University.

Originator of the paper

Professor Lorraine Waterhouse, Vice-Principal Equality & Diversity
Eilidh K Fraser, Deputy Director of HR

Freedom of information

Can this paper be included in open business? Yes

THE UNIVERSITY *of* EDINBURGH

Mainstreaming the Equality Duty

Introduction

1. Through this report, the University is delighted to describe the progress it has made to make the general equality duty integral to the exercise of its functions, so as to better perform that duty.

2. The report outlines the strategic context and how equality is mainstreamed into the University's strategic plans. It gives highlights of the University's progress in embedding the equality duty and provides links to further information. It also provides links to the University's employee and student equality data and sets out progress and plans relating to gathering and using further information.

Strategic approach

3. Equality is increasingly part of the structures, behaviours and culture of the University. Equality and Diversity (E&D) is integrated into our Strategic Plan 2012-16[1], and articulated at the highest level.

4. The University's over-riding vision is:

   To recruit and develop the world's most promising students and most outstanding staff and be a truly global University benefitting society as a whole.

5. In the introduction to the Strategic Plan, the Principal and Vice-Chancellor states:

   Edinburgh is a truly international university firmly rooted in Scotland and an overarching theme for this plan is increasing our global impact and our contribution to society. Our Global Academies are key for developing innovative solutions to the world's most challenging problems. Our priorities for delivery over the next four

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[1] Hereafter, referred to as "the Strategic Plan".

years are set out against this background and are shaped by our commitments to social and environmental responsibility, equality and inclusion, widening participation and good governance.

6. The Strategic Plan highlights that the University aims to push boundaries, embrace opportunities and meet the needs of the ever increasing diversity of our population of staff and students.

7. E&D has a significant part to play in fulfilling our vision and is mainstreamed into the Strategic Plan's objectives, strategies and targets. The University's Equality Outcomes are aligned with our strategic priorities and the most relevant aspects of the Strategic Plan are set out for each Outcome.

8. These priorities are reflected throughout the planning process, and all Colleges and Support Groups include equality in their planning submissions. This, in turn, is reflected in School and Support Service plans.

Governance

9. The University is committed to continuous improvement of its performance, and is mainstreaming E&D considerations into that process through the implementation of an Equality Impact Assessment Policy Statement and the requirement to consider equality impact in relation to all papers to formal University committees.

10. In order to further mainstreaming, approval has been given to the establishment of an Equality Management Group (EqMG) whose purpose is, on behalf of the Central Management Group, to exercise strategic and management oversight of E&D for staff and students in the University and to ensure E&D policies and practices are being managed and implemented effectively at all levels of the University. The proposal to establish this group, and its remit, were developed by a University of Edinburgh team – including a Court member and senior managers from across the University - through participation in an Equality Challenge Unit programme: Mainstreaming through governance and management, during 2012/13. The Terms of Reference for the EqMG are at Appendix 1.

11. The University approved a new E&D Strategy and Action plan in 2011, which has mainstreaming at its heart. Its fundamental vision is to ensure that the University has a positive culture, where all staff and students are able to develop to their full potential. The Action Plan includes a wide range of commitments which help the University to fulfil its general equality duty, many of which have the purpose of further integrating E&D into the exercise of the University's functions.

12. We have taken a similar approach to the development of the University's Equality Outcomes and Actions 2013-17, aiming to mainstream E&D into policy practice and services to embed good practice as standard. The process for developing the Equality Outcomes and Actions, including the involvement of stakeholders, and the alignment with strategic priorities is described in the Equality Outcomes document along with the details of the Outcomes and associated Actions. The new EqMG is responsible for monitoring progress with the Equality Outcomes and Actions, ensuring integration into the University's governance and management structures.

Management Information on Equality

13. The University has a long-standing practice of gathering, reporting on and publishing equality information on staff and students, predominantly through the annual E&D Monitoring and Research Committee (EDMARC) report. The EDMARC report includes data on the composition of the University's employees in relation to most protected characteristics. This includes information about vertical and horizontal occupational segregation, through analysis by grade and job type respectively.

14. Equal Pay Audits are carried out and published regularly, which incorporate the University's equal pay statement and include information on the gender pay gap.

15. The University has begun to gather information on the religion and belief, sexual orientation and gender identity of staff for the first time during 2012/13, and a summary of those data is included as an addendum to the 2012 EDMARC report.

