Agenda for a meeting of the Central Management Group
To be held at 10.30 am on Monday, 11 November 2013
In the Raeburn Room, Old College

1	**Minute of the meeting held on 9 October 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 Directors' Update (closed)**	**C**
5	**Strategic Plan: Targets and KPIs Progress Report**	**D**
6	**Provisional Financial Results (closed)**	**E**
7	**Risk Management Committee end of year Report (closed)**	**F**
8	**EUSA financial performance, Incorporation & USS Pension scheme liability (closed)**	**G**
9	**Gaelic Signage Policy**	**H**

FOR INFORMATION/FORMAL APPROVAL

10	**Report from Fees Strategy Group (closed)**	**I**
11	**Tuition Fee Proposals (closed)**	**J**
12	**Student rent proposal for 2014/15 and indicative increases for 2015/16 and 2016/17 (closed)**	**K**
13	**Report from SEAG**	**L**
14	**Health and Safety Quarterly Report**	**M**
15	**NPRAS Rates for 2014-15**	**N**
16	**Parking Charge Notices Increase Proposal (closed)**	**O**
17	**Proposed Written Response to Procurement Reform (Scotland) Bill**	**P**
18	**Any Other Competent Business**	
19	**Date of next meeting**	

Wednesday, 22 January 2014 at 10.30 am in the Raeburn Room, Old College

If you require this agenda or any of the papers in an alternative format e.g. large print please contact Dr Katherine Novosel on 0131 650 9143 or email Katherine.Novosel@ed.ac.uk

Central Management Group

Wednesday, 9 October 2013

MINUTE

Present:	Vice-Principal Professor J Seckl (in the chair) Vice-Principal Professor C Jeffery Vice-Principal Professor J Haywood Vice-Principal Professor S Hillier Vice-Principal Professor R Kenway Vice-Principal Professor L Waterhouse University Secretary Ms S Smith Mr H Edmiston
In attendance:	Mr A Currie Ms S Gupta Mr P McNaull Mrs T Slaven Mr D Waddell Mr F Gribben, College Registrar (HSS) Mr D Gorman, Director of Ms N Kellock, Head of Legal Division Mr H McKay, Chief Internal Auditor Dr K J Novosel
Apologies:	The Principal Senior Vice-Principal Professor M Bownes Vice-Principal Professor C Breward Vice-Principal Professor D Hounsell Vice-Principal Professor D Miell Vice-Principal Mr N A L Paul, Director of Corporate Services Vice-Principal Dr S Rigby Vice-Principal Professor L Yellowlees Dr I Conn

1   MINUTE OF THE MEETING HELD ON 21 AUGUST 2013   **Paper A**

The Minute of the meeting held on 21 August 2013 was approved as a correct record.

2   PRINCIPAL'S BUSINESS

2.1   Principal's Communications

In the absence of the Principal, Vice-Principal Professor Seckl reported on the following: congratulations to Emeritus Professor Higgs' on being jointly awarded the Nobel prize for Physics with Professor Englert; the Chancellor's visit to the University and in particular the Chancellor's official opening of the Anne Rowling Regenerative Neurology Clinic; the University being ranked 17th in the QS World University Rankings 2013/2014; the continuing success of ERI and research income secured: the recent PSG retreat; the University gaining 4 Athena SWAN awards in Autumn 2013, as well as schools seeking further awards; and the opportunities around the National Physical Laboratory.

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

CMG noted the report.

FOR DISCUSSION

| 3 | **FINANCE DIRECTOR'S UPDATE (CLOSED)** | **Paper C** |

CMG noted the details regarding the opportunities around the National Physical Laboratory previously noted and the current stage in the bidding process. The current position in respect of discussions with the MRC on outstanding issues in connection with the recent merger with HGU and associated units was also noted and the proposals around section 75 and pension liability: a further paper would be presented on this matter. There was also discussion on the anticipated difficulties with the timing of future Edinburgh Festivals and the University academic timetables; a group was considering how best to address the difficulties especially around accommodation and estates and buildings. CMG noted the other items and that the draft financial results for 2012/2013 were very encouraging.

| 4 | **2012-2013 OUTCOME AGREEMENT: SELF-EVALUATION (CLOSED)** | **Paper D** |

CMG endorsed the excellent document, commending the case studies and made minor suggestions.

| 5 | **DRAFT OUTCOME AGREEMENT 2014-2017 (CLOSED)** | **Paper E** |

As previously reported a three year approach to preparing Outcome Agreements for the SFC had now been agreed with an emphasis on the first of the three years. CMG welcomed the clear format of the report and a number of suggestions were made for consideration prior to the Outcome Agreement being presented to Court for approval. The connection between the Outcome Agreement and the University's Strategic Plan was noted and that each document had a different purpose.

| 6 | **ECA POST-MERGER SELF-EVALUATION (CLOSED)** | **Paper F** |

CMG welcomed the report which had been prepared at the request of the SFC and built on previous reviews, further strengthening the evidence of the success of the merger for students and staff. It was noted that further information would incorporated following an update meeting with students. There was discussion on the section on estates and buildings and the on-going work in this area around both compliance and maintenance issues and about strategic investment and further improvement of the facilities. The current indicative estimate based on an option appraisal was between £70 and £125 million. It was suggested that both elements should be included in the report and the now estimated cost.

| 7 | **REPORT FROM ESTATES COMMITTEE (CLOSED)** | **Paper G** |

CMG noted the report and endorsed the various recommendations as set out in the paper. In particular CMG noted the expenditure outturn for 2012/2013 of £80m and the current planned spend for 2013/2014 of £73m and the on-going work around the 2025 estates study and specifically consideration of consolidating certain SASG and EUSA activities in the George Square area, The other items discussed included Systems Medicine/SCRM2, space management pilot at JCMB and New College, the unexpected increase in the cost to construct the nursery at KB and the current

proposals around the School of GeoScience include the discussions on Murchison House. CMG further noted the present position in seeking planning permission to take forward the development of the McEwan Hall and it was confirmed that this included consideration of the area immediately in front of the building and road realignment. The work of D&A in securing funds for major projects was noted and the opportunities to expand in this area.

| 8 | **TAKING FORWARD UN PRI** | **Paper H** |

CMG approved the approach to take forward the tasks previously identified as a result of the University signing up to UNPRI and further agreed the proposal to establish a short-life working group to oversee the process including membership as set out in the paper. The timeline was also approved given the scope of the tasks and the different areas within the University potentially affected.

| 9 | **IP PROPOSALS** | **Paper I** |

It was noted that this replaced a much older policy which had been developed a number of years ago and that the scope of the current revised policy was limited to the exploitation of Intellectual Property in terms of application to industry and commerce and did not include learning and teaching material, books/articles or musical works. CMG made a number of suggestions particularly in light of the issues around learning and teaching material, publication of academic material and open access to data. It was agreed to provide links in section 8 of the policy to current statements on other aspects of intellectual property which applied to the academic area and where appropriate to include further information around ownership of material. As part the dissemination of the policy it was agreed to involve EUSA.

Subject to consideration and amendment as appropriate CMG endorsed the policy for onward consideration and approval by Court.

FOR INFORMATION/FORMAL APPROVAL

| 10 | **INTERNAL AUDIT FOLLOW UP REVIEWS** | **Paper J** |

There had been previous discussion on the implementation of agreed recommendations contained in internal audit assignment reports in accordance with agreed timescales. CMG noted that while there had been some improvement, the position remained unsatisfactory and CMG agreed to set an initial target of a minimum of 80% of recommendations actioned by the agreed date. CMG further agreed to continue to raise awareness of the importance of implementing agreed recommendations and further where changes were being proposed to either the recommendation or the completion date that these had to be discussed and the new approach agreed with Internal Audit.

| 11 | **INTERNATIONAL UNDERGRADUATE MBCHB TUITION FEE (CLOSED)** | **Paper K** |

CMG approved the proposals for fixed international undergraduate MBChB tuition fees for 2014/2015 entrants bringing this into line with the approach taken with other programmes.

| 12 | **SECURITY ADVISORY GROUP ANNUAL REPORT 2012-13** | **Paper L** |

CMG noted the Annual Report in particular the continuing discussion to address inappropriate post exam behaviour. CMG further re-affirmed its support to promote

the wearing of staff ID badges.

13   PROPOSED NEW IS DIVISION   **Paper M**

CMG endorsed the establishment of a new division within Information Services around Learning and the Web to be headed up by a new Director with effect from 1 August 2014; the costs of taking this forward would be met from within existing resources.

**14   PROPOSAL TO ESTABLISH A CHAIR OF INFECTIOUS DISEASE   Paper N
        PATHOLOGY**

CMG approved the proposal to create a new Chair of Infectious Disease Pathology.

15   DATE OF NEXT MEETING

Monday, 11 November 2013 at 10.30 am in the Raeburn Room, Old College

The University of Edinburgh

Central Management Group

11 November 2013

Principal's Strategy Group Meeting
7 October 2013

Amongst the items discussed were:

1. Senior Team Meeting Outcomes

The Group discussed the outcomes from the recent Senior Team Meeting to discuss the future strategy of the University. A summary document will be produced for wider circulation.

2. UG Intake Targets

PSG discussed and agreed the strategy and gave their strong support to the work being undertaken to reduce the time taken to make an offer to applicants.

3. Guidance for Informing Students of Assessment Results

PSG were supportive of the work being undertaken by the Curriculum and Student Progression Committee on this matter.

C

The University of Edinburgh

Central Management Group

11 November 2013

Finance Director's Update

Brief description of the paper

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

Action requested

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

Resource implications

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

Risk assessment

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

Equality and diversity

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.

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

Phil McNaull
Director of Finance
30 October 2013

To be presented by

Mr P McNaull
Director of Finance

The University of Edinburgh

Central Management Group

11 November 2013

Strategic Plan 2012-2016: Targets and KPIs progress report

Brief description of the paper

This paper presents progress made against the targets and Key Performance Indicators (KPIs) within the University's Strategic Plan for 2012/13 (where data is available) or 2011/12 (where 2012/13 data is not yet available).

13 of the targets and sub targets are on track, 12 targets require further work. 11 of the KPIs are improving in comparison to the previous year, 1KPI is worsening and 6 of the KPIs are maintaining their performance.

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.

Equality and diversity

The 2012-2016 contains a Strategic Theme 'Equality and Widening Participation', with relevant targets and Key Performance Indicators, the paper contains details of progress made against this area.

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, 29 October 2013

Strategic Plan Targets and KPIs: Progress Report 2012-2013

1. Summary

Key: KPI performance status

Improving	⬆
Worsening	⬇
Maintaining	⬌

Key: Target performance status

On track	🟩
Further work required	🟧
Performance data not yet available	

Key Performance Indicator or Target	Performance
Excellence in Education	
1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)	⬌
1.1 Increase student satisfaction with academic and pastoral support	🟧
1.2 Increase student satisfaction with opportunities and support for developing graduate attributes and employability	🟧
Excellence in Research	
2.0 Russell Group market share of research income (spend)	2011/12 data ⬆
2.1 Increase average number of PhD students per member of academic staff to at least 2.5	🟧
2.2 Increase score for the citations-based measure in the THE World University Rankings to at least 94/100	🟧
Excellence in Innovation	
3.0 Knowledge exchange metrics: number of disclosures, patents, licenses and new company formations	⬌
3.1 Achieve at least 200 public policy impacts per annum	🟩
3.2 Increase economic impact, measured by GVA, by at least 8%	Data not available
People	
4.0 Proportion of staff who have had an annual review within the previous year	⬆
4.1 Achieve the institutional Athena SWAN Silver award	🟩
4.2a Increase number of international applications for academic posts: number of applications.	🟩

Key Performance Indicator or Target	Performance
4.2b Increase number of international applications for academic posts: average no. applications per post advertised	🟩
Infrastructure	
5.0 Total income per square metre of GIA	⬆
5.1 Increase the proportion of our building condition at grades A and B on a year-on-year basis, aiming for at least 90% by 2020.	2011/12 data
5.2 Increase student satisfaction with learning resources (library, IT resources, study space and equipment) to at least 86%	🟩
Finance	
6.0 Operating surplus as a % of turnover	⬆
6.1 Increase our total income per staff FTE year-on-year, aiming for an increase of at 10% in terms	🟧
6.2 Increase our ROCE	🟧
Outstanding student experience	
7.0a Proportion of graduates in graduate-level employment or further study (under-graduates)	2011/12 data ⬆
7.0b Proportion of graduates in graduate-level employment or further study (postgraduate taught graduates)	2011/12 data ⬇
7.0c Proportion of graduates in graduate-level employment or further study (postgraduate research graduates)	2011/12 data ⬌
7.1 Increase the level of overall satisfaction expressed in responses to the NSS, PTES and PRES student surveys to at least 88%	🟧
7.2 Increase the number of our students who have achieved the Edinburgh Award to at least 500	🟩
7.3 Create at least 800 new opportunities for our students to gain an International experience as part of their Edinburgh degree.	🟧
Global impact	
8.0 Proportion of international students from beyond our five most well-represented countries	⬆
8.1 Increase our headcount of non-EU international students by at least 2,000	🟩
8.2 Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile	2011/12 data
8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500	🟩
Lifelong community	
9.0 Physical and virtual footfall	Virtual only ⬆

| Key Performance Indicator or Target	Performance
9.1 Increase the number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters.	
Social Responsibility	
10.0 Carbon emissions per £ million turnover	estimate ↔
10.1 Reduce absolute CO2 emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)	estimate
Partnerships	
11.0 a Number of our research publications which are internationally co-authored	↑
11.0 b Proportion of our research publications which are internationally co-authored	↑
11.1 Increase our number of PhD students on programmes jointly awarded with International partners by at least 50%	
Equality and Widening Participation	
12.0a Undergraduate entrants from under-represented groups: widening participation	↑
12.0b Undergraduate entrants from under-represented groups: low income households	Data expected in November
12.0c Undergraduate entrants from under-represented groups: ethnicity	↑
12.0d Undergraduate entrants from under-represented groups: disability	↔
12.1a Converge on our state schools and colleges participation benchmark	2011/12 data
12.1b Converge on our low social classes participation benchmark	2011/12 data
12.2a Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels	
12.2b Reduce the gender pay gap for University staff	

3

2. Detail of performance

Excellence in Education	
1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)	⟷
1.1 Increase student satisfaction with academic and pastoral support	
1.2 Increase student satisfaction with opportunities and support for developing graduate attributes and employability	

KPI 1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)

Status: Performance maintaining
Tolerance: 1 percentage point (+/-) previous 3 year average

%of leavers achieving a successful outcome (degree, transfer or other award)
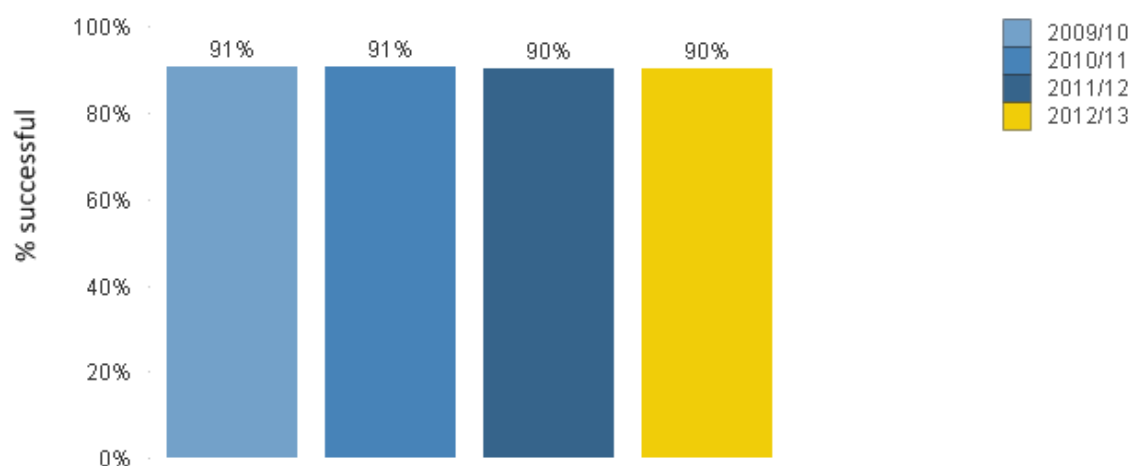
Note on performance

The proportion of leavers achieving a successful outcome in 2012/13 was 90.4%. This is based on the cohort of undergraduate taught entrants who started their programme of study in 2008/09. The 2012/13 performance represents a very slight increase from 2011/12, but matches the average outcome rate for the previous three years, thus performance is maintained. The College of Humanities and Social Science's outcome rate notably increased by 2.3 percentage points during 2012/13.

College	2007/08 Entry	2008/09 Entry
Humanities and Social Sciences	90.9%	92.3%
Medicine and Veterinary Medicine	97.2%	95.1%
Science and Engineering	86.8%	86.0%

Target 1.1 Increase student satisfaction with academic and pastoral support

Status: Further work required

Increase student satisfaction with academic and pastoral support
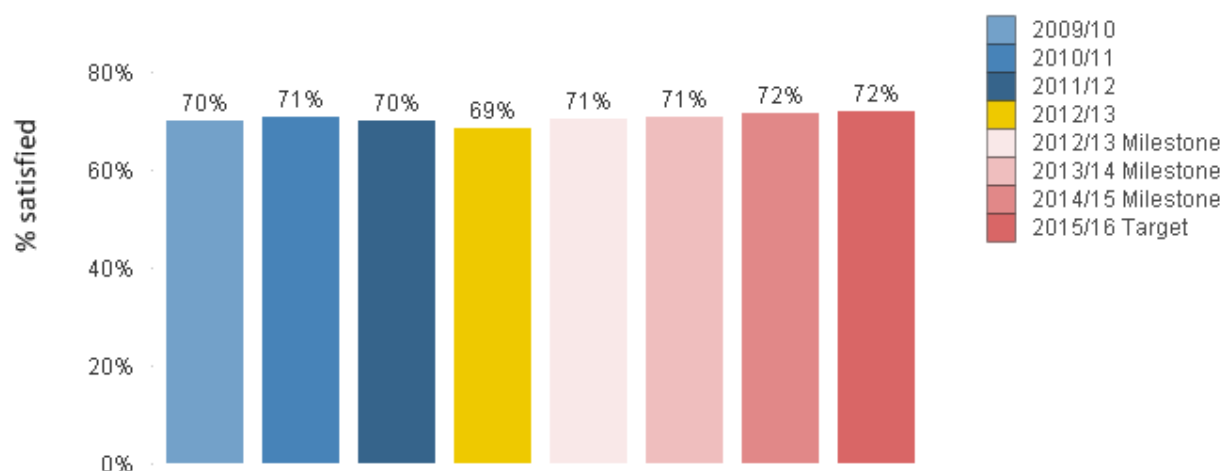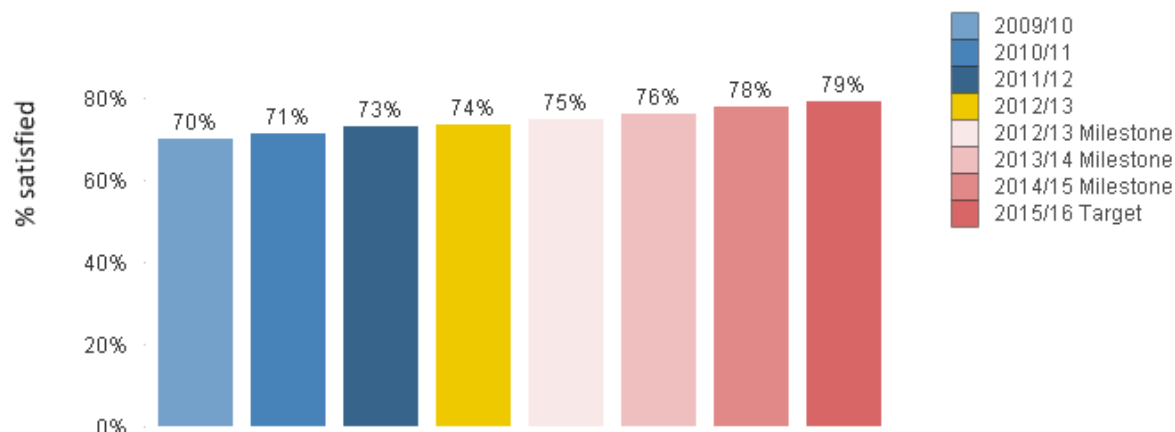

Note on performance

Student satisfaction in these areas dipped to 68.6% from the most recent student survey results. This is largely due to the inclusion for the first time, of results from the Edinburgh Student Experience Survey (ESES), which surveys undergraduate students from years 1 to 3. Without the results of the ESES

Survey	% satisfied
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	63%
National Student Survey (undergraduate final year)	72%
Postgraduate Taught Experience Survey	65%
Postgraduate Research Experience Survey	78%

survey, the 2012/13 milestone would have been reached, with a result of 71.4%. Postgraduate research students are the most satisfied with academic and pastoral support, followed by final year undergraduates. The University is investing significantly in the student experience, and we anticipate that over the medium term this will deliver improved performance.

