

Central Management Group

Tuesday, 22 April 2014



MINUTE

- Present: Senior Vice-Principal Professor M Bownes (in the Chair)
Mr H Edmiston
Vice-Principal Professor S Hillier
Vice-Principal Professor C Jeffrey
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor J Norman
Vice-Principal Professor J Seckl
University Secretary Ms S Smith
- In attendance: Mr G Bell
Ms F Boyd
Dr I Conn
Mr G Douglas (for Item 10)
Ms S Gupta
Mr H McKay (for Item 2)
Mr P McNaul
Mrs T Slaven
Assistant Principal Professor A Trew on behalf of Vice-Principal Yellowlees
Mr D Waddell
Mr S Marsden on behalf of Vice-Principal Professor Haywood
Dr D Cook
- Apologies: The Principal
Vice-Principal Professor C Breward
Ms L Chalmers
Vice-Principal Professor J Haywood
Vice-Principal Professor D Hounsell
Vice-Principal Mr N A L Paul
Vice-Principal Dr S Rigby
Vice-Principal Professor L Yellowlees

1 MINUTE OF THE MEETING HELD ON 5 MARCH 2014 Paper A

The Minute of the meeting held on 5 March 2014 was approved as a correct record.

2 INTERNAL AUDIT FOLLOW-UP REVIEWS REPORT Paper L

The Group noted the Report and that 75% of Internal Audit recommendations had been implemented within the agreed timescale in the previous quarter (from the follow-up reviews). It was the last CMG meeting that the Head of Internal Audit would attend, following his intention to retire. The Chair thanked the Mr Hamish McKay, on behalf of the Group for his contribution to the University and for raising the profile of Internal Audit.

3 PRINCIPAL'S BUSINESS

3.1 Principal's Communications

The Senior Vice-Principal reported on the following whilst the Principal was on sabbatical: the Principal's visit to Shanghai for the inauguration of the Shanghai College of Fashion and Innovation at Donghau University; the appointment of Mr Hugh Edmiston as Director of Corporate Services Group (CSG) from 1 September 2014; Support Group changes taking effect from 1 August; Human Resources will join the Student and Academic Services Group (SASG) strengthening the people focus of the group; Internal Audit will join SASG enhancing good governance (recruitment of the new Head of Internal Audit is underway); a new unified Biological Services Resource team will join the CSG enabling it to benefit from operational and expertise in CSG and the new Director of Corporate Services will take on the role of Principal Licence Holder from 1 September 2014; continued exploration into closer collaboration with SRUC; submission of a bid for the National Physical Laboratory partnership by the University; the recognition of Professor Richard Morris being awarded a 2014 Royal Medal by the Royal Society of Edinburgh and 10 University of Edinburgh academics becoming fellows of the Royal Society of Edinburgh.

FOR DISCUSSION

4 FINAL PLANNING SUBMISSIONS 2014-2017 (CLOSED)

**Papers B,
B1-B7**

Since the plans had last been discussed at CMG, Vice-Principal Professor Seckl, Deputy Secretary Strategic Planning and the Director of Finance had met with Colleges and Support Groups and the Plans had been changed to improve synergies and support themes.

All the plans had been changed following the April PSG, but to varying extents. CHSS, CMVM and CSE plans had minor changes. The CSG final plan articulated their vision which included creating a stimulating environment and efficient and effective professional services across the University for staff, students and visitors. CMG supported the clear measurable indicators included in CSG's plan which demonstrated performance over time and future aspirations; and commended the approach to the other Support Groups and Colleges. The ISG final plan included the proposed additional funding for library materials. The SASG final plan incorporated identified efficiencies and an innovative use of an area of underspend. The EUSU and EUSA plans remained the same.

5 RESOURCE ALLOCATION PROPOSALS FOR 2014/15 (CLOSED)

Paper C

The Resource Allocation proposals had developed following the 4 April PSG meeting. There had been significant discussion on efficiencies, priorities and dealing with uncertainties (such as increasing student demand for services) as well as innovative proposals from CSE and SASG. The proposed budget supports the strategic direction of the University. Sizeable investments required during 2014/15 mean that the resource allocation proposal will result in a smaller operating surplus than envisaged under the University's target of 3-5% (surplus as a percentage of total income). The Group discussed the need to have a culture of continual review and stop doing some activities in order to address new priorities. The Group supported the proposal to carry out end-to-end process reviews across Colleges and Support Groups to drive further improvements. The Group also anticipated that the number of grant

applications would increase in the future, as a result of the Chancellor's Fellows.