16. These reports, along with information on staff development and recruitment are published on the University's E&D website at www.ed.ac.uk/schools-departments/equality-diversity/monitoring-statistics.

17. This information is used to inform the University's E&D Strategy, Equality Outcomes and Actions. The EDMARC report is considered by CMG, Finance and General Purposes and Court annually. The Remuneration Committee considers Equal Pay Audit and gender pay gap information as a standard part of its business, and also commissions an annual equality report by an external observer based on that information.

18. Other than for age and sex, the information held on the protected characteristics of staff is incomplete. The University takes steps to improve this situation. A questionnaire is issued to staff periodically, to encourage more staff to provide information for equality

monitoring and support purposes.   It is also anticipated that the data levels will improve for new staff following the implementation of a new eRecruitment system in October 2012.

Mainstreaming Equality Highlights

19. Equality Impact Assessment (EqIA) has a central role in integrating the general equality duty into the exercise of the University's functions. An EqIA Policy Statement was approved in January 2013 and new web pages have been developed, drawing together and publishing policy, guidance and support on EqIA. These include an EqIA template and guidance, links to on-line E&D and EqIA training, policy, legislation and resources. The EqIA Policy Statement was launched through strategic briefings for senior decision-makers, and masterclasses have also been held for staff regularly involved in EqIA.

20. EqIA is being built into the standard processes for Estates and Buildings projects and for procurement. EqIA has been carried out on some key University processes, such as the implementation of a new timetabling system and plans for enhancing student support, as well as on new HR and academic policies.

21. Staff Development: the range and take-up of learning and development opportunities relating to E&D have been extended considerably in the last two years. eDiversity in the Workplace, Annual Review and Recruitment and Selection and the Law on-line courses have been introduced and workshops on Developing an Understanding of E&D and Internationalisation are run regularly. In addition, E&D training has been undertaken for all those involved in selection for REF[2] 2014 – including all senior academic managers.

22. Advancing Gender Equality and Athena SWAN: over the last eight years, engagement with the Athena SWAN Charter to advance the careers of women in STEMM[3] has grown from an initiative in one school, to the active application of the Athena SWAN process in all STEMM schools and adoption of equivalent processes in all Humanities and Social Sciences schools. The University now has six awards: the School of Chemistry has a Gold award; the Schools of Biomedical Sciences and Biological Sciences have Silver; and the Roslin Institute, the Royal (Dick) School of Veterinary Medicine and the University as a whole have Bronze. The associated action and positive impact for women – and in fact all staff – in the Colleges are summarised in the University's [Athena SWAN Bronze award renewal application](). In addition, a substantial programme of work has been developed to promote women's career progression in all parts of the University, and a pilot has begun on a mentoring framework particularly targeting women.

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[2] Research Excellence Framework

[3] Science, technology, engineering, maths and medicine.

23. Mainstreaming Disability Adjustments: Senate committees have approved plans to implement a range of student disability adjustments as standard practice in relation to teaching and learning and this is now part of the Equality Outcomes and Actions. The wide range of services, developments and action in relation to student disability is described in the Student Disability Service Annual Report 2011-12.

24. An LGBT[4] Staff Network was established in 2012, enabling the involvement of LGBT staff in the development of University policies and plans; bringing together staff with common research interests; and promoting a more inclusive working environment.

25. The Chaplaincy provides pastoral and spiritual support for students and staff of "all faiths and none" and plays an important role in promoting good relations between groups in the University community. It is particularly valued by post-graduate and international students and there has been increasing collaboration between the Chaplaincy and the International Office in recent years, to the benefit of international students and staff. The Chaplaincy has a valuable role in promoting equality more generally and has been involved in Black History Month and International Women's Day. Further information is available in the Chaplaincy Annual Report.

26. The E&D Action Plan agreed alongside the introduction of the University E&D Strategy set out the University's commitment to a wide range of action to advance equality. As noted above, the predominant approach to that action plan was to embed E&D into University policy and practice. Many of the actions have a clear mainstreaming purpose, and all aim to advance equality. Further information can be found in the Action Plan with Progress Update .

Reporting and Publication

27. This report will be published on the University's E&D website and included in the publication scheme. It will be considered by CMG and the University Court.

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[4] Lesbian, Gay, Bisexual, Transgender

Equality Management Group

Terms of Reference

Purpose

On behalf of the Central Management Group, to exercise strategic and management oversight of equality and diversity (E&D) for staff and students in the University and to ensure E&D policies and practices are being managed and implemented effectively at all levels of the University.