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Target 1.2: Increase student satisfaction with opportunities and support for developing graduate attributes and employability

Status: Further work required

Note on performance

This target shows small sustained growth since 2009/10. The 2012/13 performance, from the most recent student surveys, just narrowly missed the 2012/13 milestone of 74.5%.

This target included for the first time, the new Edinburgh Student Experience Survey (ESES), and similar to target 1.1 the 2012/13 milestone would have been reached if ESES has not been included. Final year undergraduates (students who would be expected to be most interested in this aspect), in the National Student Survey are most satisfied with opportunities and support for developing graduate attributes and employability, with 77% being satisfied. Postgraduate taught students and undergraduate students from years 1 to 3 are the least satisfied at 69%.

Survey	% satisfied
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	69%
National Student Survey (undergraduate final year)	77%
Postgraduate Taught Experience Survey	69%
Postgraduate Research Experience Survey	73%

| College	% satisfied
Humanities and Social Sciences	71%
Medicine and Veterinary Medicine	83%
Science and Engineering	75%

Excellence in Research	
2.0 Russell Group market share of research income (spend)	2011/12 data ⬆
2.1 Increase average number of PhD students per member of academic staff to at least 2.5	
2.2 Increase score for the citations-based measure in the THE World University Rankings to at least 94/100	

2.0 Russell Group market share of research income (spend)

Status: Performance improving
Tolerance: 0.1 percentage point (+/-) from previous year

Russell Group market share of research income (spend)
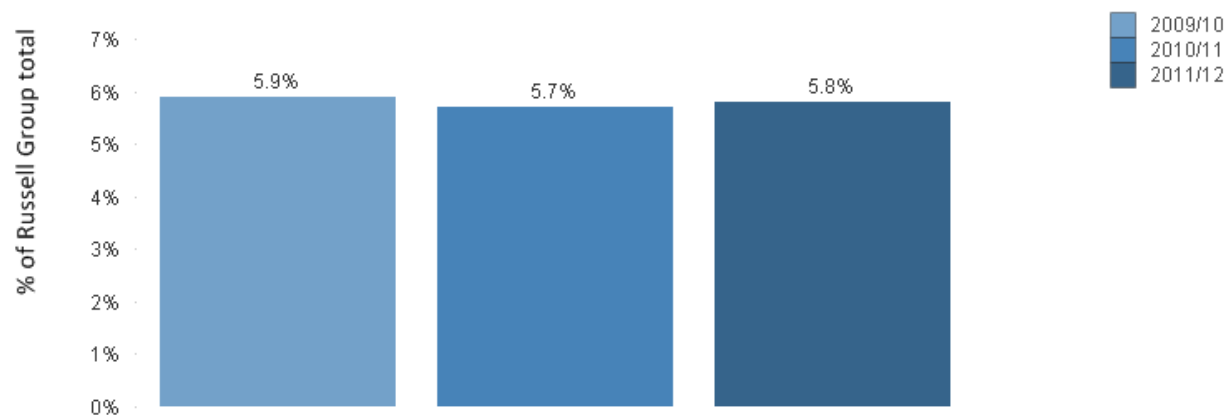
Note on performance
The University of Edinburgh ranks fifth in the Russell Group for research income. Research income has grown amongst Russell Group institutions slightly since 2009/10, with Edinburgh outpacing the Russell Group's rate of growth.

	2009/10	2010/11	2011/12
University of Edinburgh income (£,000s)	185,279	180,990	193,119
Russell Group research income (£,000s)	3,147,875	3,200,578	3,302,270

Target 2.1 Increase average number of PhD students per member of academic staff to at least 2.5

Status: further work required

Average number of PhD students per academic: 2009/10 to 2012/13 and milestones
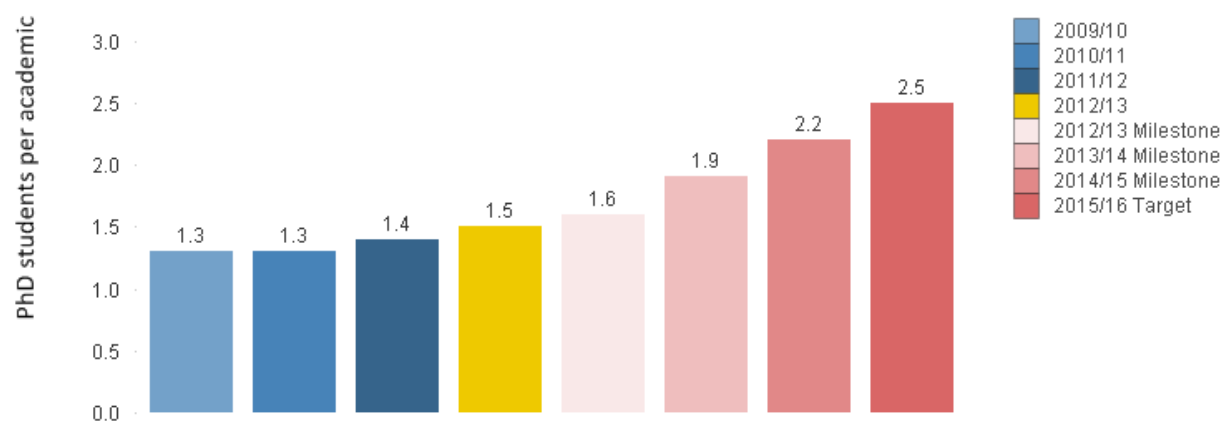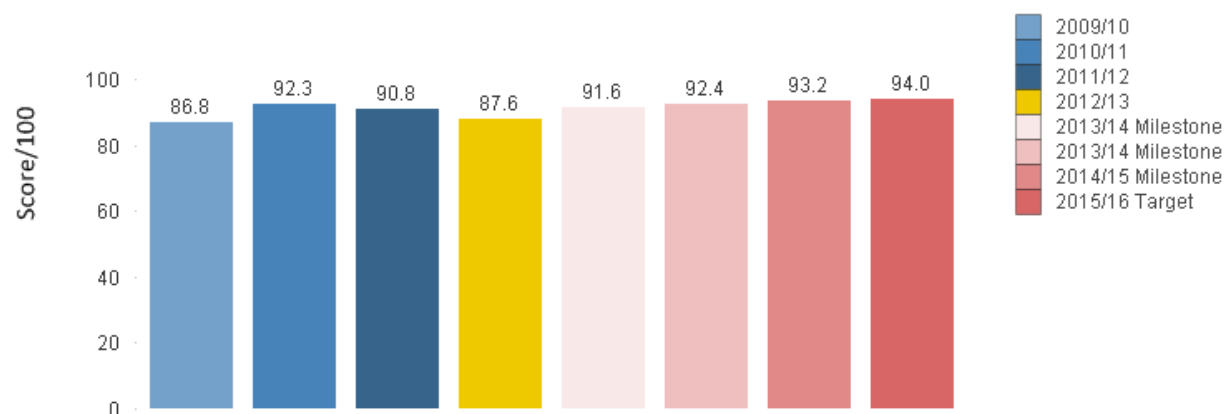

Note on performance

The University's ratio of PhD students to academic staff increased in 2012/13 to 1.5 from 1.4 in 2011/12. However, this performance did not reach the milestone necessary to achieve the ambitious target. The Russell Group average number of PhD students per member of academic staff also increased in 2011/12 (from 1.5 to 1.6) and the University's performance in 2011/12 was just under the Russell Group average.

Average number of PhD students to academics	2009/10	2010/11	2011/12
Russell Group average	1.4	1.5	1.6
University of Edinburgh	1.3	1.3	1.4

Target 2.2 Increase score for the citations-based measure in the THE World University Rankings to at least 94/100

Status: further work required

Increase our score for the citations-based measure in the THE World Ranking to at least 94/100

Note on performance

The University of Edinburgh achieved a score of 87.6 out of 100 in 2013 compared to 91 in 2012 in the THE World University Rankings. This score is relative and normalised to the highest scoring institution. Such a level of change is typical for institutions within the top 200, however some Russell Group universities in the top quartile, have improved their performance, such as Kings and LSE. In terms of subject citation scores the largest decline appears to be in the arts & humanities, from a score of 73.4 in 2012 to 54 out of 100 in 2013, although as there are fewer publications within this area, larger changes can be expected. The THE World Ranking Citations measure refers to publication made during 2007-2011 and citations made during 2007-2012, weighted by subject from Web of Science. Governance and Strategic Planning will undertake further analysis in this area during 2013/14 and post-REF to improve understanding and explore possible options to enhance our score.

9

Excellence in Innovation	
3.0 Knowledge exchange metrics: number of disclosures, patents, licenses and new company formations	⬇
3.1 Achieve at least 200 public policy impacts per annum	
3.2 Increase economic impact, measured by GVA, by at least 8%	Data not available

KPI 3.0 Knowledge exchange metrics: number of disclosures, patents, licenses and new company formations

Performance: worsening (due to reporting changes)
Tolerance: 1 % (+/-) from previous year
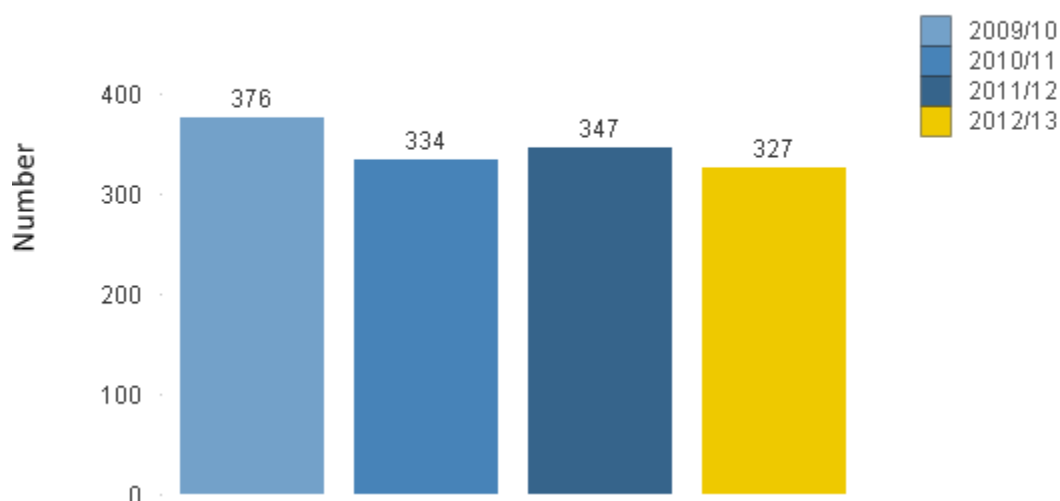
Note on performance

The majority of our commercialisation outcomes were achieved in 2012/13 with 50 new commercial licence deals and 35 new company creations. Of the 35 companies, 5 were traditional spin-outs and 30 were student supported enterprises. Disclosures were slightly down to 175 (from 199) but this was mainly due to a re-alignment of reporting by the BioQuarter team and not a cause for concern. As ever with Disclosures, quality is more important than quantity. Licence income for the year totalled £665K against a target figure of £500K.

A pilot project has been commenced to run a dedicated new company formation support programme that is focussed on post-doctoral researchers. Early signs are very encouraging, with around 80 people attending the first introductory event on 28 August 2013.

The Converge Challenge is a pan-Scottish business plan

Knowledge exchange metrics	2011/12	2012/13
Disclosures	199	175
Patents	62	67
Licenses	51	50
Company formations	35	35

competition that is open to staff and students in all Scottish Universities, and offers a £60K top prize in cash and in-kind support. We are particularly pleased that this year, 3 of the 6 short-listed finalists are from the University of Edinburgh, including Kanika Bansal who is currently on an RSE Fellowship and hosted by Edinburgh Research and Innovation.

Target 3.1 Achieve at least 200 public policy objectives per annum

Status: on track

Public policy impacts: 2011/12 to 2012/13 and milestones
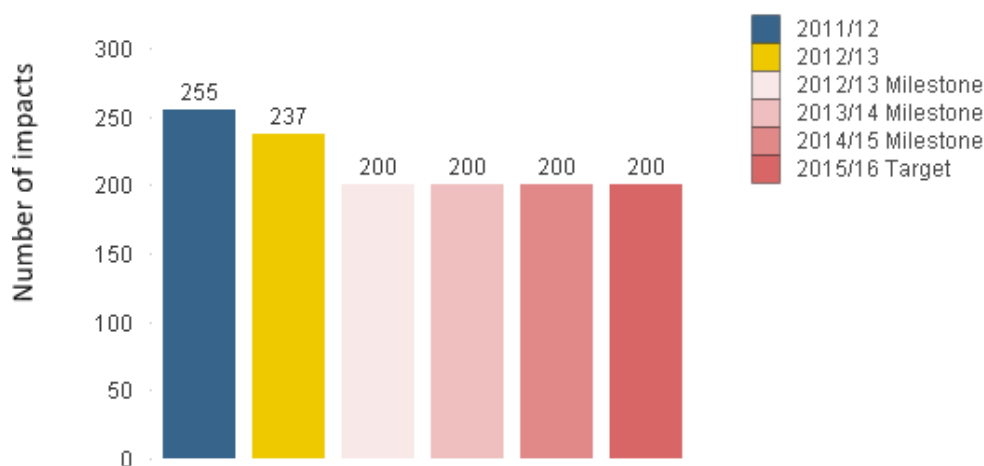
Note on performance

Strategic Plan Target 3.1 sets the objective that the University will achieve 200 or more Public Policy Impacts (PPIs) per academic year from 2012 to 2016. Criteria for this objective have been developed and performance towards the target measured for the academic years 2011/12 (as a backward-looking calibration exercise) and on a quarterly basis during 2012/13. Following this methodology, the total number of PPIs recorded for 2011/12 was 255 and the total number for 2012/13 was 237.

Public Policy Impact was measured on the basis of media coverage of policy-relevant research, as recorded via the PURE research information system. The criteria applied to determine whether an item recorded in PURE constitutes a PPI were twofold. In order to count as a PPI, firstly, the item must be assessed to be of public policy relevance. This may include, for example, research which, if leading to application, would have an obvious impact on public policy (such as medical research that could save a significant number of lives), or expert comment that informs debate on a public policy issue. Secondly, the item must meet one of three further conditions: a) appear in two or more media outlets; b) constitute invited expert comment, i.e. a broadcast interview with the researcher; or c) be of particular prominence, i.e. occupy a prominent broadcasting slot within the outlet.

Trends

When these criteria were applied to PURE data for 2012/13, 237 PPIs were recorded with an average monthly total of 19.75. 74% of these PPIs met criteria a) above, appearing in two or more outlets, while 22% met criteria b), constituting expert comment, and 4% met criteria c), appearing in a prominent position within the outlet. For the year 2011/12, of the 255 PPIs recorded with a monthly average of 21.25, 64% satisfied criteria a), while 27% met criteria b) and 9% criteria c). The smaller

proportion of PPIs meeting the prominence criteria in 2012/13 partly reflects a change to the way in which data was recorded in PURE in 2012/13, as the page number an item appeared on in a print media outlet was no longer inputted in this year.

April, July and August appear to be 'fallower' impact months, with the number of PPIs notably below the average monthly score (16 in April, 11 in July and 13 in August in 2011/12, and 15 in each month in 2012/13).

PPIs were broken down by College and School in 2012/13, revealing significant public policy impact across the university. CHSS recorded 45% of all PPIs, followed by CMVM with 34% and CSE with 20%. At School level, the School of Clinical Sciences scored highest with 40 PPIs (17%), followed by the School of Law with 28 PPIs (12%) and the School of Social and Political Science with 26 PPIs (11%). It should be noted that contemporary events and debates have an obvious impact on the PPIs recorded at a particular time. For example, both the Schools of Social and Political Science and Law registered a significant number of PPIs as a result of expert comment provided on the forthcoming 2014 referendum on Scottish independence.

People	
4.0 Proportion of staff who have had an annual review within the previous year	↑
4.1 Achieve the institutional Athena SWAN Silver award	
4.2a Increase number of international applications for academic posts: number of applications.	
4.2b Increase number of international applications for academic posts: average no. applications per post advertised	

KPI 4.0: Proportion of staff who have had an annual review within the previous year, incorporating the identification of objectives and development needs.

Status: performance improving
Tolerance: 1 percentage point (+/-) from previous year

% of staff who have had an annual review within the previous year
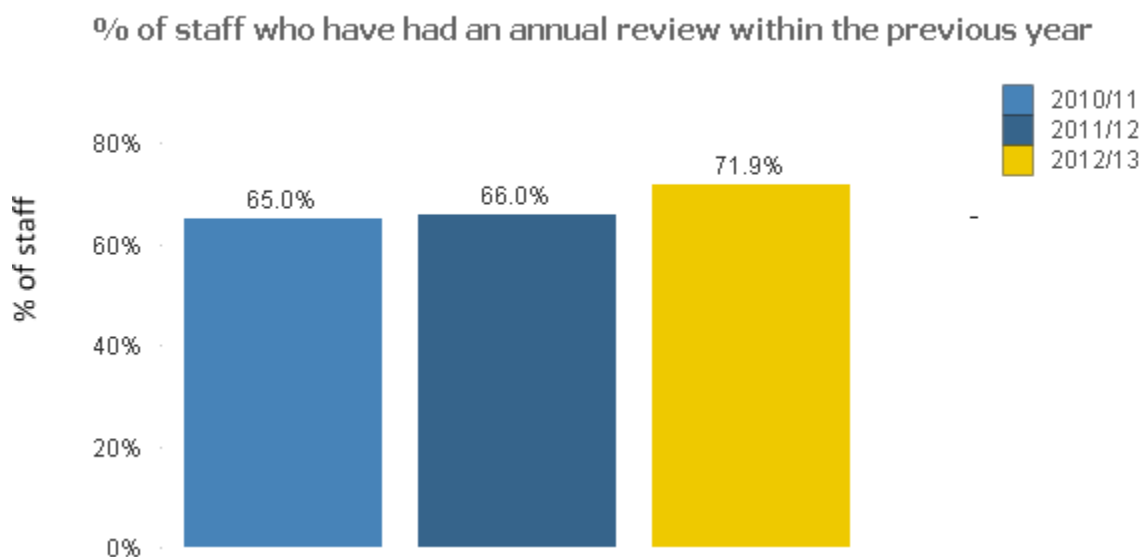
Note on performance
The University's Annual Review (AR) Policy Statement (November 2011), sets out a clear University-wide policy requiring every eligible member of staff to have a annual review (recognising that other external processes operate in some areas, for example, for staff on NHS contracts)

Schools and service level areas have been doing a great deal to embed the implementation of Annual review meetings over the last few years, including communicating the importance and requirement for Annual Review, developing local guidance and providing tailored training if appropriate, backed by encouragement by all the Heads of College. University HR Services (UHRS) developed and launched an on-line 'Understanding Annual Review' module in October 2012, which has enabled quick and easy access to staff development/refresher training in Annual Review for all staff. The Performance Management programme available to staff also provides a range of workshops, including an Annual Review Skills workshop for Reviewers.