Clarification was sought over the prospects of the International Scholarship Fund. It was identified that the current arrangements were more complex than originally thought and a longer-lead in time was required to address this. The UK Research Partnership Investment Fund was discussed and it was agreed that further discussion would be beneficial.

6 FINANCE DIRECTOR'S UPDATE (CLOSED) Paper D

Progress in respect of NPL was noted, together with the contents of the paper.

7 RESEARCH MANAGEMENT ADMINISTRATION SYSTEM PROJECT UPDATE Paper E

This is a key project being delivering in partnership with Colleges which will deliver efficiencies to the current research administration systems and processes at the University, uniting pre-and post-award activity under one umbrella, generating a faster, more efficient and adaptive system. Implementation of the new system will start in May 2014 with an anticipated go live date of the first quarter of 2015.

The Group recognised the importance of engaging would-be users in the system's development and provided some suggestions. Efforts by Colleges to promote participation of Principal Investigators in the project were supported by CMG.

8 SCOTTISH CHAMBER ORCHESTRA – MEMORANDUM OF UNDERSTANDING – VERBAL UPDATE (CLOSED)

It was reported that the Estates Committee had considered options to upgrade the ECA's estate and address its Estates strategy. The preferred solution included working with new partners, in particular with the Scottish Chamber Orchestra.

A Memorandum of Understanding between the University and the Scottish Chamber Orchestra is planned to capture the wider current collaborations, to clarify future direction and ways of working.

FOR INFORMATION/FORMAL APPROVAL

9 REPORT FROM ESTATES COMMITTEE (CLOSED) Paper N

The Group noted that £71M was forecast to be spent in 2013/14 and that spend was forecast to increase in the future. CMG noted that the main business of the Estates Committee had been to discuss the ECA Strategy; the Estates Committee supported the preferred option, but the Estates Committee had been clear on the need for a fall-back option. The challenging external funding environment for building projects was discussed by Central Management Group, as well as the need to factor this into risk assessments.

The estates projects on the Confucius Institute and the St Cecilia Hall and contents of the rest of the report were noted by CMG. The Group raised the importance of estate investment being accompanied by plans to generate additional income from upgraded or new buildings.

10 UPDATE ON THE WORK OF THE MARKING BOYCOTT ADVISORY GROUP (CLOSED) Paper F

The Group was provided with an update on the Marking Boycott Advisory Group, which has been set up to ensure appropriate preparations are in place for the potential marking boycott. The aim of the advisory group is to minimise the impact on our students without compromising academic standards. Work had been carried out in particular on contingency arrangements and communications. CMG Members were invited to draw to their staff members' attention guidance on the website about the Boycott:

<http://www.ed.ac.uk/schools-departments/student-administration/marking-boycott>

11 MANAGEMENT ACCOUNTS OF 8 MONTHS UP TO 31 MARCH 2014 (CLOSED) Paper G

The Group noted this report, which identified that it was expected that the University's surplus would be higher than originally anticipated and that staff costs had increased compared to the previous year to date.

12 TRAC(T) 2012/13 SUMMARY REPORT (CLOSED) Paper H

It was recognised that further work is required in this area to fully understand the costs of research and teaching. It was also noted that it would be important to look at efficiencies through end to end process reviews.

13 SCOTTISH CODE OF GOOD HIGHER EDUCATION GOVERNANCE (CLOSED) Paper I

The Court Sub-Group taking forward the implementation of the Code had met several times and had considered the Court committee structure in respect of the following key principles: to avoid duplication of effort; add value; provide clarity and aid the decision-making process and be effective and quicker at progressing issues to the next stage. Whilst the focus had been on Court and its committees, work had started to explore the management layer of committees and groups such as CMG, including considering creating terms of reference for CMG.

14 GAELIC LANGUAGE UPDATE Paper J

CMG noted this update.