Remit

1. Ensure that the University meets its legal obligations in relation to equality, including reporting and publishing requirements, in particular under the Equality Act 2010 and the related Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

2. Oversee the on-going review and development of the University's E&D Strategy, including aspects of the University Strategic Plan relating to E&D in its broadest sense.

3. Mainstream equality into University structures, systems and processes.

4. Determine the University's E&D Action Plan, incorporating its Equality Outcomes[5], and monitor progress.

5. Stimulate and build good practice and innovation in E&D.

6. Lead the implementation of the University's E&D Strategy and Action Plan.

7. Identify an appropriate evidence base for E&D decision-making and monitoring.

8. Champion equality impact assessment.

9. Promote E&D and good practice through communication within the University, at all levels, and externally.

10. Review E&D governance arrangements and the Group's own performance and effectiveness.

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[5] As required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012

Reporting

The Management Group reports to Central Management Group and through CMG to Court.

The Management Group will also provide reports to Senatus and other relevant groups. Through its membership, the Group will also communicate with Colleges/Support Groups, other E&D committees/groups and wider stakeholders, as appropriate.

The Management Group's Terms of Reference and meeting notes will be published on the Equality and Diversity website.

Membership

Convener: Vice-Principal Equality & Diversity
All Heads of College or their nominated representatives
All Heads of Support Group or their nominated representatives
Representative of Senatus committees
Convener of EDMARC
A lay member of the University Court
Director or Deputy Director of HR
Representative of specialist services to students, nominated by the University Secretary

All management members of the Group have managerial responsibility for E&D action in their areas. Representatives are responsible for expressing views, taking decisions and implementing action for the areas/committees they represent.

All members of the Group shall comply with the University's Code of Conduct and are required to declare any interests which may conflict with their responsibilities as members.

Others may be invited to attend the Group, e.g. to provide expert advice, as required.

Meetings

The Group shall meet as required to fulfil its remit, which will be at least twice per year. The Group may consider some business through correspondence.

F

Report from the Standing Consultative Committee for Redundancy Avoidance (SCCRA)

Brief description of the paper

This is the fifth report from the Standing Consultative Committee for Redundancy Avoidance (SCCRA) with the purpose of providing CMG and Court with the latest information on the policies, structures and processes in place to ensure that the University is fulfilling its obligations in relation to employment law and good governance in the area of redundancy. The report also provides a summary of the data considered by SCCRA on redundancy and avoidance of redundancy in the University.

Action requested

CMG and Court are invited to note the work of SCCRA and the University's current position in relation to redundancy and avoidance of redundancy.

Resource implications

Does the paper have resource implications? No – Not Directly

Risk assessment

Does the paper include a risk analysis? No – not applicable

Equality and diversity

Not applicable for this particular paper which is for information only and made on retrospective information.

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the effective conduct of public affairs

For how long must the paper be withheld?

One year

Originator of the paper

Mary Bownes, Senior Vice-Principal, External Engagement (Convener of SCCRA)
David Rigby, Senior HR Partner, Employee Relations Partner
May 2013.

The University of Edinburgh

Central Management Group

22 May 2013

University Risk Register

Brief description of the paper

This paper presents the update of the University Risk Register for consideration by CMG. It will also be considered by F&GPC and Audit Committee prior to consideration by the University Court in June.

Action requested

CMG is invited to make comment on, and endorse the University Risk Register

Resource implications

Does the paper have resource implications? No

Risk Assessment

Does the paper include a risk analysis? Yes

Equality and Diversity

Has due consideration been given to the equality impact of this paper? Yes, appropriately considered and reflected in the Register.

Freedom of information

Can this paper be included in open business? No – only the final version of the Risk Register should be made open

Originator of the paper

Vice-Principal Mr Nigel Paul
13 May 2013

The University of Edinburgh

Central Management Group

22 May 2013

Edinburgh Global Review and Impact Plan

Brief description of the paper

Copies of the newly published Edinburgh Global Review and Impact Plan are provided. This brief review highlights major deliverables from the first phase of Edinburgh Global and sets an agenda for the next when internationalisation, for the first time, will be fully embedded in the University Strategic Plan 2012-16.