A proportion of staff completed their Annual Reviews, in the two months after 31 July 2013. These staff, together with staff who have a valid reason for not completing an annual review[1], bring the total number of staff reviewed/or who have a valid reason to 81.4% These figures show a significant improvement over 2011/12, when approximately 66% of staff had an AR. There are significant differences across Colleges/Support Groups (see below):

The rates for each College/Support Group were as follows:

College/Support Group	AR in 2012/13	AR in Aug/Sept 2013	Valid reason for no AR	Total staff reviewed or with a valid reason
Humanities & Social Sciences	68.5%	2.5%	11.8%	82.8%
Medicine & Veterinary Medicine	77.0%	1.2%	6.5%	84.7%
Science & Engineering	43.2%	4.0%	7.7%	55.0%
Corporate Services	90.3%	3.0%	3.3%	96.7%
Information Services	91.0%	0.9%	4.2%	96.1%
Student & Academic Services	87.1%	4.3%	2.3%	93.7%
University of Edinburgh	71.9%	2.5%	6.9%	81.4%

Target 4.1: Achieve the institutional Athena SWAN Silver Award

Status: on track

Achieve the institutional Athena SWAN Silver award

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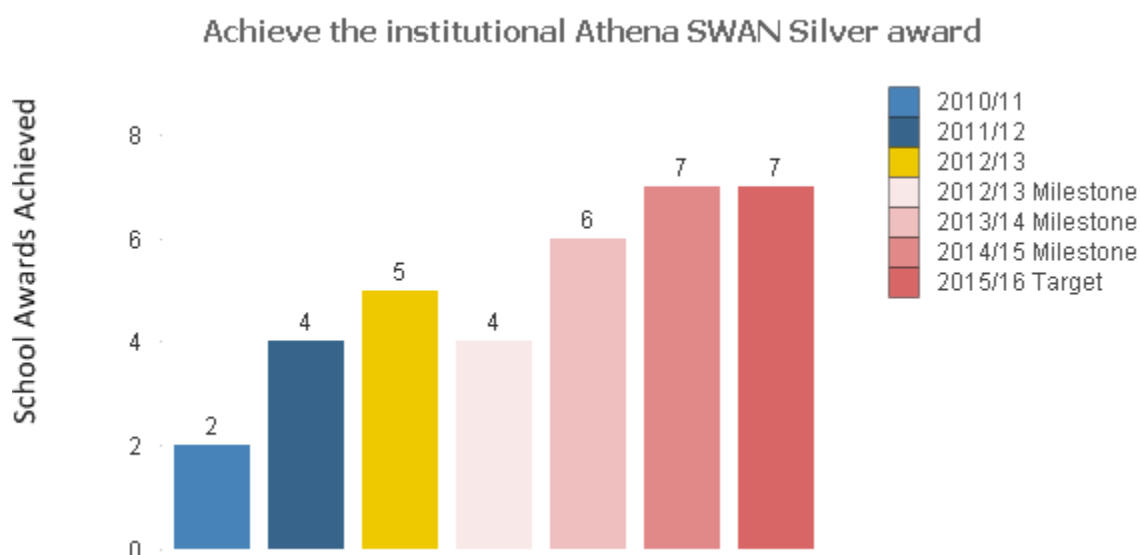
[1] Valid reasons are that during 2012/13 one of the following applied: maternity or long-term sick leave, secondment, sabbatical leave, job transfer, restructuring, undergoing capability process, AR rescheduled, leaving after 31/7/13.
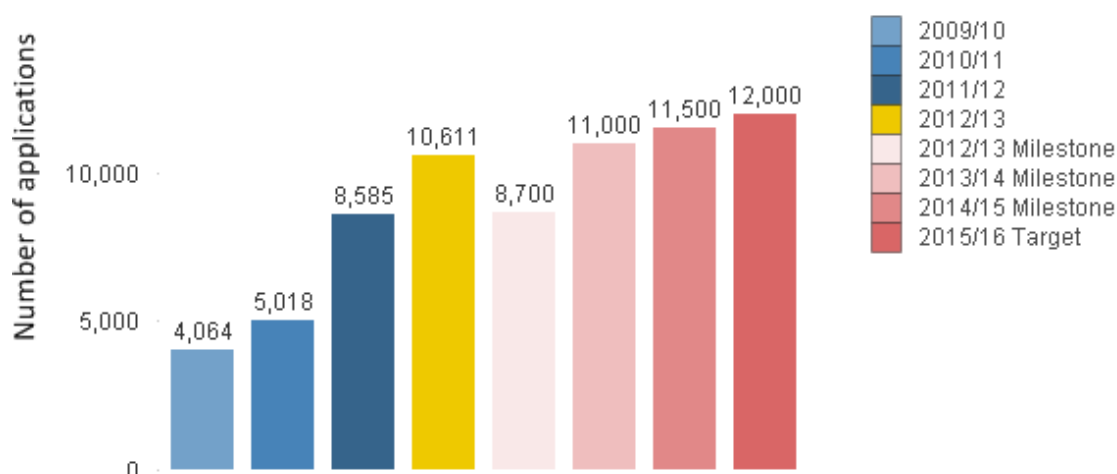
Note on performance
The University is on track to meet this target. Significant success is being achieved, and a great deal of work is underway, University-wide. During 2012/13 the following departments gained an Athena SWAN award: Royal Dick School of Veterinary Studies (the first Vet school in the UK) achieved a Bronze), School of Biological Sciences achieved a Silver Award. In the first part of 2013/14 the School of Informatics also achieved a Silver Award and the Schools of Engineering, Geosciences and Mathematics all achieved Bronze Awards following their applications in April 2013. The minimum requirement for a University to apply for a Silver Award is for half of its STEMM 'departments' to hold Athena SWAN awards, some of which must be at Silver level or above. As of 1 October, the University has now achieved that requirement.

4.2a Increase number of international applications for academic posts: number of applications.

Status: on track

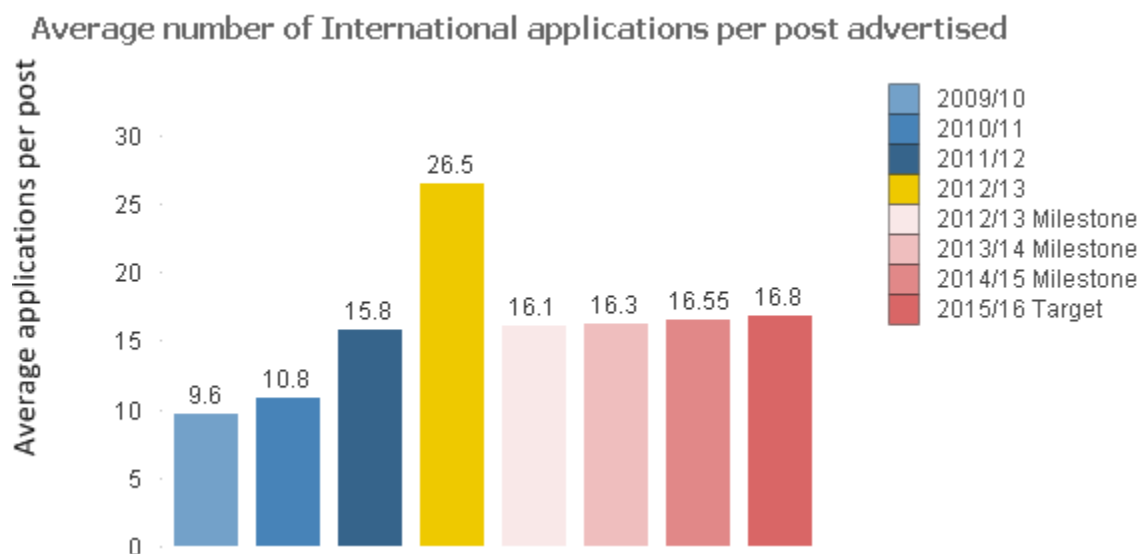Number of International applications for academic posts

Note on performance
The new eRecruitment system which was launched in October 2013 now captures the nationality of all applicants which enables more accurate reporting of whether applicants are international[2] rather than address at the time of application which was used previously. As a consequence, the milestones and final targets have been revised upwards, to take into account the change in reporting. The figures show that the number of international applications has increased. The total number of academic vacancies advertised has decreased by 26%, from 544 in 2011/12 to 400 vacancies in 2012/13 whereas the number of international applicants has increased by 20% so this target is very much on track.

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[2] Defined as having a non-UK nationality. This means that 2012/13 data is not strictly comparable with previous years data.

Target 4.2b Increase number of international applications for academic posts: average number of applications per post advertised

Status: on track

Average number of International applications per post advertised

■	2009/10
■	2010/11
■	2011/12
■	2012/13
■	2012/13 Milestone
■	2013/14 Milestone
■	2014/15 Milestone
■	2015/16 Target

Average applications per post: 9.6, 10.8, 15.8, 26.5, 16.1, 16.3, 16.55, 16.8

Note on performance

This sub measure was added into the Strategic Plan to account for fluctuations in applications as a result of the number of vacancies advertised. It is clear that International applications are increasing more generally and applications have also increased per post (exceeding the 2012/13 milestone and the 2015/16 target). Action has been taken during 2012/13 and 2013/14 to increase the average number of international applicants by reviewing the advertising media used to promote vacancies internationally. The University is undertaking a trial to advertise all vacancies on two new international jobs academic job boards: Uni Jobs and Global Academy Jobs, to raise our profile internationally. The impact of this approach will be measured in 2013/14 to determine whether these are effective tools in generating a higher average number of international applicants per post. Activities are underway to sustain and where possible, boost the numbers of applicants, through improving the advertising templates and the establishment of a Relocation Service (including a website) .

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People	
5.0 Total income per square metre of GIA	(estimate) ↑
5.1 Increase the proportion of our building condition at grades A and B on a year-on-year basis, aiming for at least 90% by 2020.	2011/12 data
5.2 Increase student satisfaction with learning resources (library, IT resources, study space and equipment) to at least 86%	

KPI 5.0 Total income per square metre of GIA

Status: performance improving
Tolerance: 1 % (+/-) from previous year

Total income per square metre of gross internal area (£)
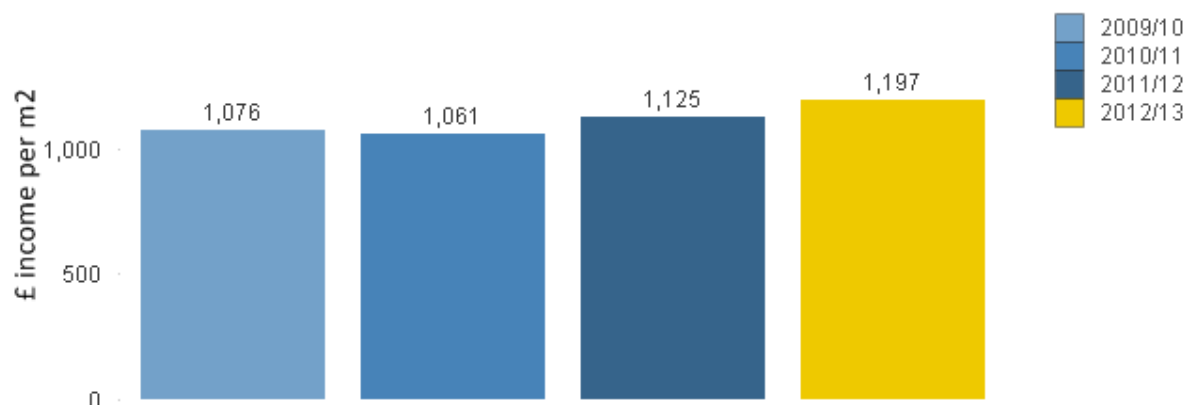
Note on performance
In 2012/13 it is estimated that the University total income per square metre grew 6.4% to £1,197, up from £1,125. Based on the gross-internal are of our non-residential estate, this indicates that the University is using its non-residential estate more efficiently, thus performance has improved. It represents a sustained year to year improvement over the past 6 years. During 2012/13 gross internal area during the period grew very slightly with an increase less than 0.5%. Going forward, this improvement will be harder to sustain on a year to year basis, given our ambitious estate development plans.

Target 5.1 Increase the proportion of our building condition at grades A and B on a year-on-year basis, aiming for at least 90% by 2020 (2011/12 data, baseline 2010/11)

Proportion of buildings at grades A and B: 2009/10 to 2011/12 and milestones
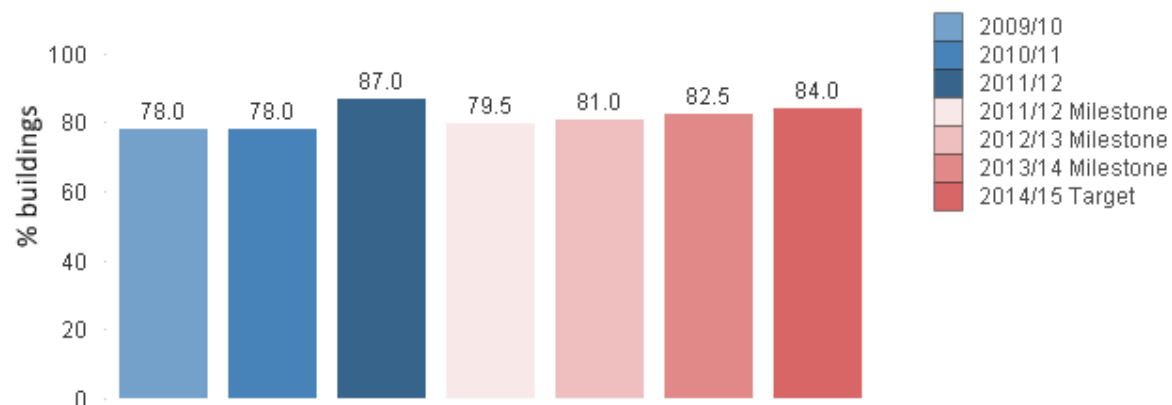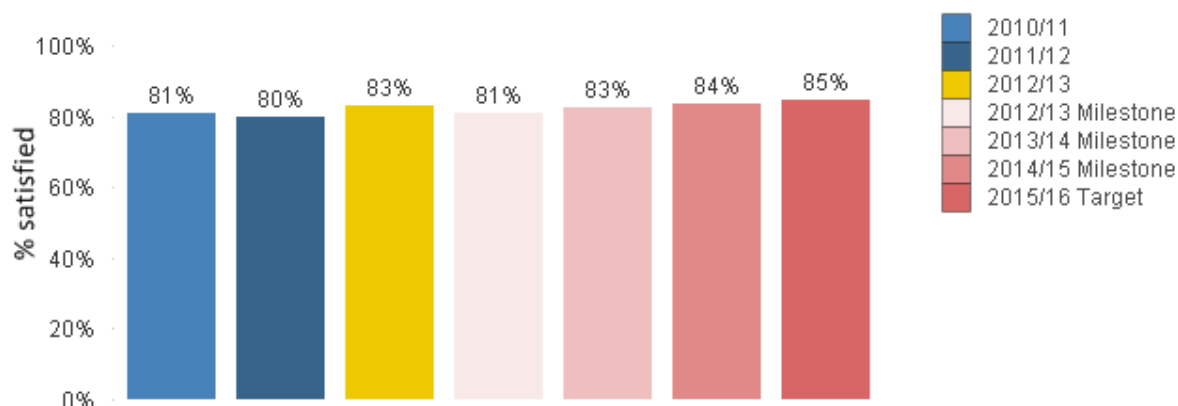

Note on performance

The baseline for this target is 2010/11. The University increased the proportion of buildings at grades A and B to 87% in 2011/12, up from 78% in 2010/11. The University is now in the Russell Group upper quartile (from Russell Group institutions where data is available). The University's improvement in this area (up 9 percentage points from 2010/11), was only bettered by the University of Exeter (up 12.5 percentage points from 2010/11, and whose building condition is now 81% at grades A and B).

Russell Group – proportion of building condition at grades A and B (2011/12)	%
Upper Quartile	86%
Average	79%
University of Edinburgh	87%

5.2 Increase student satisfaction with learning resources (library, IT resources, study space and equipment) to at least 85%

Status: on track

Increase student satisfaction with learning resources to at least 85%

Note on performance

Student satisfaction in these areas has increased in surveys since 2011/12 to 83.0%, exceeding the 2012/13 milestone of 81.3%. Student satisfaction is highest in the IS survey at 90%, which together with the ESES survey has been added to this indicator for the first time in 2012/13.

College[3]	% satisfied
Humanities and Social Sciences	82%
Medicine and Veterinary Medicine	87%
Science and Engineering	88%

Increases have been made in the National Student Survey and Postgraduate Taught Experience Surveys since 2011/12. Student satisfaction is above the target rate for both Science and Engineering and Humanities and Social Sciences.