15 BIOLOGICAL RESOURCES UPDATE (CLOSED) Paper K

CMG noted the progress that had been made to date in developing the new unified management structure for the University's Biological Resources Programme. CMG also agreed that the new unified management structure for the University's Biological Resources Programme should come into operation from 1 August 2014, along the lines as proposed by the Governance Board. The new unified structure will be hosted in the University's Corporate Services Group and the new Director of Corporate Services Group will take on the role of Principal Establishment Licence Holder from his appointment date of 1 September 2014.

16 REPORT FROM STAFF COMMITTEE (CLOSED) Paper M

This report was noted by CMG.

- 17 SPACE ENCHANCEMENT AND MANAGEMENT POLICY Paper O**
- The University's income per m2 for non-residential areas has not increased (allowing for inflation) since 2007, despite the University's buildings being of a high quality. The policy proposes ownership, where possible, of University buildings by a College or Support Group to drive space efficiencies. CMG endorsed the policy.
- 18 ETHICAL FUNDRAISING ADVISORY GROUP REPORT Paper P**
- CMG approved amending the terms of reference for the Ethical Fundraising Advisory Group to include the Director of Social Responsibility and Sustainability as member of the Advisory Group. The contents of the report were noted by the Group.
- 19 FEE PROPOSALS (CLOSED) Paper Q**
- CMG noted and endorsed the fee proposals.
- 20 PROPOSAL TO ESTABLISH THREE NEW CHAIRS IN THE COLLEGE OF HUMANITIES AND SOCIAL SCIENCES Paper R**
- CMG approved the proposals to create three new Chairs (Chair of Continuing Education; Chair of Digital Education; and Chair of Learning Analytics and Informatics) and to recommend to Senate and Court to adopt the appropriate resolutions.
- 21 SCHEDULE OF DATES 2014-15 AND 2015-16 Paper S**
- CMG noted the future schedule of dates.
- 22 DATE OF NEXT MEETING**
- Wednesday, 21 May 2014 at 10.30 in the Raeburn Room in Old College.

The University of Edinburgh

Central Management Group

21 May 2014

**Principal's Strategy Group Meeting
28 February 2014**

Amongst the items discussed were:

1. Annual Planning Submissions

Members considered the draft annual planning submissions from Colleges, Support Groups and the Student Unions and offered comments and suggestions in relation to each plan prior to discussion of the documents at CMG.

2. Position re Offer Making

Good progress continues to be made and the position with regard to offers being made to RUK students and the widening participation numbers are both positive.

**Principal's Strategy Group Meeting
4 April 2014**

Amongst the items discussed were:

1. Final Annual Plan Submissions 2014-2017

PSG considered future funding scenarios and the Principal invited the Heads of College and Support Groups to summarise any major changes to their final plans since the draft versions were discussed.

2. Proposals for the Allocation of Resources 2014-2017

The Group discussed the proposals for the allocation of resources as they currently stand and confirmed a lower than expected University surplus largely due to investment in Chancellor's Fellows and significant estates refurbishment costs.

PSG reflected on the likely future funding scenarios and agreed that the budget proposals should be focused on efficiency and should reflect the need to invest in ways that mitigate future uncertainty.

Although the fine detail is still being worked out the following points were agreed:

- The proposed uplifts of 2.5% for Colleges (£4.4m) and 2% (£2.0m) for Support Groups, EUSA and EUSU. The additional proposals by EUSA and EUSU would also be supported.
- The broad priorities agreed for the Support Groups included the Digital Education Initiative, SASG income generation activities and the use of £800k potential underspend on scholarships to be used to fund SASG proposals and to consider the four top CSG priorities of research applications; support for the capital programme; Old College Capital 2 and support for the transition to new FRS requirements.

- Colleges were encouraged to identify further efficiencies or any “planned surplus” that they were able to and PSG positively noted that CSE are planning to run a minimum of a £1 million surplus. The source of any reserves identified would be noted against the funds that had been made available.
- PSG accepted that a solution was needed for the issue of the long term funding of the library materials budget. A short term option was proposed which identified £450k to IS for 2014/15 and 2015/16 but with the intent that a sustainable longer-term solution is found before the next planning round. Director of Finance and Deputy Secretary, Strategic Planning will identify an 2013-14 in-year addition to the library budget as part of further discussions taking place to finalise the proposal.