Action requested

For information

Resource implications

Does the paper have resource implications? No

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Has due consideration been given to the equality impact of this paper? N/A

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

Originator of the paper

Professor Stephen Hillier, Vice Principal International

The University of Edinburgh

Central Management Group

22 May 2013

**Management Accounts
Nine months to 30 April 2013**

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

Susan McIntosh
14th May 2013

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 2012-13 (i.e. 31st December 2013).

To be presented by

Phil McNaull
Director of Finance

The University of Edinburgh

Central Management Group

22 May 2013

Quarter 3 Management Accounts Forecast 2012-13

Brief description of the paper

The University Group's Quarter 3 Management Accounts Forecast for 2012-13, including subsidiary companies.

Action requested

The paper is for information and discussion.

Resource implications

As indicated in the paper.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None

Any other relevant information

None.

Originator of the paper

David C.I.Montgomery
Deputy Director of Finance

9 May 2013

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 2012-13 (i.e. 31st December 2013).
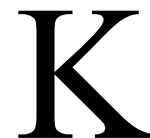
The University of Edinburgh

Central Management Group

22 May 2013

Procurement Strategy Update

Brief description of the paper

This paper informs Central Management Group of the updated Procurement Strategy and gives outline information on:

(i) Background
(ii) Priorities and Student Engagement
(iii) Supplier Survey and Engagement
(iv) Financial probity and obtaining approval for procurement plans
(v) Contracts and Contract Management

Annex - Central Management Group's recommendations for all staff undertaking procurements.

Action requested

CMG is invited to
- **note** the engagement of students in the APUC code of conduct,
- **note** the suppliers' survey,
- **note/comment** on the amended actions and policy

and
- **endorse** the updated Procurement Strategy
- **endorse** [the Annex] CMG recommendations for all staff undertaking procurements.

Strategy is available at
http://www.docs.csg.ed.ac.uk/Procurement/policies_procedures/ProcurementStrategyMay2013.pdf

Resource implications

Does the paper have resource implications? Yes
The Director of Finance has led on improved controls on capital and/or revenue acquisition plans and so this paper also commends reminding colleagues of the need for early procurement plans to be approved by Director of Procurement before engaging suppliers or committing to purchase.

Annex proposes CMG recommendations for managing procurement/resource requests.

Risk assessment

Does the paper include a risk analysis? Yes

Increasingly purchasing decisions have to take account of impacts from choices made acquiring goods, services or works eg legal risks, impact on local firms, opportunities for small and medium enterprises, any community benefits, our equalities duties, carbon reduction, fair trade and anti-bribery and corruption, as well as achieving the specified/required quality, price, delivery for value for money. The updated strategy and supplier survey will help us to mitigate risks as part of planning.

Equality and diversity

Has due consideration been given to the equality impact of this paper?
Yes, the updated procurement strategy and the APUC sustainability code of conduct make specific reference to equalities duties.
http://www.docs.csg.ed.ac.uk/Procurement/policies_procedures/ProcurementStrategyMay2013.pdf

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Karen Bowman
Director of Procurement
14th May 2013

Updated Procurement Strategy - May 2013

- *High-quality infrastructure is key to enabling us to achieve our strategic goals.*
- *Delivery of all the University's aims and objectives is dependent on our overall financial strength.*
- *Equip our graduates with the expertise and graduate attributes they need to achieve their full potential within the global community.*

We aim to offer procurement excellence to deliver the University Strategic Plan as a *'truly international university firmly rooted in Scotland'* and assist us *'to increase our global impact and our contribution to society'*.

(i) Background

Increasingly purchasing decisions have to take account of impacts from choices made acquiring goods, services or works eg legal risks, impact on local firms, opportunities for small and medium enterprises, any community benefits, our equalities duties, carbon reduction, fair trade and anti-bribery and corruption, as well as achieving the specified/required quality, price, delivery for value for money. We need only reflect on recent horsemeat in 'beef' products and the horrific loss of hundreds of lives and serious injuries in 'factories' in Asia, to see the damage from both inadequate social responsibility and unsustainable supply chains; we get reports via Workers Rights Consortium.

(ii) Priorities and student engagement

The priorities for procurement at the University over the next four years, should be planned against this background and shaped by our commitments to achieve the strategic aims of the University and apply good governance which enhances our global reputation for ethical procurement and retains our financial strength. The Director of Procurement, EUSA VPS (retiring) Max Crema and people & planet's Lewis White were leaders in influencing with peers from Aberdeen, the APUC sustainable supply chain policy. We have updated our procurement strategy accordingly and seek CMG support.