Survey	% satisfied 2011/12	% satisfied 2012/13	Change
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	-	80%	N/A
National Student Survey (undergraduate final year)	83%	86%	2.9
Postgraduate Taught Experience Survey	75%	79%	4
Postgraduate Research Experience Survey	74%	74%	0
LibQual survey	89%	89%	2011 survey results used
IS survey	-	90%	N/A

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[3] All the surveys are included in the College breakdown, bar the IS survey.
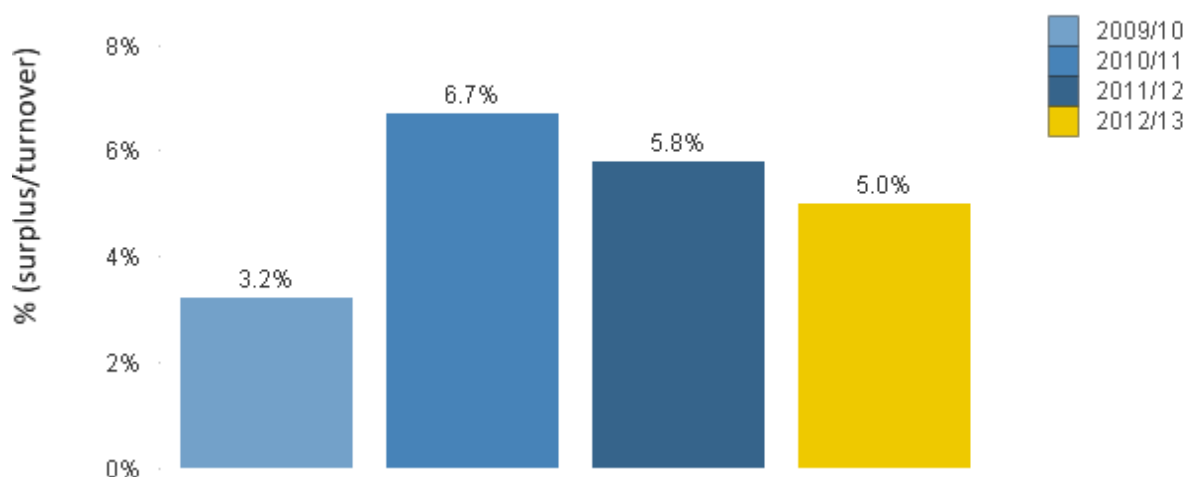
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Finance	
6.0 Operating surplus as a % of turnover	⬆
6.1 Increase our total income per staff FTE, aiming for an increase of at 10% in real terms	
6.2 Increase our ROCE	

KPI 6.0 Operating surplus as a % of turnover

Status: Performance Improving
Aiming for 3 to 5%

Operating surplus as % of turnover (aim for 3%)

Note on performance
The University Court on 18 February 2013 agreed that in the context of the Finance Strategy that the University should aim for an operating surplus of 3 to 5% of turnover. This target has been achieved and therefore the KPI is classed as improving.

Selected Russell Group[4] (data not yet available for 2012/13)	2010/11	2011/12	Change
Average	5.2%	5.1%	-0.1
University of Edinburgh	6.7%	5.8%	-1.1

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[4] This includes 12 out of the 24 Russell Group institutions. These Russell Group institutions have been selected as they are the most comparable peer group to Edinburgh in terms of income and expenditure. This group includes Birmingham, Glasgow, Imperial, Kings College London, Leeds, Manchester, Nottingham, Sheffield, Southampton, UCL and Warwick.

Target 6.1 Increase our total income per staff FTE, aiming for an increase of at 10% in real terms

Status: further work required

Increase our total income per staff FTE year-on-year
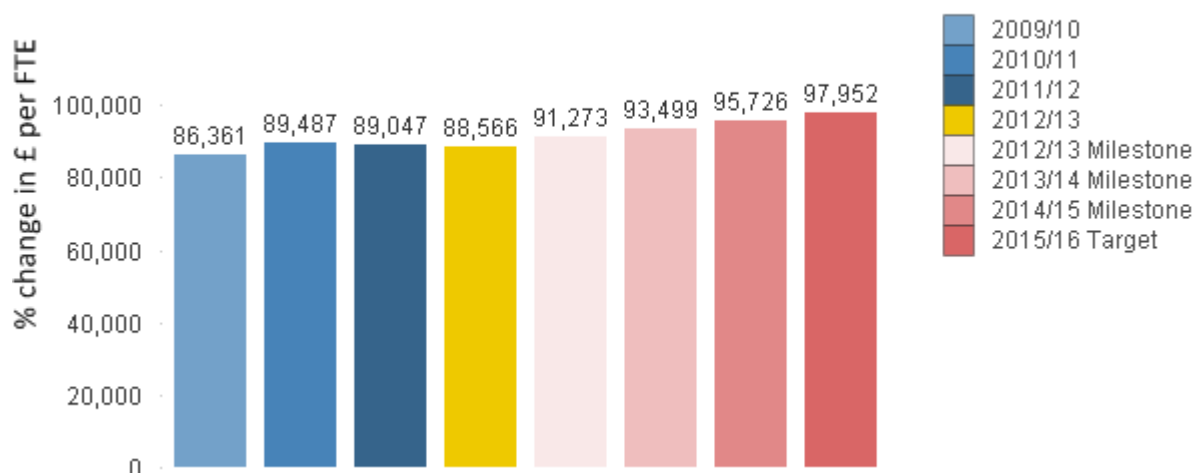
Note on performance

The total income per staff FTE has decreased very slightly by 0.5% compared to 2011/12, which means that the 2012/13 milestone 2.5% increase has not been reached. This performance is due to staff FTE growing slightly faster than income. The University has invested significantly in staff during 2012/13, such as the Chancellor Fellows scheme and consequently the benefits in income are expected to be realised over the medium-term.

University of Edinburgh	2011/12	2012/13	% change
Total income (millions)	£700.9	£738.8	5.4%
Total staff (Full Time Equivalents	7,871	8,342	6.0%

Selected Russell Group[5]: income per staff FTE (data not yet available for 2012/13)	2010/11	2011/12	%change
Upper Quartile	£93,956	£96,938	3.2%
Average	£89,940	£91,740	2.0%
University of Edinburgh	£89,487	£89,047	-0.5%

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[5] This includes 12 out of the 24 Russell Group institutions. These Russell Group institutions have been selected as they are the most comparable peer group to Edinburgh in terms of income and expenditure. This group includes Birmingham, Glasgow, Imperial, Kings College London, Leeds, Manchester, Nottingham, Sheffield, Southampton, UCL and Warwick.

Target 6.2 Increase our ROCE (Return on Capital Employed)

Status: further work required

Increase our Return on Capital Employed (ROCE)

Legend:
- 2009/10
- 2010/11
- 2011/12
- 2012/13
- 2012/13 Milestone

Bar values: 2.8%, 3.8%, 3.5%, 3.0%, 4.0%
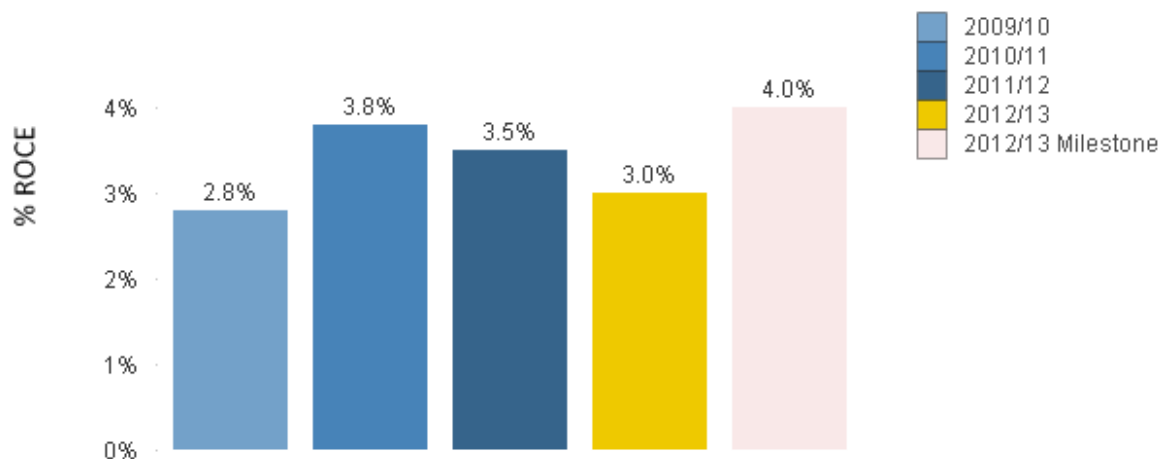
Note on performance

This target measures the income generated for every £1 of assets deployed. It measures the return of capital employed and the efficiency in the deployment of the University's assets. Earnings before interest, tax, depreciation and amortisation is divided by our net assets to arrive at the ROCE. The ROCE tends to fluctuate in line with how the operating surplus fluctuates. The surplus fell this year, but Net Assets grow by a much steadier average annual increment. The operating surplus target will be key to achieve an increase in the ROCE.

University of Edinburgh	2011/12	2012/13	% change
Earnings before interest, tax, depreciation and amortisation (millions)	£59.5	£53.7	-9.8%
Net Assets	1,675.7	1,762.9	5.2%

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Outstanding student experience	
7.0a Proportion of graduates in graduate-level employment or further study (under-graduates)	2011/12 data ⬆
7.0b Proportion of graduates in graduate-level employment or further study (postgraduate taught graduates)	2011/12 data ⬇
7.0c Proportion of graduates in graduate-level employment or further study (postgraduate research graduates)	2011/12 data ⬌
7.1 Increase the level of overall satisfaction expressed in responses to the NSS, PTES and PRES student surveys to at least 88%	
7.2 Increase the number of our students who have achieved the Edinburgh Award to at least 500	
7.3 Create at least 800 new opportunities for our students to gain an International experience as part of their Edinburgh degree.	

KPI: 7.0 Proportion of graduates in graduate level employment or further study

Status: Undergraduates – improving, Postgraduate Taught graduates – worsening, Postgraduate Research graduates – maintaining
Tolerance: 2 percentage points (+/-) from previous year

Proportion of graduates in graduate level employment or further study
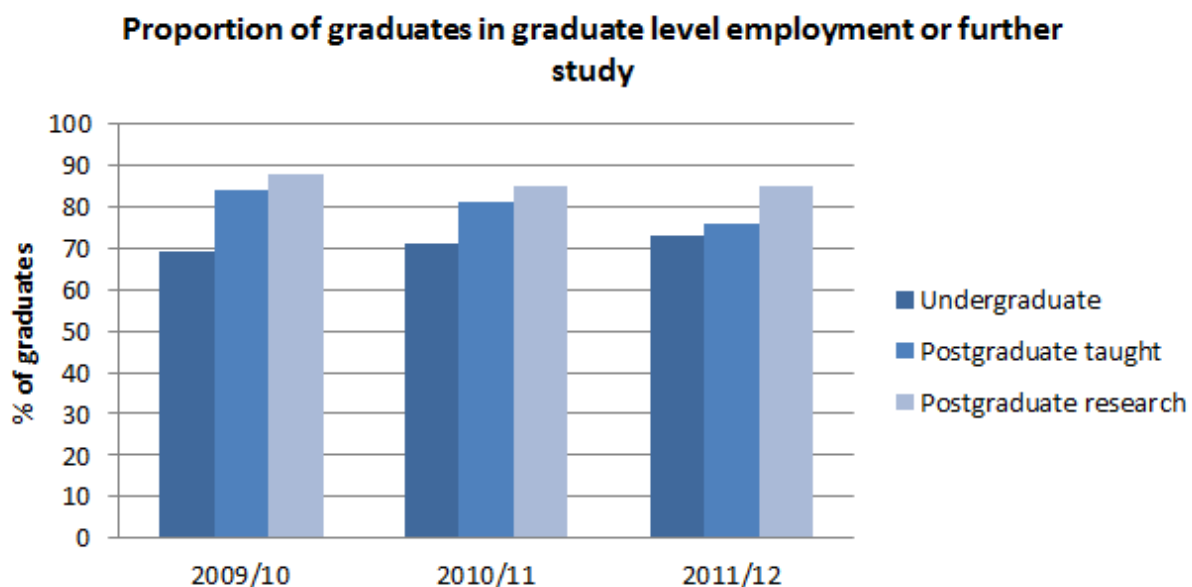
Note on performance
This data is based on the Higher Education Statistics Agency (HESA) Destination of Leavers of Higher Education (DLHE) Survey. This self-report survey takes a snapshot of student destinations approximately 6 months after graduation. The year indicates the academic year in which the students graduated.   The response rate for the survey varies between cohorts and slightly across years. Over the previous 5 years the response rates averaged at: 80% for undergraduates, 68% for postgraduate taught and 69% for postgraduate research.

From the 2011/12 survey the classification of graduate and non-graduate employment changed slightly: prior to this the classification relied on that devised by Elias and Purcell, after this 'graduate-level' employment has been based on the simplified Standard Occupational Classification Groups 1-3, i.e. Managers and Senior Officials, Professional Occupations and Associate Professional and Technical Occupations, respectively. This mirrors changes in the wider sector and data reporting via KIS (Key Information Sets) data.

For the first time the 2011/12 survey included students from out with the EU. This is will have contributed to the marked change in the postgraduate taught student outcomes. Students from outside the EU are likely to take longer to transition into the labour market either as a result of returning to their home country or, if they remain within the UK, as a result of a challenging visa regime. The growth in postgraduate taught provision, potential for students to remain in education rather than face a challenging labour market are also likely contributing factors to postgraduate taught student outcomes.

Target 7.1 Increase the level of overall satisfaction expressed in responses to the NSS, PTES and PRES student surveys to at least 88%

Status: further work required

% overall satisfaction in student surveys: 2009/10 to 2012/13 and milestones
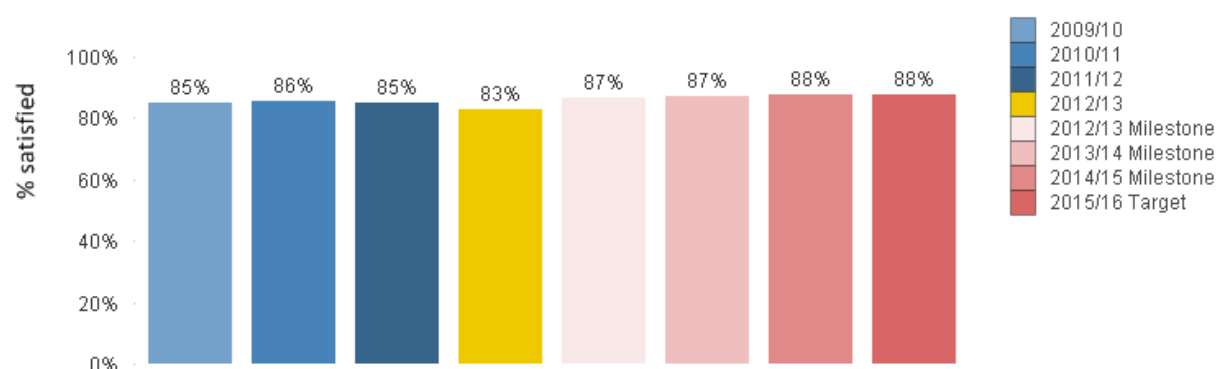
Note on performance

Satisfaction to these surveys decreased by 2.1 percentage points from 2011/12 to 2012/13 to 82.9%.

| College	% satisfied
Humanities and Social Sciences	81%
Medicine and Veterinary Medicine	90%
Science and Engineering	83%

This decrease is partly due to the inclusion of the Edinburgh Student Experience Survey, for the first time in 2012/13 whose satisfaction rate is 82%, but also due to declines in satisfaction amongst postgraduate research students.

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Survey	% satisfied 2012	% satisfied 2013
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	-	82%
National Student Survey (undergraduate final year)	83%	82%
Postgraduate Taught Experience Survey	87%	87%
Postgraduate Research Experience Survey	86%	81%

Target 7.2 Increase the number of our students who have achieved the Edinburgh Award to at least 500

Status: on track

Number of students achieving the Edinburgh Award: 2011/12 to 2012/13 and milestones
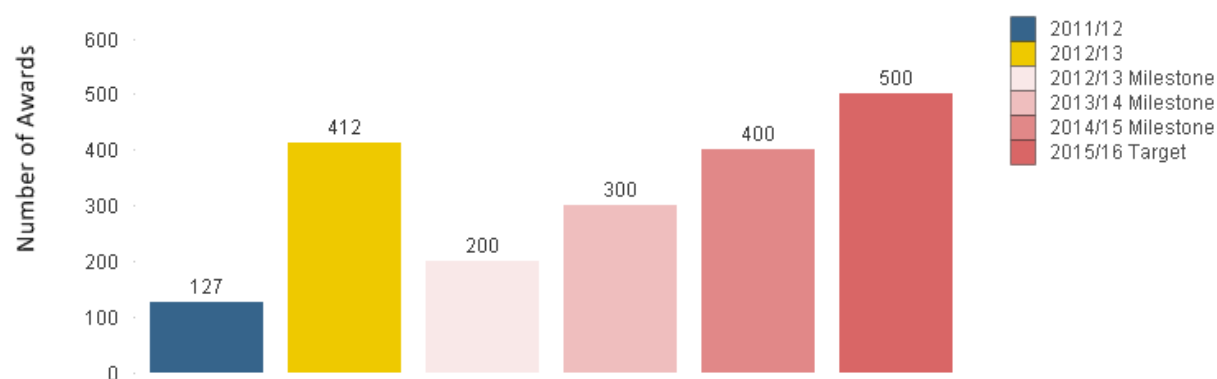
Note on performance

The Edinburgh Award wraps around co- and extra-curricular experiences, supporting our students to strive towards excellence wherever they find themselves, now and in the future. Since piloting in 2011/12, the Award has grown from being available through four areas to eighteen in 2012/13. Initially targeting some of the major student activities, growth will likely become shallower as further focus is given to ensuring diversity and equality of access. At the same time, effort will be given to ensuring continued quality enhancement as expansion continues. The distribution across Colleges reflects the total student population proportions for 2012/13. Top-level and more granular evaluation data remain positive with 97% of respondents feeling they were better off having taken part in the Award and 98.8% would recommend it to a friend.

Target 7.3 Create at least 800 new opportunities for our students to gain an International experience as part of their Edinburgh degree.

Status: further work required

Number of international experiences: 2011/12 to 2012/13 and milestones
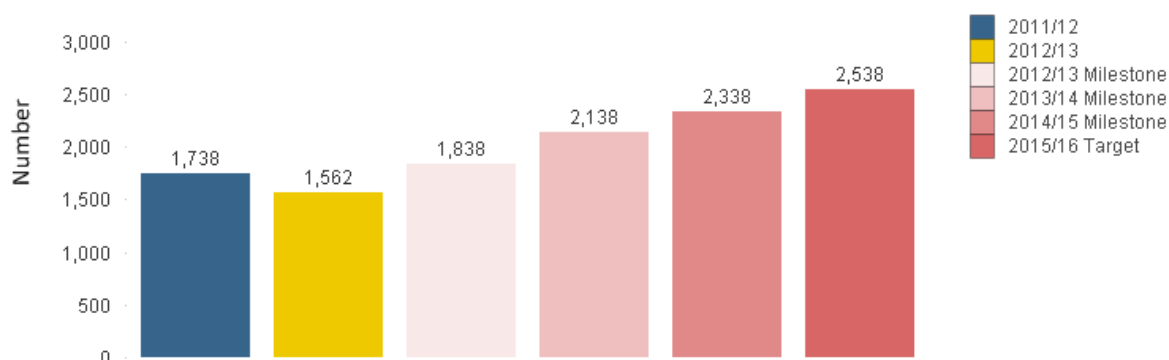
Note on performance

The largest proportion of international experiences are undertaken by undergraduate students. The decrease of international experiences (1,562 in 2012/13 compared to 1,738)

Level of study	Number of International experiences	%
Undergraduate	1196	77%
Postgraduate taught	138	9%
Postgraduate research	228	15%

is concentrated at this undergraduate level. The largest drop in type of International Experience is amongst Extra Mural Studies (-162), followed by Erasmus exchange (-76). This decrease must be situated against the context of the baseline year of 2011/12 where study abroad students consisted largely of 2009/10 entrants, when 2009/10 was a larger than normal intake year. Extra Mural Studies are short placements that veterinary medicine students can undertake and students can take several placements, Extra Mural Studies are therefore very liable to fluctuations in numbers, hence the decrease. The Erasmus decrease can primarily be attributed to the structure of Erasmus agreements, which are School based, and are therefore prone to fluctuations in line with cohort intake size from year to year, especially for those subject areas with a compulsory period abroad element.

Further Work

Looking forward, under the banner of the Student Experience, the University is committed to increasing the number of international experiences that students undertake. In order to combat a number of barriers to a year or semester of study abroad, a range of short-term Go Abroad international experiences will be created

Type of International Experience	Number	%
Erasmus Exchange	312	20%
Erasmus work placement	45	3%
Other study abroad	350	22%
International Exchange and Departmental exchange	228	15%
Departmental exchange (languages)	63	4%
Industrial experience	27	2%
Medical elective	235	15%
Nursing elective	26	2%
Extra Mural Studies (Vets)	266	17%
Short-term International experience	10	1%

under the banner of 'The Principal's Go Abroad Challenge'.

We are seeing growing demand for both Erasmus Exchange and International Exchange opportunities across the University. For 2013/14 we received 534 Erasmus exchange applications (up from 443 applications in the previous year), and are currently expecting to send 391 students in 2013/14. For International exchange programmes applications rose by an enormous 49%, from 300 applications in 2012/13, to 448 in 2013/14. However, demand is now far outstripping the supply of study abroad places, meaning that almost 200 eligible students were unsuccessful in securing an International Exchange place.

It is essential, that we put in place measures to ensure that we have the resources and infrastructure in place to provide a greater range of Go Abroad options, and generate more strategic and sizable partner exchange.

Global impact	
8.0 Proportion of international students from beyond our five most well-represented countries	↑
8.1 Increase our headcount of non-EU international students by at least 2,000	
8.2 Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile	2011/12 data
8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500	

KPI 8.0 Proportion of international students from beyond our five most well-represented countries

Status: Performance Improving
Tolerance: 1 percentage point (+/-)from previous year
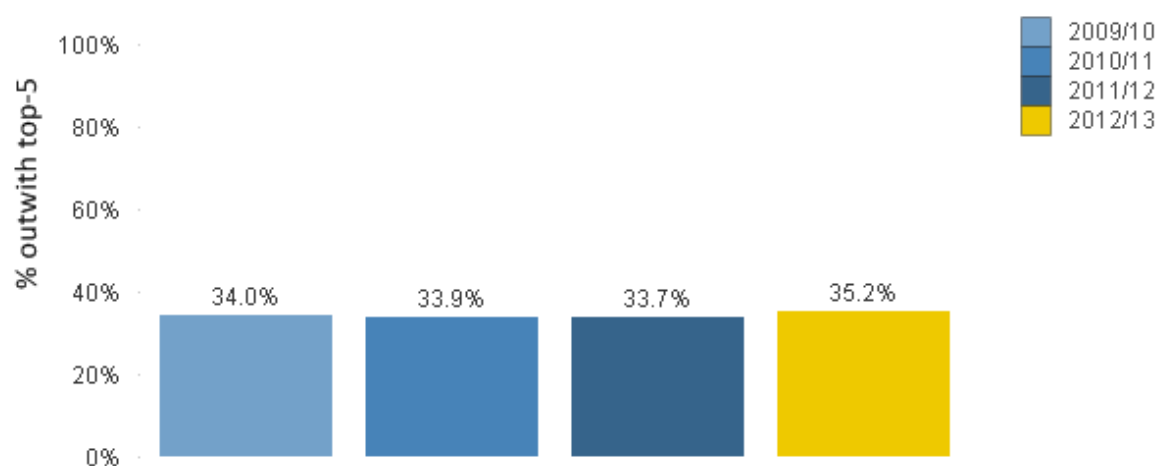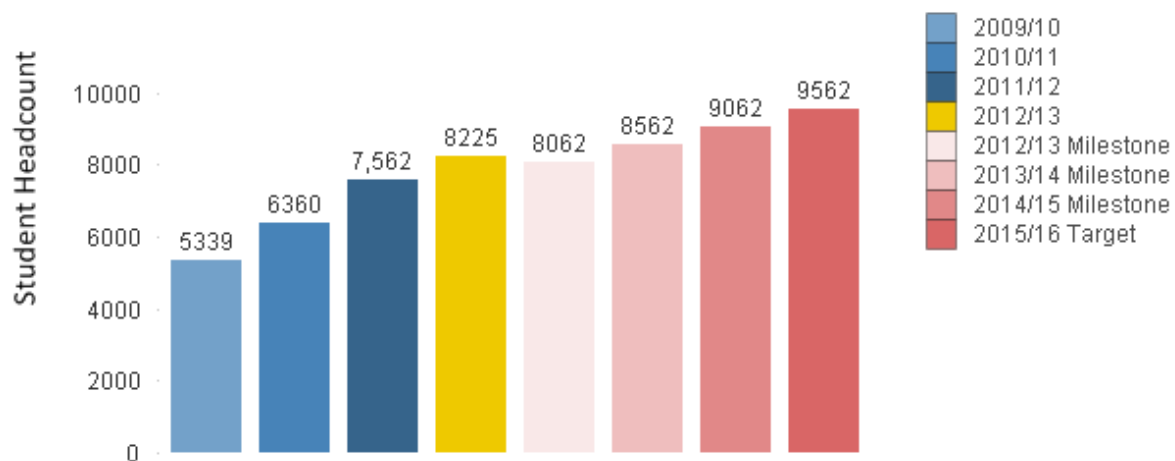

Note on performance
The proportion of student domiciled from non-EU countries has grown very slightly since 2011/12, from 33.7% to 35.2% of students. The top 5 overseas countries that the University attracts students from has consistently remained the same for the past five years (with some shifts in places), these countries are: China, USA, Canada, Malaysia and India (in descending order).

Top 5 Countries	Number of Students
China	2,170
USA	2,160
Canada	445
Malaysia	286
India	268
Total (all International)	8,225

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Target 8.1 Increase our headcount of non-EU international students by at least 2,000:

Status: on track

Non-EU International student headcounts: 2009/10 to 2012/13 and milestones

Note on performance
The headcount of International domiciled (outside of EU) students has increased by 8.8% since 2011/12 and consequently this target is on track to achieve an extra 2,000 students over the course of the Strategic Plan. The increase does not appear to be focused in any particular one country – China and US provided the largest increase of 145 and 121 students respectively, followed by Singapore (50), Australia (39) and Malaysia (33).

Target 8.2 Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile

Status: further work required

Research income from EU and other overseas sources: 2009/10 to 2011/12


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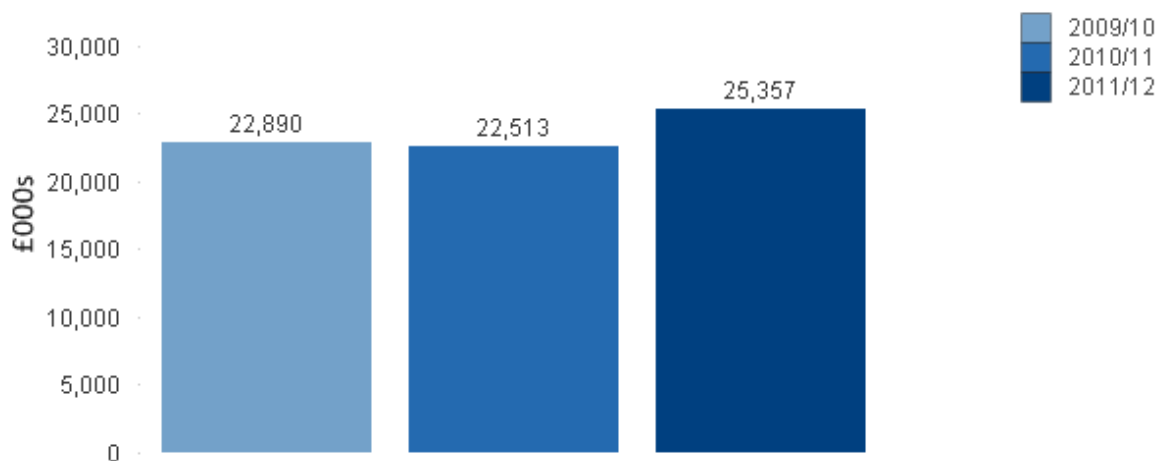
Note on performance

The University's research income from EU and overseas sources in 2011/12 increased by 12.6% from 2010/11. The income for the Russell Group upper quartile also increased by 13.8% over the same period. The University remains just outside the Russell Group quartile on this measure

Research income (£000s)	2009/10	2010/11	2011/12
Russell Group Upper Quartile	21,074	22,733	25,862
University of Edinburgh	22,890	22,513	25,357
% from Russell Group Upper Quartile	*8.6%*	*-1.0%*	*-2.0%*

Target 8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500

Status: on track

Numbers of masters students on Global academy programmes
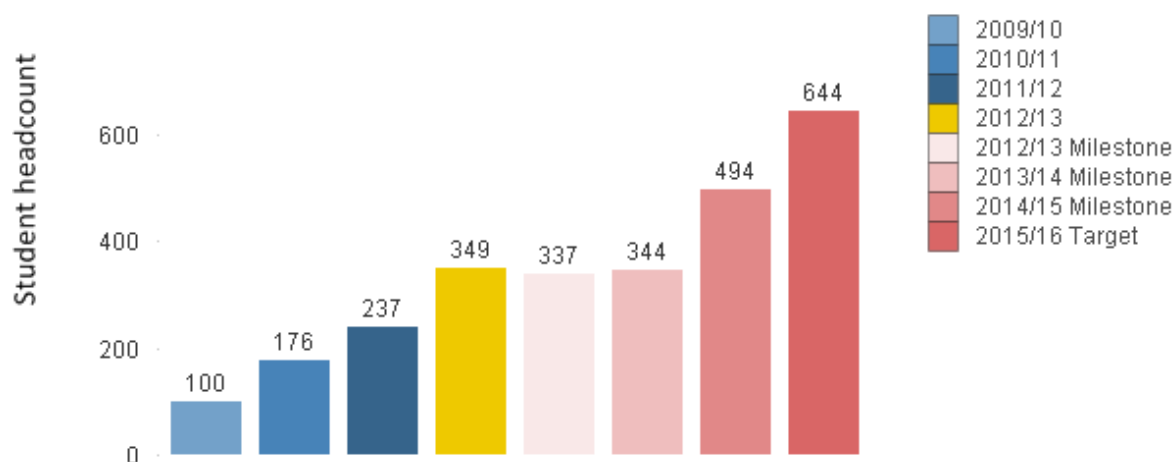
Note on performance

Overall, the rise in the number of masters students on Global Academies programmes has exceeded the interim milestone for 2012/13 (milestone = 337; number of students = 349). This rise has primarily been driven by the expansion of online distance learning provision across the Global Academies and increased recruitment into this modality of learning.

The Global Academies play a number of roles in the context of masters provision: assisting Schools and Colleges to form new interdisciplinary programmes; positioning and branding for student recruitment; enhancing student experience; and bringing in scholarships funding. Each of the 4 Global Academies (Justice, Health, Environment & Society and Development) is fostering the development of new MSc programmes for 2014. Looking ahead, the challenges are to scale up the number of students on each programme; to refine the portfolios of programmes in line with demand; advance Edinburgh's position as a 'destination' for online learners; and to bring in more scholarships funding.

Lifelong community	
9.0 Physical and virtual footfall	Virtual only ↑
9.1 Increase the number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters.	

KPI 9.0 Physical and virtual footfall (virtual only for 2012/13)

Status: performance improving
Tolerance: 5 % (+/-) from previous year

Number of unique external visitors to the University's website (millions)
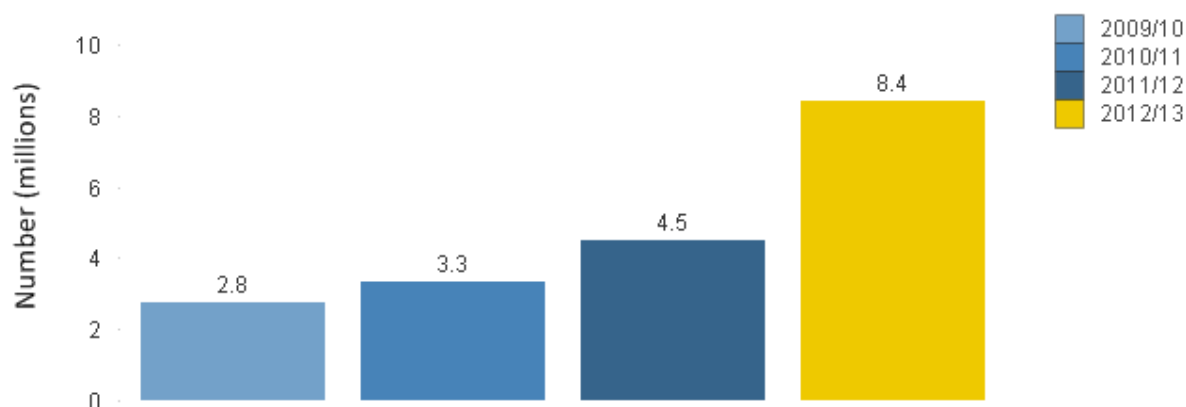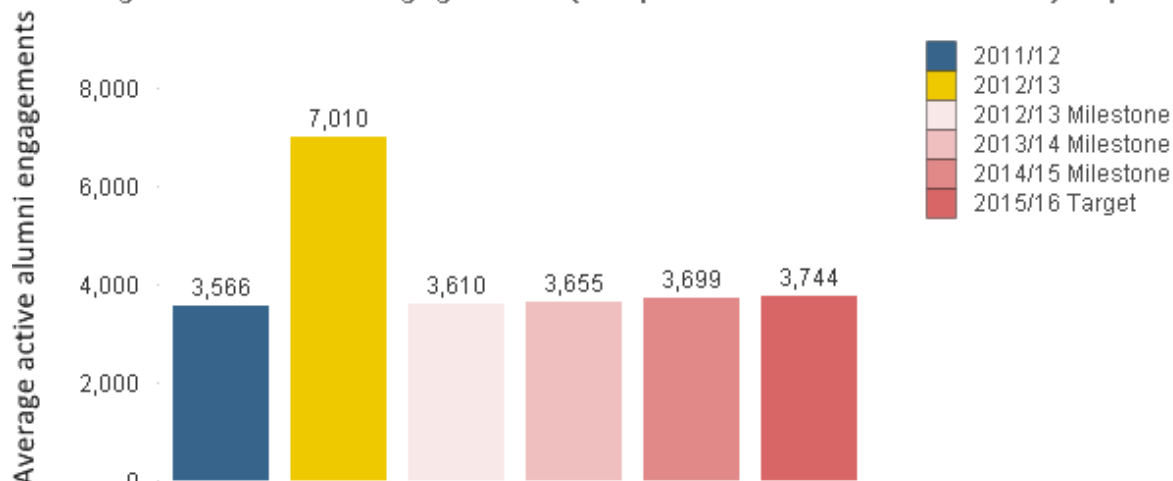
Note on performance

In terms of virtual footfall there has been a dramatic increase in the number of unique external visitors accessing the University website, with a 90% increase compared to 2011/12. The virtual footfall for the whole site, as measured by Google Analytics (GA), continues to rise dramatically year on year. This audience is external to the University as most internal traffic from University computer networks have been filtered out for this report.

Social media is having a clear effect on driving traffic to the University website. There is an increase of 51% of visitors coming to the University website from social media such as Facebook and Twitter. Some Schools, who were outside of the central Content Management System Polopoly, are now using the University GA code. This may account for some of the increase as their statistics will be included. However this should now detract from the fact that the increase in traffic has been very large. Physical footfall is measured, largely through the Higher Education Business and Community Interaction survey return and as such the data for 2012/13 is not yet available and will be reported on next year.

Target 9.1 Increase the number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters.

Status: on track

Average active alumni engagements (web, facebook and e-newsletter): top 5

Legend:
- 2011/12
- 2012/13
- 2012/13 Milestone
- 2013/14 Milestone
- 2014/15 Milestone
- 2015/16 Target

Values: 3,566 | 7,010 | 3,610 | 3,655 | 3,699 | 3,744

Note on performance
The period covered represents a step change in resources deployed to support online alumni engagement activities, and as such reflects both an increase in total activities alongside a greater diversity in our communication and engagement messages.

Strategically, we have refocused our output, ensuring that communications identify the alumni component of each message and provide relevant touchstones for our large and diverse audience. This has meant greater prominence for the alumni website, a factor which is reflected in the website daily page view figures.

We now publish alumni interviews, club, network and reunion features and a range of interactive and user-generated content that exploits the additional reach provided by our social media platforms. As a consequence of this, the newsletter is now a means to highlight this refocused alumni centric content and our click-through figures have increased in line with the website figures.

Exceptionally performing content over this period includes features regarding Chris Hoy, Katherine Grainger and Michael Jamieson at the London Olympics - including a landmark alumni event at the V&A in London, photographs from the Alumni Weekend ceilidh, and a very traditionally styled Christmas video depicting snow falling outside Teviot Row House. All are universal concepts and experiences communicated in a way that our alumni will feel a particular affinity towards and on platforms that enable them to respond accordingly.
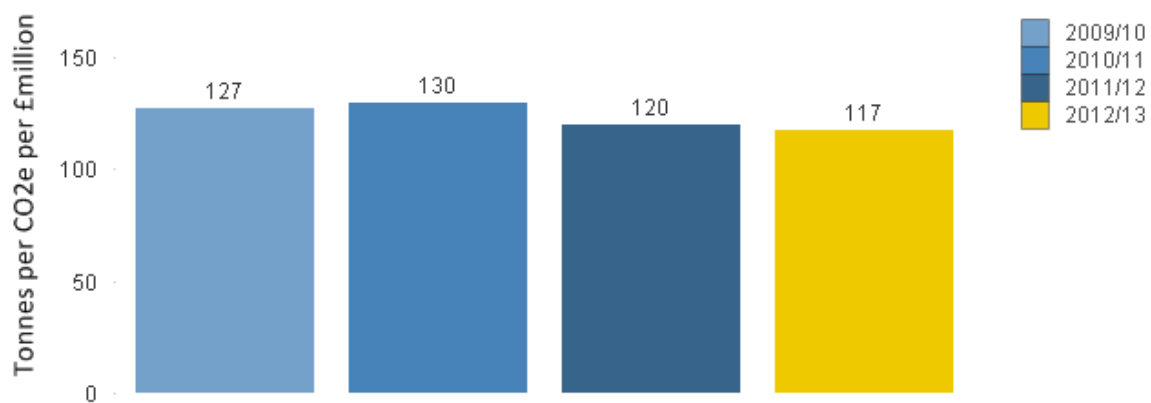
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Social Responsibility	
10.0 Carbon emissions per £ million turnover	estimate ↔
10.1 Reduce absolute CO2 emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)	estimate

10.0 Carbon emissions per £ million turnover

Status: performance maintaining
**Tolerance: 3% (-/+) from previous year**

Note on performance

This measure contextualises the University's carbon emissions relative to our financial growth. The University is maintaining its performance on this measure. Carbon emissions are increasing, but turnover has increased at a greater pace, thus pointing towards a two year trend where this measure is slightly declining.