See http://www.docs.csg.ed.ac.uk/Procurement/policies_procedures/ProcurementStrategyMay2013.pdf

(iii) Supplier survey and engagement

We are shortly conducting a suppliers' survey on the above strategy including a comment as follows:

Our procurement staff and students help APUC ltd in developing a Scottish universities' and colleges' supply chain code of conduct, and the University of Edinburgh would also wish to consider our social responsibility, ethical, economic & environmental impact by encouraging companies to support this:

http://www.ed.ac.uk/schools-departments/procurement/policies-procedures/apuc-supply-chain-sustainability

ACTION - *CMG is invited to ENDORSE* the updated Procurement Strategy as at May 2013 and *NOTE* the engagement of students in the APUC code of conduct, and to *NOTE* suppliers' survey which will inform category strategies.

Strategy is published at:

http://www.docs.csg.ed.ac.uk/Procurement/policies_procedures/ProcurementStrategyMay2013.pdf

(iv) Financial probity and obtaining approval for procurement plans

The Director of Finance has led on improved controls on capital and/or revenue acquisition plans and so this paper also commends reminding colleagues of the need for early procurement plans to be approved by Director of Procurement, before engaging suppliers or committing to purchase.

> **ACTION** *- CMG to NOTE or COMMENT* on the amended actions and policy and *ENCOURAGE* **heads of schools, research principal investigators, budget-holders to implement this.**

(v) Contracts and Contract Management

Contract terms (if not University *standard terms and conditions* **http://www.ed.ac.uk/schools-departments/procurement/supplying**) or call-off orders from University contracted suppliers http://www.ed.ac.uk/schools-departments/procurement/buying and any negotiation of contract amendments, such as agreeing to a change in contract period, change in prices, or scope changes, even simple extensions of existing contracts are all **procurement actions** which need appropriate approvals from the Director of Procurement **currently this applies in excess of £50k estimated total.**

We have in-house legal advice for procurement and research and innovation to provide guidance on appropriate terms & conditions for acquisitions that may need special terms outwith the standards.

Contract management, document and record keeping are the responsibility of the budget-holder. Contracts over £50k should have a signed copy lodged with our procurement lawyer for reference. Schools, units and research principal investigators should seek advice at the earliest opportunity. Contacts are at http://www.ed.ac.uk/schools-departments/procurement/about

We are yet to see the final Scottish Government *Procurement Reform Bill* and revised EU Public *Contracts* and the *Concessions Directives* which are to appear over the summer months. Meantime as we are preparing to spend budgets as we approach year-end and plan next financial year, Annex has a proposed amendment for **practical implementation of our current procurement policies**.

Schools and units should be encouraged to endorse this and apply it to any contracts or purchasing.

Karen Bowman, Director of Procurement, 14 May 2013

Annex - ACTION by ALL STAFF, promulgated by budgetholders, heads of schools/units, if buying goods, services, works UPDATED University Procurement Policy, agreed CMG wef 1 June 2013:

Three easy steps : use internal services – use framework agreements – or take advice.

1. **In-house services can be used without procurement e.g. printing, catering, graphics, legal, HR, procurement, finance, security, estates & buildings, health & safety, internal audit, accommodation services. See Services Directory for fuller list**
   http://www.ed.ac.uk/polopoly_fs/1.85353!/fileManager/Services-Directory-2011.pdf

2. Framework agreements can only be entered into on behalf of the University by the Director of Procurement. These will be listed on the University Procurement Website and updated so please check regularly at http://www.ed.ac.uk/schools-departments/procurement/buying

3. **In procuring goods, services or works** for the University, a budget-holder has to comply with the *Public Contracts Scotland Regulations 2012* (SSI 2012 (88)) which came into force on 1st May 2012 (see http://www.legislation.gov.uk/ssi/2012/88/made) and any other associated laws such as arise from Bribery Act (see University's own policy on anti-Bribery and Corruption (http://www.docs.csg.ed.ac.uk/HumanResources/Policies/Bribery-Anti_Bribery_and_Corruption_Policy.pdf) and we have Equalities specific duties and laws relating to goods, services, works that are being acquired. This is can be subject to Freedom of Information, all audits or legal actions. **The law is now under review and further guidance will be issued from Procurement Office**.