Target 10.1 Reduce absolute CO2 emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)

Status: further work required

CO2 emissions (thousands): 2009/10 to 2012/13 and milestones
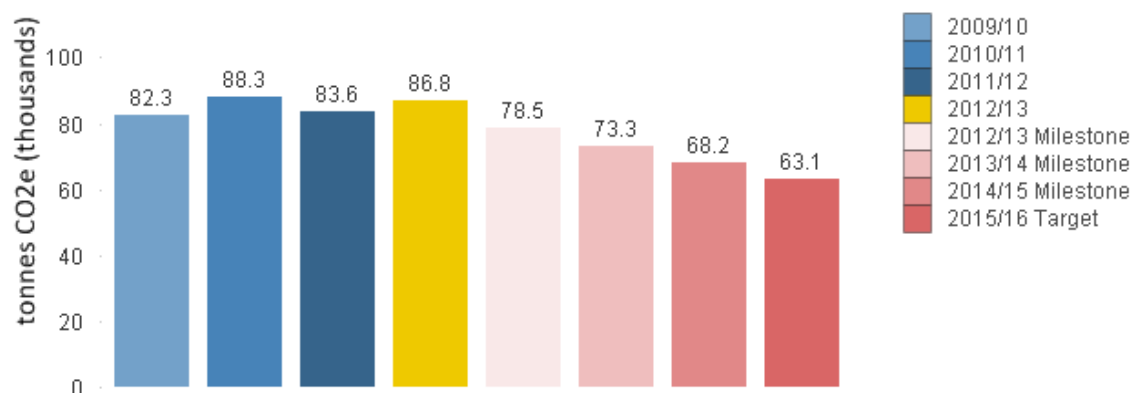
Note on performance

The academic business related activities and estates' development has over the period between 2007/2013 continued to intensify, making this an increasingly challenging target. CO2 reduction is enshrined in the University's strategies including a Climate Action Plan (CAP). The UK Carbon Reduction Commitment (CRC) imposes a statutory charge and reporting requirement relating to carbon emissions covering the whole University estate (previous targets had applied to the academic core estate only).

In the light of this intensification, the Climate Action Plan will be reviewed, and Estates and Buildings continue to explore all opportunities to improve energy related infrastructure and efficiency. The Carbon Action Plan identifies the installation of new Combined Heat and Power (CHP) plant along with related large infrastructure works as key to the plan as well as changing each individual's behaviour in their use and conservation of energy and utilities.

The main work elements are as follows:
- Energy Infrastructure and CHP investment.
- Switch and Save and Engagement Activities.
- Energy Conservation Programme of Works.
- Sustainable Development of the Estate and in all aspects of the business.
- Off site (renewable) energy generation opportunities assessments.

| Partnerships	
11.0 a Number of our research publications which are internationally co-authored	↑
11.0 b Proportion of our research publications which are internationally co-authored	↑
11.1 Increase our number of PhD students on programmes jointly awarded with International partners by at least 50%	

KPI 11.0a and b Number and proportion of our research publications which are internationally co-authored

Status: performance improving
Tolerance 11.0a: 1% (+/-) from previous year
Tolerance 11.0b: 1 percentage point (+/-) from previous year

Number of internationally co-authored publications: 2009/10 to 2012/13
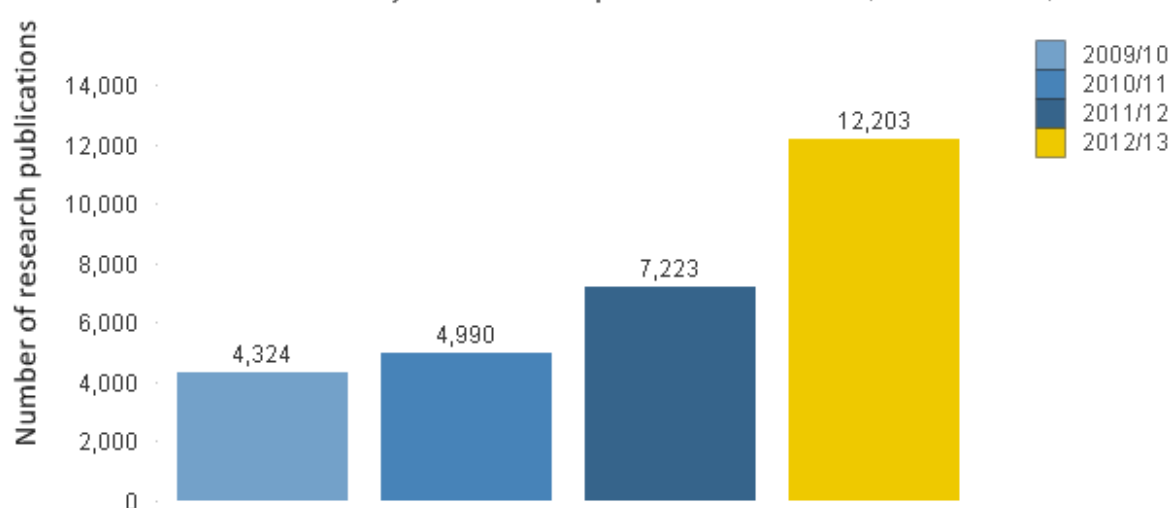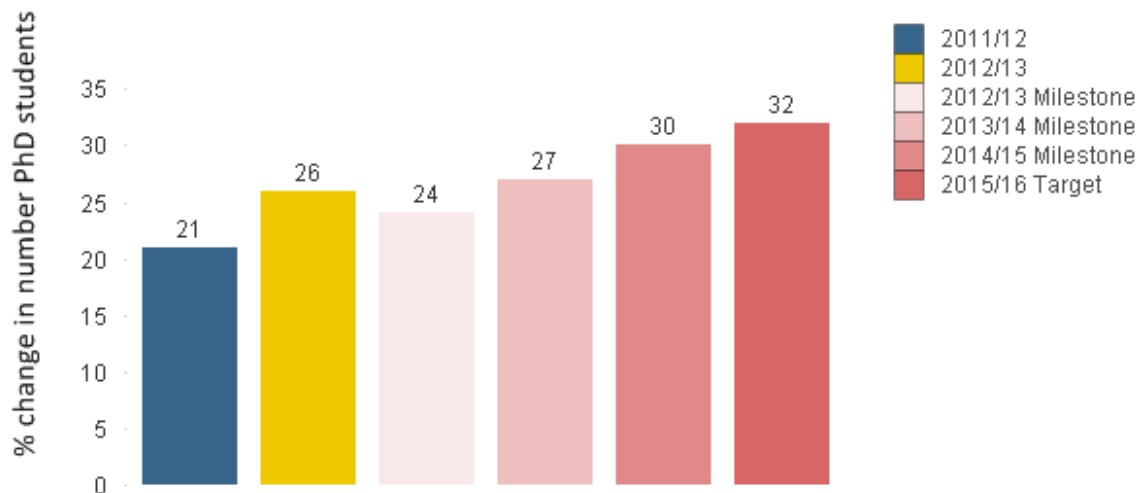
Note on performance
Internationally co-authored publications listed on Thomson Reuters Web of Science database have increased dramatically since 2009/10. The University's proportion of its Internationally co-authored publications has also increased. This is at the same time as the number of the University of Edinburgh's web of science publications have increased from 10,240 in 2009/10 to 28,691 in 2012/13.

% of Internationally co-authored publications	%
2012/13	65.3%
2011/12	54.4%
2010/11	46.1%
2009/10	42.2%

35

11.1 Increase our number of PhD students on programmes jointly awarded with International partners by at least 50%

Status: on track

Number of students on International joint PhD programmes

Note on performance
In 2012/13, the University of Edinburgh had 20 bilateral or multilateral international jointly awarded PhD agreements in place, spanning 45 countries and 50 universities. There were 26 on programme students.

New agreements have recently been signed with Beihang, Ghent, Louvain, Siena, Macerata and Aarhus Universities, Technical University of Munich and the China Graduate School of Theology.

Agreements are currently under negotiation with McGill (U21), Padova, Caserta and Valenciennes.

Equality and Widening Participation	
12.0a Undergraduate entrants from under-represented groups: widening participation	↑
12.0b Undergraduate entrants from under-represented groups: low income households	Data will be available by 29 Oct
12.0c Undergraduate entrants from under-represented groups: ethnicity	↑
12.0d Undergraduate entrants from under-represented groups: disability	↔
12.1a Converge on our state schools and colleges participation benchmark	2011/12 data
12.1b Converge on our low social classes participation benchmark	2011/12 data
12.2a Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels	
12.2b Reduce the gender pay gap for University staff	

KPI 12.0a Undergraduate entrants from under-represented groups: widening participation

Status: Improving
Tolerance: 1% (+/-) from previous year
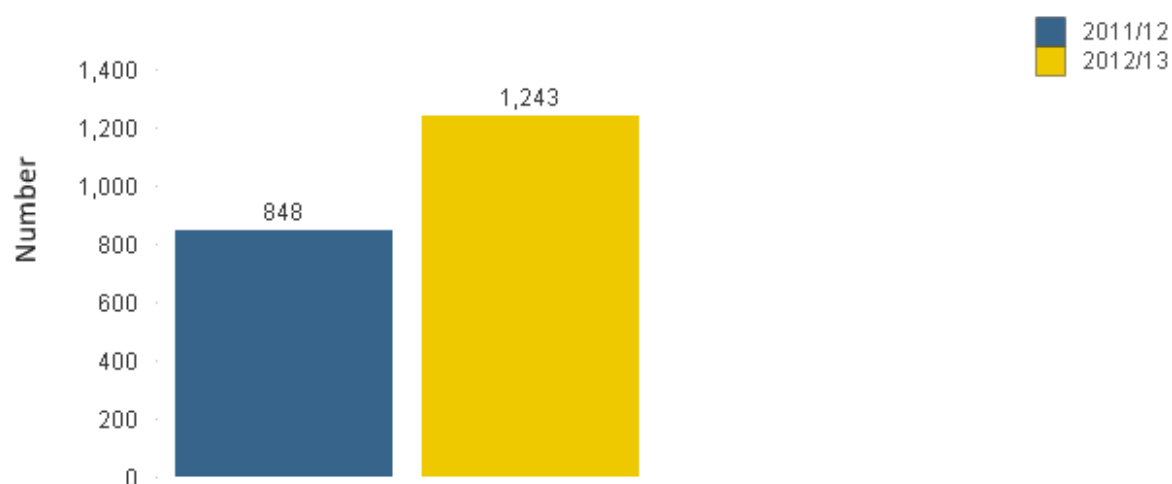
Note: relates to full-time entrants only

Note on performance
The context of the different applicant pools (Scotland/EU and RUK) with the advent of fees for the RUK market is already impacting on offer chances by school type. It may therefore be expected that the HESA state school performance indicator will show a downward trend over the next few years. The impact of RUK Bursaries and Scotland Domiciled bursaries on applications, conversions and entrants will take time to be demonstrated.

The Scottish widening participation context has changed with the Strategic Plan KPIs on widening participation being superseded to some extent with the on-going development of the widening access strand in the SFC Outcome Agreements and the extra funded places for 2013 entry onwards. Conversion activity has concentrated on Scottish Index of Multiple Deprivation 40 (SIMD 40) postcode areas and the University has exceeded this target.

The commitment of the University to widening participation is now being more fully recognised at government and sector level exemplified by the recent parliamentary debate on the University in which widening participation featured in a number of contributions and in the recent research commissioned by Universities Scotland. Recognition of SIMD as a relatively blunt measure, as well as being flagged up by the research, was demonstrated in the Post 16 Education Act (2013) which mentions low socio economic groups rather than SIMD per se.

Activities have been expanded in low participation postcodes for parents and teachers. The primary school project, although still small, is also expanding with 400 P6 students coming to events on campus this year. Entrants via the LEAPS project continue to show an upward trend with the University taking the largest number of any University (361 for 2012 up from 280 in 2011).

KPI 12.0c Undergraduate entrants from under-represented groups: ethnicity

Status: performance improving
Tolerance: 0.5 (+/-) percentage points from previous year
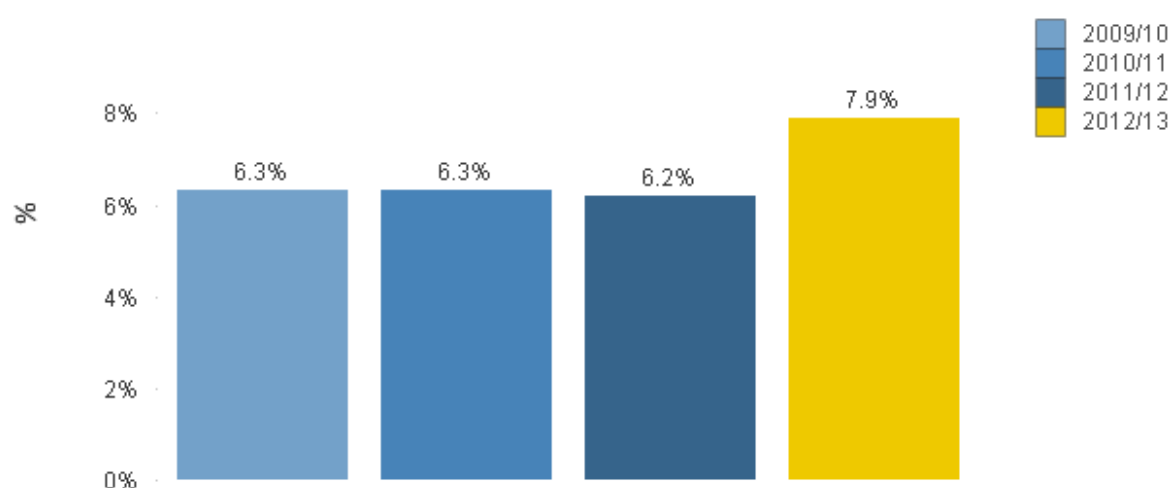
Note on performance
Numbers of entrants from BME backgrounds increased by 1.7 percentage points in 2012/13, after a relatively unchanged proportion in previous years.

KPI 12.0d Undergraduate entrants from under-represented groups: disability

Status: performance maintaining
Tolerance: 0.5 (+/-) percentage points from previous year
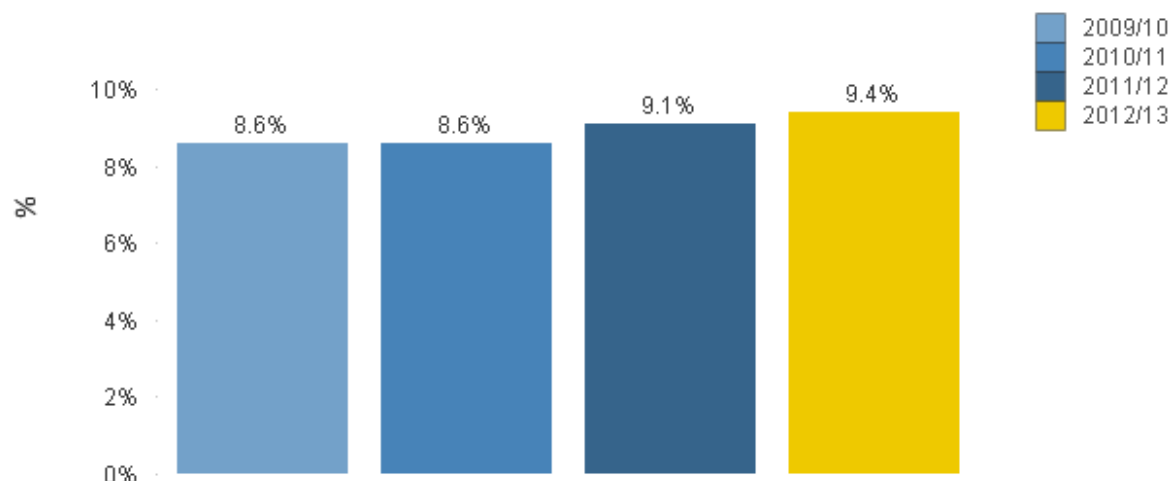
Note on performance
Number of entrants who declared a disability increased slightly in 2012/13 to 9.4%. This seems to point towards a longer-term trend where more students are reporting a disability.

Target 12.1a Converge on our state schools and colleges participation benchmark (2011/12 data)

Status: further work required

39

Note on performance

Our absolute number of entrants from state schools or colleges has not reduced in 2011/12. Our proportion has however fallen back to the

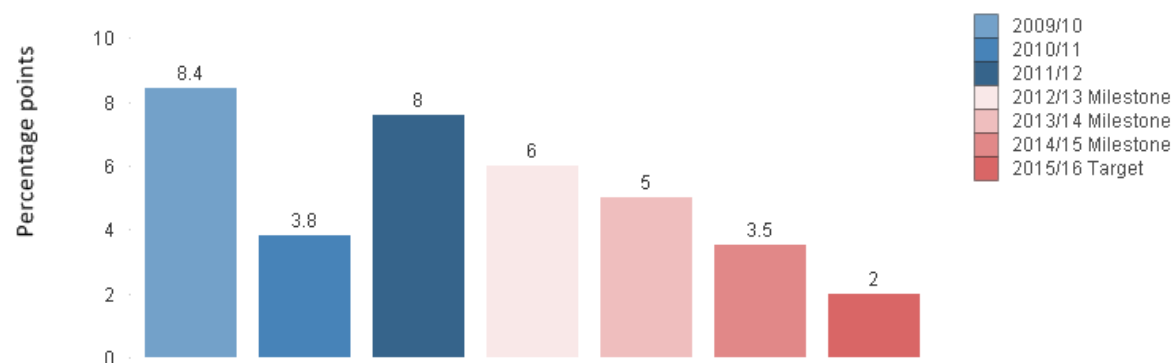| % entrants from state schools and colleges	2009/10	2010/11	2011/12
University of Edinburgh	70.4%	74.4%	70.3%
Benchmark (University of Edinburgh)	78.8%	78.2%	77.9%

level published two years ago to 70.3% from 74.4% and the Scottish average has also fallen. The difference from the University's performance and its benchmark has therefore increased to 7.6%.

% entrants from state schools and colleges	2009/10	2010/11	2011/12
Russell Group (weighted average)*	75.2%	74.6%	74.6%
Scotland (weighted average)*	86.8%	88.3%	87.9%

*weighted by population

Target 12.1b Converge on our low social classes participation benchmark (2011/12 data)

Status: further work required

Entrants from low social classes: difference between performance and benchmark
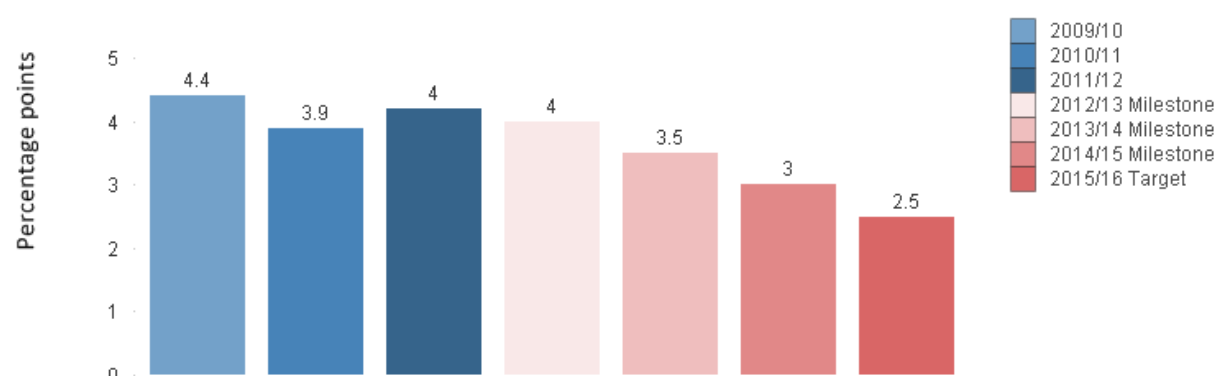
Note on performance

The University's absolute number of entrants from low social classes has increased. However, the proportion of the entry

% entrants from low social classes	2009/10	2010/11	2011/12
University of Edinburgh	16.5%	17.1%	16.5%
Benchmark (University of Edinburgh)	20.9%	21.0%	20.7%

cohort from low social classes has fallen back to the level published two years ago from 17.1% to 16.5% and the Scottish average has also fallen. The difference between the University's performance and the benchmark has therefore increased slightly by 0.3.

% entrants from state schools and colleges	2009/10	2010/11	2011/12
Russell Group (weighted average)*	19.3%	19.3%	18.9%
Scotland (weighted average)*	25.8%	27.2%	26.6%

*weighted by population

40

Target 12.2a: Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels, and reduce the gender pay gap for University staff.

Status: on track

Increase proportion of female academic staff appointed and promoted
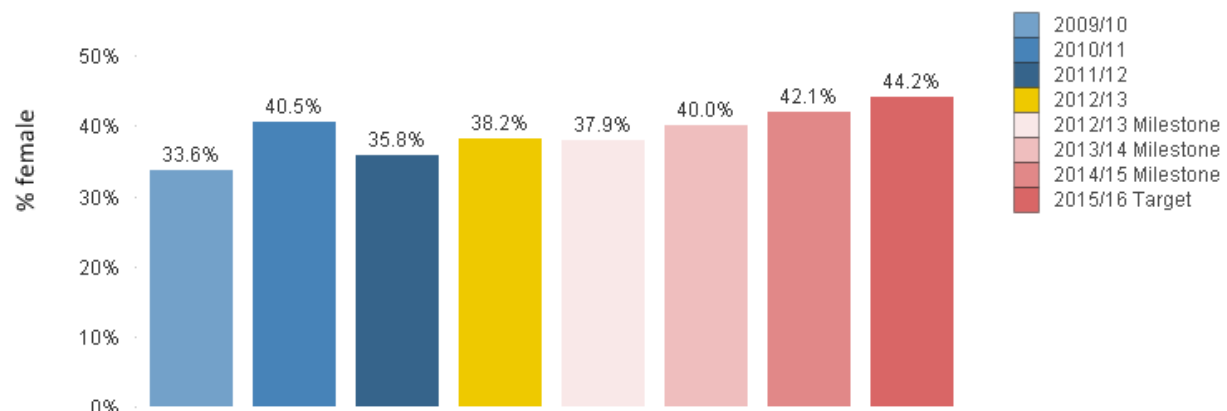
Note: this applies to appointments and promotions to lecturer, senior lecturer, reader and professor levels.

Note on performance

In 2012/13, the proportion of female academic staff appointed and promoted[6] to lecturer, senior lecturer, reader and professor levels was 38.2%. This is 2.4 percentage points higher than in 2011/12 and above this year's milestone figure of 37.9%. This figure reflects an increase in the appointment/promotion rate for women at all levels in 2012/13: a modest rise at Lecturer level, and a substantial rise at senior lecturer/reader and professorial level, as a result of sustained focus and efforts to promote equality within recruitment processes.

The overall proportion of total female academic staff (excludes research only) in the University has also risen in 2012/13, from 34.4% to 38.8%. This reflects an increase from 18.4% of professors being women in 2011/12 to 24.2% in 2012/13 and a modest increase to the proportion of lecturers, senior lecturers and readers.

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[6] These figures include promotion decisions taken during 2012/13, which took effect on 1 August 2013.

Target 12.2b: Reduce the gender pay gap for University staff

Status: on track

12.2b Reduce gender pay gap for University staff
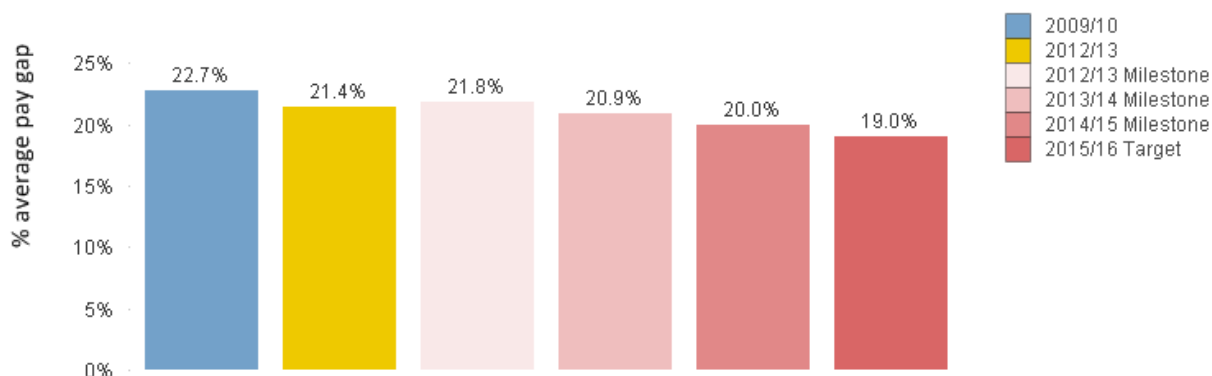
Note on performance

The average gender pay gap is based on staff data from 31 August 2013 (to account for promotion decisions that were made during 2012/13) and has decreased since 2009/10 by 1.3 percentage points. The average gender pay gap for the University is less than the Scottish sector average for 2011/12 which is 22%. The gender pay gap has increased slightly (0.4%) from the University's published Equal Pay Audit 2013 which used 31 March 2013 data. This needs to be considered in the context of significant professorial recruitment and retention pressure in the previous 24 months in anticipation of the REF submission deadline of October 2013. That the pay gap level has improved since 2009/10 is, in part, as a result of substantial monitoring and action taken in regards to improving gender equality.

Deborah Cook & Tracey Slaven
Governance and Strategic Planning
29 October 2013

The University of Edinburgh

Central Management Group

November 2013

Provisional Financial Results 2012/13

Brief description of the paper

A summary of the draft financial results for the year to 2012/2013 is attached. The results are provisional as they have not been formally signed off by external audit and may be subject to minor change. The draft Annual Report and Accounts will be reviewed by the Finance and General Purposes Committee at its meeting on 18 November and the Audit Committee at its meeting on 22 November. The University Court will formally approve the Annual Report and Accounts at its meeting on 9 December 2013.

Work is underway to review the format of the Annual Report and Accounts. This is being revised in line with sector best practice on corporate reporting. The revision takes account of guidance from a number of sources including the Financial Reporting Council, UK Corporate Governance Code, the Integrated Reporting Framework, and the Scottish Funding Council. New sections have been introduced to cover our business model, risk management, environmental, social and governance matters. The corporate governance and financial review reports have been revised to take account of new corporate reporting developments. The work is being done in conjunction with Communications and Marketing and will link to the Annual Review in terms of style and design.

Action requested

CMG is asked to note the provisional results of £38m surplus, turnover of £738m and balance sheet of over £1.6b.

Risk assessment

Does the paper include a risk assessment? 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

Originators of the paper

Elizabeth Welch
Assistant Director of Finance

To be presented by

Phil McNaull
Director of Finance

The University of Edinburgh

Central Management Group

11 November 2013

**Risk Management Committee
Report for year ended 31 July 2013**

Brief description of the paper

This report summarises the activities of the Risk Management Committee during the year ended 31 July 2013, and its views on the exposure and management of risk in the University. Its purpose is to support the deliberations of the CMG, Finance & General Purposes Committee, Audit Committee and Court in respect of the reporting on Risk Management and Internal Control in the Annual Accounts.

Action requested

For consideration in respect of assurances to Court relating to the Annual Report and Accounts for the year ended 31 July 2013.

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 – it has no equality and diversity impact.

Freedom of information

Can this paper be included in open business? No – final version received by Court can be made open

Originator of the paper

N A L Paul/H Stocks
25 October 2013

Central Management Group

11 November 2013

EUSA Financial Performance; and Incorporation & USS pension scheme liability

G

Brief description of the paper

This paper provides an update on the EUSA draft financial results for the year to 31 July 2013 and explains why the plan to convert from an unincorporated association to a company limited by guarantee will create a S75 Pension Debt that will need to be guaranteed by the University if the plan is to be concluded.

Action requested

CMG is requested to note the request that the University act as guarantor for the Association's USS pension deficit and to recommend that the paper be submitted to F&GPC and Court for approval.

Resource implications

The paper has resource implications which are set out in Appendix 1 to the paper. Adoption of the proposal would result in the University's pension scheme liability increasing by £4m - £7m.

Risk assessment

If the proposal is not adopted then EUSA will not be able to complete its change in legal form and to adopt its new constitution. In reality the unfunded pension risk would be no different and the likelihood is that, in the event of a USS call for funding on the Students' Association, the University would stand behind the Students' Association to protect its staff and the student representatives operating as trustees.

Equality and diversity

This paper refers to financial planning and does not touch on issues of equality and diversity.

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 should be withheld for three years.

Originator and Presenter of the paper

P McNaull, Director of Finance
30 October 2013

The University of Edinburgh

Central Management Group

11 November 2013

Bilingual Signage Policy

Brief description of the paper

This draft Bilingual Signage Policy has been drawn up as committed in the University's Gaelic Language Plan 2013-18. It specifies which University signage will be bilingual as well as best practice for its design.

Action requested

For approval

Resource implications

There is currently £8,000 of grant money from Bòrd na Gàidhlig's Gaelic Language Act Implementation Fund available to spend on new signage before the end of the calendar year. Replacement signage will be covered by existing budgets.

Risk assessment

N/A

Equality and diversity

This paper will have no negative impact on equality and diversity. The policy will have a positive impact in that it will increase awareness of diversity at the University.

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

Mr A Currie, Director of Estates and Buildings will present the paper.

Originators of the paper

Bria Mason, Gaelic Officer, SASG Business Unit

Deepthi De Silva-Williams, Marketing Manager, Communications and Marketing

Callum Robertson, Estate Development Manager, Estates and Buildings

Frank Gribben, Registrar, College of Humanities and Social Science and Chair of the Gaelic Language Plan Working Group

1 November 2013

POLICY

	Bilingual Signage Policy
Contact Officer	**Communications & Marketing; Estates & Buildings; Gaelic Officer**

Purpose	This policy provides guidance on where signage is to be bilingual in Scottish Gaelic (Gaelic) and English and how the principle of 'equal respect' is to be shown on this signage.
Overview	The Gaelic Language (Scotland) Act 2005 speaks of 'securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language'. The University has prepared a Gaelic Language Plan which gives due regard to the Gaelic Language (Scotland) Act 2005. Within this Plan, the University has made the following commitments: 'To develop policy for the installation of bilingual signage at key areas of the University, including the Main Library, Halls of Residence and the new School of Literatures, Languages and Cultures building.' and 'Develop a policy for the installation of bilingual signage on other buildings on a replacement/renewal basis. The policy will be based on the principle that where bilingual signs are introduced they will demonstrate equal respect for Gaelic and English.' The University of Edinburgh's Gaelic Language Plan 2013-18 is available at: http://edin.ac/18keEW9
Scope	This policy applies across the University and should be noted by staff involved in all stages of the signage process. Estates and Buildings and Communications and Marketing will lead in its implementation, with support from the Gaelic Officer.
The Policy	**Definitions:** 1) Principal external signage: signage on the exterior of a building which designates the building's name, address, or what the building contains (example of this type of signage is attached below) 2) Principal internal signage: signage in the interior of a building which designates the building's name or the function of a main desk (ex. information desks in the library). This would be tailored to each site as internal signage varies across the University. 3) Reception desks: desks where external visitors are met and

	greeted
	Location of signage:
	1) All banners commissioned and displayed by the University on the two poles outside McEwan Hall will be bilingual (one in Gaelic, one in English).
	2) Key areas identified for bilingual signage including the Old College Reception, Main Library, Halls of Residence and the new School of Literatures, Languages and Cultures building. Principal external and internal signage in these areas will be bilingual when created, renewed, or replaced.
	3) Signage will be bilingual where the School of Scottish Studies Archives are housed and on any floor(s) where Department of Celtic & Scottish Studies staff are located.
	4) Across the University principal signage designating reception desks will be bilingual as signage is renewed or replaced.
	5) Across the University, reception desks will be provided with bilingual Welcome signs which should be displayed prominently.
	6) All plasma screens in the University will be provided with a bilingual welcome message which will be incorporated as a permanent feature of the stationary screen or in a slide rotation, as appropriate.
	7) Principal signage designating the names of buildings will be bilingual throughout the University as signage is renewed or replaced.
	Appearance of signage:
	8) As a guiding principle, Gaelic and English should be given equal prominence on signage.
	9) Gaelic and English should be printed in the same font.
	10) Gaelic and English should be printed either in the same colour or in colours of equal prominence / legibility.
	11) Neither Gaelic nor English should be in bold, italics, etc, unless this is done identically to both languages.
	Engagement:
	12) As bilingual signage is displayed, sound files of the pronunciation of the names displayed will be made available on the University's website.
	Compliance:
	13) The University will endeavour to implement this policy as stated. In cases where this will be impossible due to accessibility, planning, or funding requirements, the Gaelic Officer will be notified, and a record will be kept of where and why the policy has not been implemented.
	14) Translation into Gaelic will be the responsibility of the Gaelic Officer.
Keywords	Signage Gaelic Bilingual

DOCUMENT CONTROL	
Date approved	Day Month Year
Approving authority	e.g. Senate
Consultation undertaken	Communications and Marketing; Estates and Buildings; Gaelic Language Plan Working Group
Impact assessment	Yes
Date of commencement	Day Month Year
Amendment dates	Day Month Year
Date for next review	Day Month Year
Section responsible for policy maintenance & review	Name of organisational unit
Related Policies, Procedures Guidelines & Regulations	Name and link to related policies, procedures and guidelines, including level of subsidiarity at which guidance can be drafted.
Policies superseded by this Policy	List policy/policies and/or previous authority superseded by this new policy

THE UNIVERSITY OF EDINBURGH

Charles Stewart House

Development & Alumni

Finance

General Council

Health & Safety

Human Resources

Procurement

University of Edinburgh

Central Management Group

11 November 2013

Report from Fee Strategy Group

Brief description of the paper

This paper provides the minutes from the Fees Strategy Group meeting dated 25 October 2013.

Action requested

For information and endorsement.

Resource implications

Does the paper have resource implications? Yes – all sections

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
Equality and diversity issues are considered as part of the on-going monitoring of fee levels by the Fees Strategy Group and its Secretary.

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation.

For how long must the paper be withheld: Until 2014/15 fee details are published.

Originator of the paper

Emma Lyall
Fees Strategy Group Secretary
November 2013

J

The University of Edinburgh

Central Management Group

11 November 2013

Tuition Fees

Brief description of the paper

Tuition fee proposals.

Action requested

To note formally and approve.

Resource implications

Does the paper have resource implications? Yes- all sections

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

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation.

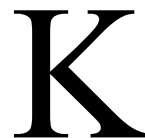It should be withheld until tuition fees have been published.

Any other relevant information

None

Originator of the paper

Emma Lyall
FSG Secretary
October 2013

The University of Edinburgh

Central Management Group

11 November 2013

Student rent proposal for 2014/15 and indicative increases for 2015/16 and 2016/17

Brief description of the paper

The paper provides the detailed rent proposals for 2014/15. It also provides an indication of the level of increases currently anticipated for the following two years, but which remain subject to change. It has been recommended by FSG for CMG endorsement.

Action requested

To approve the rents recommended by FSG.

Resource implications

Does the paper have resource implications? Yes detailed in paper.

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?   There are no equality and diversity implications.

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation.

For how long must the paper be withheld?

Until rents have been published.

Originator of the paper

Emma Lyall
Fees Strategy Group Secretary

Richard Kington (full paper)
Director of Accommodation Services
October 2013

L

The University of Edinburgh

Central Management Group

11 November 2013

Report from Sustainability and Environmental Advisory Group (SEAG)

Brief description of the paper

This paper provides CMG with a report from SEAG meeting of 22 October 2013.

Action requested

CMG is invited to note the report.

Resource implications

Does the paper have resource implications? Not at this stage though future reviews of the climate action plan may result in resource requests.

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
Much of the activity reported contributes positively to promoting equality.

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

The full papers reported on are available online at www.seag.estates.ed.ac.uk

Originator of the paper

Dave Gorman, Director of Social Responsibility and Sustainability
24 October 2013

This paper will be presented by

Senior Vice-Principal Professor Mary Bownes, Convener of SEAG

Report from Sustainability and Environmental Advisory Group (SEAG)

SEAG considered the following items which are drawn to CMG's attention as evidence of initiatives promoting the Strategic Plan theme: "Social Responsibility".

Full papers are available on the SEAG website at http://www.seag.estates.ed.ac.uk/

1 **Sustainability and the Curriculum**

Vice Principal Sue Rigby provided an overview of the availability of learning for sustainability undergraduate programmes across the University. Excellent work by Olga Bloemen, an undergraduate intern, identified five hundred and five undergraduate courses (outside CMVM) that met the content or teaching parameters of the definition of social responsibility in the Manifesto on this topic endorsed by EUSA.

SEAG **noted** the excellent best practise examples around the curriculum in many schools and that apart from a few joint honours, courses that meet the broad understanding of Learning for Sustainability, are available to all Undergraduate taking degrees who study with us during their honours and pre-honours periods.

2 **Taking Forward Learning and Teaching Developments**

The paper outlined a way forward to mainstream social responsibility and sustainability issues within the Learning and Teaching Framework of the University, providing eight recommendations.
1. Embed SRS matters within the University's existing Learning and Teaching framework
2. Conscious decision not to require all courses to cover SRS elements – however a desire to ensure all students have realistic ability to take core SRS courses
3. Conscious decision to embed this activity within L and T framework not as part of SEAG governance and to secure Professor Higgins as LfS representative on the committee
4. Expand Masters courses and complete Olga Bloemen's work as required
5. Embed elements from the Edinburgh Manifesto into graduate attributes work as appropriate
6. Key staff to progress these issues: Director of SRS engages with Learning and Teaching sub-committee of Senatus, in partnership with VP Teaching and Learning Sue Rigby and Professor Higgins, initially setting out the vision proposed in this paper and seeking agreement
7. Build on the excellent foundations of LfS Scotland and the UN RCE.
8. In partnership with EUSA, consolidate our long-standing commitment to contribute to meeting the global poverty challenge through fair trade.

SEAG **endorsed** the recommendations for mainstreaming social responsibility and sustainability issues within the Learning and Teaching Framework.

3 **SRS Strategic Planning – Proposals for Review of Key Strategies**

Dave Gorman, Director of Social Responsibility and Sustainability outlined the need to begin the process of reviewing and refreshing of key strategic documents including the following.

- SRS Strategy **-** The strategy does need a review to firm up more specific and ambitious targets with associated improved reporting, but it is suggested it is not appropriate to fundamentally review the strategy at this stage, given a likely need to review again in 2016 or 2017 post the university Strategic Plan review. It is proposed to commence review activities from January 2014.

- SRI Policy **-** CMG agreed to a process to activate the review of the SRI (in light of the UNPRI requirements) at its meeting on 9th October but the emerging conclusions of the review (expected around spring 2014) need to be considered alongside the early evidence from the SRS review.

- Climate Action Plan **-** The current Climate Action Plan has targets for emissions reductions by 2015 and 2020. So 2015 would seem to be an ideal time to have a new plan in place, to address new opportunities since adoption in 2010 Additionally, work to prepare the new Estates strategy will be reaching a climax and so should provide a very useful forward look on that aspect of the emissions picture.