4. **All contracts for the purchase of goods, services or works are to be signed** on behalf of the University Court of the University of Edinburgh by such an individual who has been provided with specific delegated authority under the **Delegated Authorisation Schedule. Contracts for which total value exceeds or may exceed £50k,** inclusive of four years recurring costs eg equipment & maintenance, software licences & support, or any kind of associated services, can only be entered into **after** guidance and advice has been sought **and obtained** from the University's Director of Procurement and **after** a procurement plan for expenditure agreed.

5. **The legal entity that contracts for goods, services or works** must be designated on documents as:
   The University Court of The University of Edinburgh, a charitable body registered in Scotland under registration number SC005336, incorporated under the Universities (Scotland) Acts, with its registered address at Old College, South Bridge, Edinburgh, EH8 9YL, UK.

notes

   a) Estates (EU Works) contracts are planned and approved by the Estates Committee and major IS/IT/software planning is approved by the Knowledge Strategy committee. The relevant committee convenors or budget-holders are to ensure procurement governance; project boards should seek procurement specialist advice.
   b) Capital equipping and other capital funded acquisitions over £50k need a procurement plan approved by Director of Procurement and Director of Finance to be informed, if in excess of £25k, once items purchased.
   c) The University standard terms and conditions of supply are to apply, variations require University procurement or legal advice to ensure risks to the University are covered off appropriately.

Karen Bowman, Director of Procurement, 14 May 2013

Annex - Central Management Group effective date 1 June 2013:
Central Management Group recommends that all procurements are managed as follows:

a) Three/four year and annual Planning Rounds which will include equipment procurement plans, state capital, revenue, external (restricted) source of funding (either capital/revenue),

b) Projects or budgets delegated (including research grants) must include procurement plans, for equipment funds from UK Research Councils, will include equipment **over £10k** (total cost) per *Wakeham Report;* colleagues must allow enquiries to share equipment or services.

c) *Such equipment must be registered on the equipment asset list when it is received/delivered.*

d) Procurement plans must consider whole life cost ie cost in use, recurring costs, disposal etc.,

e) Procurement of equipment **over £25k** (total cost) must be registered on the equipment asset list on receipt. *Procurement of licences, subscriptions, user rights over £25k [tbc],*

f) Plans to acquire equipment, goods or services must be aggregated across the University and if the total is likely to **exceed £50k** over the whole life costing, the Director of Procurement must be asked to approve the procurement plan prior to engaging with suppliers/providers. *This applies to scope change on **existing contracts, major amendments** , or extensions as well.*

g) Plans to acquire equipment, goods or services which exceed the current **EU threshold**[i] will need to be managed with a procurement specialist and follow the legal timescales/process.

h) Procuring goods or services without calling for competition should only be considered by budget holders in **very exceptional** circumstances and within the exceptions **allowed by** Regulation 14 of the *Public Contracts Scotland Regulations 2012*. **All cases over £50K** must be reviewed by the Director of Procurement (or Assistant Director) **before taking action.**

i) Ordering goods / services not acquired legally, is considered **failure to perform** satisfactorily.

j) Staff should seek advice on procurement plans, funding bids or at the earliest possible stage, i.e. prior to meeting with potential suppliers/service provider as there may be an existing contract or framework agreement, internal service provider or opportunities to collaborate.

k) Contract management, document/record keeping are responsibilities of the budget-holder.

l) Contracts over £50k should have a signed copy sent to procurement lawyer [for reference].

m) Framework agreements can only be entered into on behalf of the University by the Director of Procurement. These will be listed on the University Procurement Website and updated so please check regularly at http://www.ed.ac.uk/schools-departments/procurement/buying

n) If buying goods, services or works from framework agreements no further quotes/tenders should be invited, **except** as are described in framework agreement terms eg mini-tender**.**

o) **In-house services can be used - without procurement - as these are internal costs** http://www.ed.ac.uk/polopoly_fs/1.85353!/fileManager/Services-Directory-2011.pdf

Schools and units or research principal investigators should be encouraged to endorse this and apply it to any contracts or purchasing with funds held by the University, whatever the source.

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[i] currently **£173,794** for goods, for services (over 48months) and **£4,348,350** for works, EU reviews **Jan 2014**.

[tbc] handling of licences re capital assets is to be confirmed by the Director of Finance prior to publication.

This policy will be updated from time to time, agreed by the Director of Procurement, CMG or changes in law.