SEAG highlighted other relevant strategic documents, including the progressing Estate Strategy Vision for 2025.

SEAG **welcomed** the proposals to review key strategic documents in the area of Social Responsibility, Sustainability and Climate Change.

4   **SRS Implementation Plan 2012-13**

The activities within the plan contribute directly towards objectives in the SRS Strategy 2010-2020, and also take into account the theme of Social Responsibility in the University's new Strategic Plan 2012-16. 74% of tasks identified in September 2012 have been completed, with 26% currently in progress, which will be carried over to 2013/14 implementation plan.

SEAG **noted** the progress made on the 57 tasks identified within the SRS Implementation Plan 2012-13.

5   **SRS Annual Social Responsibility and Sustainability (SRS) Highlights Report 2012-13**

SEAG **welcomed** the draft report, which presented the progress the University had made over the academic year towards achieving the objectives set out in the SRS Strategy 2010-2020. The document will be published in November 2013 online with a limited number of physical copies for senior management and engagement purposes.

SEAG **invited** members to forward case studies and comments to Matthew Lawson that would demonstrate SRS achievements for inclusion in the annual SRS Highlights report.

6   **SEAG-Operations Report from meeting 30 September**

SEAG **noted** the paper and endorsed the proposal for parking to increase the Penalty Charge Notifications (PCN) charge to £60 (currently £30), reducing to £30 if paid within 14 days. This would be implemented from January 2014.

7   **Response to Edible Edinburgh Consultation**

SEAG **noted** the report and commented on the recent engagement by University staff and civil society in Edinburgh addressing the issue of food.

SEAG **endorsed** the draft University's draft Consultation Response to Edinburgh City Council's the Edible Edinburgh Sustainable Food City consultation.

8   **Information Services Group**

SEAG **noted** the activities completed by Information Services in relation to social responsibility and sustainability efforts throughout 2012/13, and the intention, as part of plans for 2013/14, to reactivate the Green ICT Committee.

9   **Socially Responsible Investment: Taking Forward the UN Principles for Responsible investment**

SEAG noted the recent agreement by CMG of the paper setting out a process to operationalize the UN principles for responsible investment.

10 **Procurement Update**

SEAG **invited** members to contact the Director of Procurement on any points of interest or to comment on any of the proposals especially regarding the proposals within the Procurement Reform (Scotland) Bill.

Dave Gorman, Director of Social Responsibility and Sustainability
24 October 2013

Edinburgh Sustainability: www.ed.ac.uk/sustainability

The University of Edinburgh

Central Management Group

11 November 2013

Health and Safety Quarterly Report (July - Sept 2013)

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

This Paper presents information on accidents/incidents statistics which have occurred during the quarterly period **July to Sept 2013.**

8 incidents which were Reportable to the Enforcing Authorities are summarised, **1** was due to an employee being absent from work for more than 7 days following an accident at work, **6** were Reportable because a member of the public (postgraduate, undergraduate or visitor) attended hospital for assessment and/or treatment and **1** was a Specified Major Injury. Notable accidents and incidents, which are not reportable to an enforcing authority, are also included.

<u>Action requested</u>

CMG is requested to note the content of this paper, including the more detailed accident etc. statistical information in the Appendix.

<u>Resource implications</u>

Does the paper have resource implications? No

<u>Risk Assessment</u>

Does the paper include a risk analysis? No

<u>Equality and Diversity</u>

Does the paper have equality and diversity implications? No

<u>Freedom of information</u>

Can this paper be included in open business? Yes

<u>Originators of the paper</u>

Karen Darling / Alastair G. Reid, Deputy / Director of Health and Safety

Health and Safety Quarterly Report 2012/2013

Quarterly reporting period: 1st July 2013 – 30th September 2013

Accidents and Incidents

Type of Accident/Incident	**Quarter 4 July - Sept 2013**	Quarter 4 July - Sept 2012	**Year to Date 1 Oct 2012 – 30 Sept 2013**	Year to Date 1 Oct 2011 – 30 Sept 2012
Fatality	0	0	0	0
Specified Major Injury	1	3	5	5
> 3 day/ >7 day Absence	0	3	4	12
Public to Hospital	7	7	19	24
Reportable Dangerous Occurrences	0	0	0	1
Disease	**0**	**0**	**0**	**0**
Total Reportable Accidents / Incidents	**8**	**13**	**28**	**45**
Total Non-Reportable Accidents / Incidents	**97**	**97**	**386**	**421**
Total Accidents / Incidents	**105**	**110**	**414**	**466**

Further information by College/Support Group is shown in Appendix One

Incidents reported to the Enforcing Authorities during the quarter:
(IP: Injured person)

o A 13 year old guest in Accommodation Services climbed up and jumped out of the first floor window and landed badly on the ground below, fracturing his leg. The IP was taken to hospital, where he was retained overnight and discharged the next day. *(Public to Hospital).*

o A Postgraduate student was leaving the SCRM building through the revolving doors when the doors suddenly stopped. The IP walked into the doors and hit her head against the glass, sustaining cuts. The IP attended hospital and received treatment for her wound. The doors were checked by engineers and no fault was found. It appears that the IP stepped on the safety stop device fitted inside each glass panel of the door when she was exiting the doors. A reminder to all building users was sent out to make them aware of the device. (*Public to Hospital*).

o A member of the public was walking down a pavement outside Old College when she tripped over a wire which was attached to a wooden A-board, securing it to the wall of the building. The IP fell onto her face and received an injury to her lip. She was subsequently taken to the emergency dental unit by taxi. The wire tie has been shortened by around 2 inches which is the maximum possible without touching the wall of the building. (*Public to Hospital*).

o An employee had stepped onto a stool to re-hang the curtain that she accidentally pulled down during cleaning of the student accommodation. As she stepped off the stool, she banged her knee on the desk which aggravated a pre-existing injury, resulting in her absence from work. The IP had received training in manual handling including a risk assessment for above height cleaning and hanging curtains/lampshades. (*Over 7 day accident*).

- An Undergraduate veterinary student was struck on the face with force by a horse. The IP attended hospital where 5 stiches were applied externally and 2 stitches internally, to her lip. Notices were later placed on the horse box to warn of the horse's temperament. Students have also been advised not to handle horses unless accompanied by a member of staff. (*Public to Hospital*).

- A visiting researcher was fitting a hose to a glass flask. The valve on the glass flask broke and the IP's hand came into contact with the broken glass, resulting in a deep laceration to the hand. The IP attended hospital where paper stitches were applied. The IP returned to work the same day. The IP was reminded of the need to use a lubricant to attach hoses onto glass fittings. (*Public to Hospital*).

- A visitor in student accommodation slipped on a flyer which had been left lying on the stairs and subsequently fell down some of the stairs. The IP sustained bruising to her ankles and attended hospital as a precaution. The University operates a strict no flyer policy in student accommodation but it is not always possible to police this at all times. When flyers are found, they are removed and the companies contacted to inform them not to distribute their flyers in University accommodation properties. (*Public to Hospital*).

- An employee was descending the stairs to the first floor level when she tripped and fell down the last two steps. The steps are not defective and were free from obstructions or spillages. A fracture to a bone in the IP's right foot was diagnosed at hospital. (*Specified Major Injury*).

- *Please note that the requirement to report "over 3 Day" absence accidents under RIDDOR was changed to "over 7 Day" on 6th April 2012, bringing it into line with NHS Certification procedures*

Other Issues and Developments

Appendix One

1. Occupational Health for Students

A significant gap in provision has been identified in the application of appropriate health surveillance programmes for undergraduates and postgraduates who work with animals, both laboratory animals and in a veterinary setting at our Veterinary campus at Easter Bush Veterinary Centre (EBVC). Although the Occupational Health Unit's (OHU) remit is to provide a service to University staff only, the OHU currently extends its health surveillance programmes to include some postgraduate students, where there is arguably a legal requirement for the University to do so, but this is done on a goodwill, reactive basis and is not comprehensive.

In the absence of other readily identifiable solutions, consideration is being given to formally extending the remit of the OHU to include provision of health surveillance for UGSs and PGSs who work with animals in the course of their study programmes. Naturally, this would bring with it resourcing issues of manpower, space and finance.

This would also meet with the policy of the Higher Education Occupational Health Physicians Group (HEOPS) who recommend extension of health surveillance programmes to students, in order to fully meet the spirit of the duty of care to non-employees required by the Health and Safety at Work Act.

This issue will be discussed by the University Health and Safety Committee at it's November meeting.

2. New ECA H&S Manager

The recruitment process for the Health and Safety Manager at the Edinburgh College of Art resulted in a high calibre field of applicants, and interviews took place in June this year. Mr Alastair Brown, an ex-Inspector with the Health and Safety Executive Construction section, has now taken up post.

3. Healthy Working Lives Awards

The University has successfully renewed its gold-level Healthy Working Lives award. The Healthy Working Lives award programme is part of a national initiative run by the Scottish Centre for Healthy Working Lives.

The University initially obtained the gold-level award, valid for three years, in 2010. Following a reassessment exercise by NHS Lothian this award has been renewed for another 3 years. The award highlights the University's continued commitment to promoting a safer, healthier workforce.

4. Liquid Nitrogen Facilities Audit

The University carried out an audit of the University's liquid nitrogen facilities in 2000/2001, in consultation with WS Atkins. In 2012, due to the length of time which had elapsed, and the changes in the University's estate over time, it was decided that a further comprehensive audit of this type of installation should be conducted. The brief for this survey was very similar to the previous one, with the engineer being asked to look at the hardware side of the installations, including tanks and pipework, as well as the management systems including maintenance records, risk assessments and training records.

The University went through a full procurement exercise, and again WS Atkins were appointed as consultants. The surveys were carried out by two fully qualified gas safety engineers, both of whom are ex Health and Safety Executive Inspectors.

The survey visits were carried out in July and August 2013, and the sites visited were judged to be satisfactory apart from one, and in this case temporary improvements have been made to the ventilation system, with plans well underway to implement changes which will significantly improve this particular facility.

The Health and Safety Department is currently awaiting the final formal report on this exercise.

5. High Risk Materials Recording System

The Health and Safety Department has completed a project with Information Services to build a bespoke electronic system for the management of high risk materials. This system records information on the holdings, usage and disposals of radioactive and biological materials, to allow a more efficient means of ensuring the university maintains legal compliance.

6. Physiotherapy Service

The Occupational Health Unit has been working with the Centre for Sport and Exercise's Fitness Assessment and Sports Injuries Centre (FASIC) on the provision of a physiotherapy service for staff.

The OHU will manage this service which will enable them to refer employees for physiotherapy treatment where appropriate. The waiting time for physiotherapy treatment on the NHS can be up to 12-16 weeks, and access to such an in-house treatment service will assist employees to remain at work, or return to work more quickly. This service is due to commence on 27th November.

7. BS OHSAS 18001: Occupational Health and Safety Management

The Health and Safety Department has completed a process of assessing a number of accreditation bodies for BS OHSAS 18001 and a preferred organisation has been identified. The process of formally submitting for accreditation of the University's corporate health and safety management systems will commence shortly.

8. Investors in People

The Health and Safety Department achieved the Investors in People (IIP) award in 2010, an award which is valid for three years. In August 2013 a re-assessment exercise took place and the Health and Safety Department was awarded the enhanced Bronze level IIP award.

9. Biosafety Training and Development Assistant

The Health and Safety Department recently undertook a recruitment exercise for the new post of Biosafety Training and Development Assistant. Interviews took place on 24th September and a suitable candidate was selected. Dr Fiona Harris will take up post on 4th November.

Alastair Reid
Director of Health and Safety
28th October 2013.

Accidents & Incidents

Quarterly period: 01/07/2013 – 30/09/2013
Year to Date Period: 01/10/2012 – 30/09/2013   (Fourth Quarter)

| COLLEGE / GROUP | REPORTABLE (TO HSE) ACCIDENTS / INCIDENTS | | | | | | | | | | | | | | TOTAL Non-Reportable Accidents / Incidents | | TOTAL ACCIDENTS / INCIDENTS | |
| | Fatality | | Specified Major Injury | | >7 day injury | | Public to Hospital | | Dangerous Occurrences | | Diseases | | TOTAL Reportable Acc / Inc | | | | | |
	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd
Humanities & Social Science	-	-	-	1	-	-	-	7	-	-	-	-	0	8	4	27	4	35
Science & Engineering	-	-	-	-	-	1	1	2	-	-	-	-	1	3	16	77	17	80
Medicine & Veterinary Med.	-	-	1	1	-	-	2	6	-	-	-	-	3	7	25	97	28	104
SASG	-	-	-	-	-	-	-	-	-	-	-	-	0	0	1	6		6
Corporate Services Group	-	-	-	3	-	3	3	3	-	-	-	-	3	9	50	175	53	184
ISG	-	-	-	-	-	-	-	-	-	-	-	-	0	0	1	4	1	4
Other Units	-	-	-	-	-	-	1	1	-	-	-	-	1	1	0	0	1	1
UNIVERSITY	**0**	**0**	**1**	**5**	**0**	**4**	**7**	**19**	**0**	**0**	**0**	**0**	**8**	**28**	**97**	**386**	**105**	**414**

* Units noted below taken from organisational hierarchy report 12/08/13 - http://www.ed.ac.uk/schools-departments/governance-strategic-planning/organisational-hierarchy/current-org-hierarchy

SASG: Student and Academic Services Group: Biological Services, Communications and Marketing, Development and Alumni, Governance and Strategic Planning, Student and Academic Services, Student Recruitment and Admissions, Student Services

ISG: Information Services Group: Applications, Digital Curation Centre, EDINA & Data Library, Information Services Corporate, Infrastructure, Library and Collections, User Services Division

CSG: Corporate Services Group: Accommodation Services, Centre for Sport and Exercise, Corporate Services Group, Edinburgh Research and Innovation, Edinburgh University Press, Estates and Buildings, Finance, Health & Safety, Human Resources, Internal Audit, Procurement Office (inc. Printing Services). Social Responsibility & Sustainability

Other: Students Association, Sports Union, Talbot Rice Gallery, Associated Institutions.

NB Reporting requirements for absence from work after an accident changed on 6th April 2012 to >7 day absence

The University of Edinburgh

Central Management Group

11 November 2013

NPRAS Rates for 2014-15

Brief description of the paper

This paper presents the New Planning and Resource Allocation System (NPRAS) 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 rates for use in the 2014-15 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 engage in 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

Originators of the paper

Geoff Turnbull
Assistant Director, Estates and Buildings and
Moira McFarlane
Management Accountant, Finance
30 October 2013

To be presented by

Professor Jonathan Seckl
Vice-Principal Planning, Resources and Research Policy

Revised NPRAS rates 2014/15

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

Work on the pilot Resource Allocation Model continues to progress, however until such time as an alternative model is implemented NPRAS rates have again been calculated including and excluding Utilities. The rates to be applied to 2014/15 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 these rates are only applicable for marginal trading/changes in space. These rates represent the average cost per square metre incurred in the operation of buildings of different type. Where a major new development or refurbishment project is planned Estates and Building will provide a detailed estimate for recurrent operational costs associated with the project.

The recommended rates to be applied for 2014/15 Planning and Budgeting purposes are in summary:

NPRAS rate including utilities		NPRAS rates excluding utilities
Highly Serviced	£123.25 per m2	£91.09m2
Moderately Serviced	£99.58 per m2	£74.84m2

MOTHBALLED rate including utilities		MOTHBALLED rate excl utilities
Highly Serviced	£89.87 per m2	£57.71 per m2
Moderately Serviced	£70.39 per m2	£45.65 per m2

The rates for 2014/15 reflect a forecasted increase in, tender prices for maintenance work, materials and labour, which when combined amount to an average percentage increase of 2.3% on prices as at 4th Quarter 2015. Similarly the rates reflect forecast increases for national pay awards of 3.0% and material prices of 2.9%, have been taken into account in calculating the rate for 2014/15. These forecasts are provided by the Building Cost Information Service of the Royal Institute of Chartered Surveyors (RICS) and are recognised as the industry standard. As such the NPRAS rates for 2014/15, 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. The University Energy Office has indicated that electricity prices will increase by 8.0% and, gas prices by 4.0%, for the year 2014/15. The estimates are provided from the UK Grid Future Energy Supplies report. These increases have been applied to this element of the NPRAS rate.

Recommendation

CMG is invited to **endorse** the revised NPRAS rates for use in the 2014-15 Planning round.

Geoff Turnbull
Assistant Director, Estates and Buildings
Moira McFarlane
Management Accountant, Finance
30 October 2013

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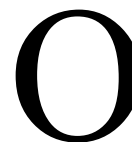
Parking Charge Notices Increase Proposal

Brief description of the paper

The current Parking Charge Notice (PCN) charge is not sufficiently high enough to deter repeat offenders.

Action requested

CMG is invited to endorse the PCN charge.

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?
The proposed increase in the PCN charge will assist in ensuring the University's Parking Management System remains fair for all. It also provides greater assistance in ensuring that disabled parking bays are available for the use of the Blue Badge Holders only.

Freedom of information

The guidance on the exclusions from Freedom of Information legislation should be consulted before filling in this section:
http://www.recordsmanagement.ed.ac.uk/InfoStaff/FOIstaff/foi_exemptions.htm

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

Any other relevant information

SEAG endorsed this increase at its meeting on 22 October 2013.

Originator of the paper

Emma Crowther, Transport and Parking Manager

Paper to be presented by

Angus Currie, Director of Estates & Buildings

Central Management Group

11 November 2013

Proposed Written Response to the Procurement Reform (Scotland) Bill

Brief description of the paper

The paper is a proposed Written Response to Parliamentary Committees Infrastructure and Capital Investment Committee (ICI) is lead committee scrutinising a new legal framework for procurement, which affects the University of Edinburgh, in scope as a 'public contracting authority' in the *Procurement Reform (Scotland) Bill*.

The University responded to the public Consultation in 2012 and the bulk of our suggestions were accepted by the Scottish Government (see summary Appendix A) though some serious issues remain and policy influence discussions are in hand. APUC ltd. and Universities Scotland will also respond to the Bill.

The Director of Procurement has prepared a draft Written Response (v6) (in Appendix B) and Financial Questionnaire (in Appendix C) and has available, if required, an internal lawyer's briefing note on legal obligations and further detailed briefing on procurement risks and resource impacts.

The Chief Executive of APUC has been asked to give oral evidence to the Committee and has invited the Director of Procurement (pending confirmation from ICI Committee). If agreed this will be on 13 Nov 2013.

The Bill is published at http://www.scottish.parliament.uk/parliamentarybusiness/Bills/68170.aspx

Action requested

Central Management Group is asked to

(i)   *Note* the outcome of earlier Consultation response in Appendix A;
(ii) *Review and approve* proposed Written response (Appendix B) due 29 Nov. 2013;
(iii) *Review and approve* Financial Questionnaire (Appendix C) due before oral evidence.

Resource implications

Does the paper have resource implications? Yes see Written Response and Financial Questionnaire. As many of the Regulations are yet to be drafted the full impact is unknown.

Risk Assessment

Does the paper include a risk analysis? Yes in Written Response, however as many Regulations are yet to be drafted, the full risks/impact is unknown. Key risks are in comparison with RUK and EU HEIs. More detail on some potential impacts and costs that may need consideration are available.

Equality and Diversity

Has due consideration been given to the equality impact of this paper? Yes, there are none.