Dated 14/05/2013
Approved 22/05/2013 CMG
Effective date 01/06/2013

Karen Bowman, Director of Procurement, 14 May 2013

The University of Edinburgh

Central Management Group

22 May 2013

Strategic Plan 2008-2012 Targets – Update to the Final Progress Report

Brief description of the paper

This paper presents an update to the final report on progress set out in the University's Strategic Plan 2008-2012, which was agreed by Court on 10 December 2012. It provides an update on three targets, where the 2011-12 data was not available at the time of drafting the final report. Once CMG's comments have been incorporated, the progress report will be submitted for discussion to FGPC on 10 June and then Court on 24 June. 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 University's objectives and strategies and, ultimately, failure to meet targets. This report finalises the progress reporting for the 2008-12 strategic plan targets. The University's Strategic Plan 2012-16 maintains a focus on areas of priority for the University over the next 4 years.

Equality and diversity

'Promoting equality, diversity, sustainability and social diversity' was a strategic theme in the 2008-2012 Strategic Plan, under which Target 10.1 was situated. In recognition of the need to continue monitor performance in this area this target has been carried over into the 2012-2016 Strategic Plan, under the Strategic Theme 'Equality and Widening Participation'.

Freedom of information

This paper can be included in open business.

Any other relevant information

To be presented by Tracey Slaven, Deputy Secretary, Strategic Planning.

Originator of the paper

Deborah Cook, Senior Strategic Planner
Tracey Slaven, Deputy Secretary, Strategic Planning
Governance and Strategic Planning, 14 May 2013.

Strategic Plan 2008-2012 Targets – Update to the Final Progress Report

May 2013

1. Summary

In October 2012 a final report on progress against the targets within the Strategic Plan was produced. Out of 33 targets, 27 targets were met, partially met or on track (as the data was not available). 5 targets were not met and for one target further work was required. This report provides an update on the three targets where data for the final year of the Strategic Plan is now available. This report identifies that these targets were either fully or partially achieved.

Target		Progress to date	Achievement Status
Excellence in research			
2.2	Increase our headcount of research postgraduate students at a greater rate than the Russell Group average	• Our headcount of research postgraduate students in 2011-12 was 3,155, which was 21.3% higher than the baseline year 2007/08. • In 2011/12 four new Universities joined the Russell Group. The average headcount of research postgraduate students for both new and old Russell Groups was 14.0% higher than in 2007/08. The University's rate of growth (21.3% from 2007/08) in postgraduate research students was therefore greater than the Russell Group's average rate.	MET
Excellence in learning and teaching			
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	• In 2011/12 the value of our research grant income from EU and other overseas sources was £25.4 million. This has grown over the strategic plan period and represents a 46% increase from 2007/08. • The value of the University's research grant income from EU and other overseas sources in 2011/12	MET

Target		Progress to date	Achievement Status
		exceeded the median of both the new Russell Group and the old Russell Group. In 2011/12 our EU & overseas research income was £6.9million above the new Russell Group median and £4.9million above the old Russell Group median.	
Promoting equality, diversity, sustainability and social responsibility			
10.1	converge on our participation benchmarks for under-represented groups	• For the proportion of young entrants domiciled in the UK from state schools or colleges, our performance in 2011-12 was 70.3% compared with the benchmark[1] of 77.9% , representing a difference between our performance and our sector benchmark of 7.6 percentage points. In comparison to the baseline of 2007/08 where the difference between our performance and the benchmark was 10.3 percentage points, the 2011/12 figures represent a convergence of 3.3 percentage points. During this period, our competitors' benchmark has generally decreased. • For the proportion of young, full-time first degree entrants from low social classes, our performance in 2011/12 was 16.5% compared with a benchmark of 20.7%, representing a difference of 4.2 percentage points. In comparison to the baseline of 2007/08 where the difference between our performance and the benchmark was 3.6 percentage points, the figures represent an increased divergence of 0.8 percentage points. During this period, our competitor's benchmark has generally decreased. In recognition of the need to continue to monitor performance in this area this target has been carried over into the 2012-2016 Strategic Plan.	PARTIALLY MET

Tracey Slaven/Deborah Cook
Governance and Strategic Planning
14 May 2013

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[1] The Higher Education Statistical Agency's benchmark details the values that might be expected for an institution's indicator, taking on board certain factors such as the range of subjects offered and entry qualifications of students.