The University of Edinburgh

Central Management Group

21 May 2014

**Proposals for Allocation of Resources:
Refinement of Forecast Surplus for 2014/15**

Brief description of the paper

The paper addresses the concerns of F&GPC regarding the forecasting of surplus.

Action requested

CMG is invited to endorse the work to refine the forecast surplus at the University level and the continuation of this work through the Quarterly Financial Reviews.

Resource implications

Proposals recognise developments during the planning round; specifically sources of additional revenue and do not change the strategic investments planned for 2014/15.

Risk assessment

Refinement of entrant numbers is possible as a consequence of reduced uncertainty following the 7 May deadline for offer responses from UK applicants (in receipt of all offers by 31 March 2014).

Equality and diversity

Equality and diversity are addressed in individual College and Support Group plans.

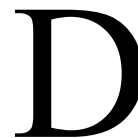
Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper must be withheld until decisions are taken on the allocation of resources for 2014-15.

Originator of the paper

Tracey Slaven
Deputy Secretary Strategic Planning
16 May 2014



The University of Edinburgh
Central Management Committee

21 May 2014

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
1 May 2014

To be presented by

Mr P McNaull
Director of Finance



The University of Edinburgh

Central Management Group

21 May 2014

University Risk Register

Brief description of the paper

This paper presents the update of the University Risk Register.

Action requested

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

Resource implications

Does the paper have resource implications? No

Risk Assessment

Does the paper include a risk analysis? Yes

Equality and Diversity

Has due consideration been given to the equality impact of this paper? Yes

Freedom of information

Can this paper be included in open business? No – only the final version of the Risk Register should be made open. Disclosure would substantially prejudice the commercial interests of any person or organisation.

Originator of the paper

Nigel Paul
6 May 2014

The University of Edinburgh

Central Management Group

21 May 2014

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

Brief description of the paper

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

Action requested

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

Resource implications

Does the paper have resource implications? Not directly.

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? Not directly.

Any other relevant information

No

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the effective conduct of public affairs.

For how long must the paper be withheld? One year

Any other relevant information

None

Originator of the paper

Jane Norman, Vice-Principal, Equality and Diversity (Convener of SCCRA)
Maureen Munro, Senior HR Partner, Employee Relations Partner
May 2014



The University of Edinburgh

Central Management Group

21 May 2014

Climate Action Plan Review

Brief description of the paper

The paper outlines a proposed remit and senior level membership request for a project Steering Group to oversee review of the Climate Action Plan, commencing in autumn 2014, aiming to have a new Plan in place before initial targets expire in summer 2015.

Action requested

CMG is invited to:

- **note** the high profile nature of the Plan and decisions surrounding it, comment on the proposals made, and highlight other relevant strategic or operational issues to consider;
- **endorse** the formation of a Climate Action Plan Steering Group and approve the membership of the Steering Group;
- **approve** work streams and timelines for delivery of the Action Plan.

Resource implications

Does the paper have resource implications?

No direct implications, though anticipated costs to take forward actions would need to be agreed in due course.

Risk assessment

Does the paper include a risk analysis?

Section 3 reviews risks associated with a failure to deliver expected climate emissions reduction targets and reports on planned action to mitigate these risks.

Equality and diversity

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

Yes, equality and diversity are key elements of the SRS agenda.

Freedom of information

Can this paper be included in open business? Yes

To be presented by

Dave Gorman, Director of Social Responsibility and Sustainability

Originator of the paper

Dave Gorman, Director of Social Responsibility and Sustainability
7 May 2014

Climate Action Plan Review

Summary

The *Climate Action Plan 2010-2020* (CAP) adopted by Court on 24 May 2010 included ambitious targets for emissions reductions of 20% by 2015 and 29% by 2020 against a 2007 baseline which has been updated to include emissions from all the entities now incorporated into the University including Roslin, ECA etc.

The plan built on over 20 years of active energy management and responded to legislative, political, economic, ethical and reputational drivers. It identified a range of activities and investments to minimise climate change impacts and maximise savings in face of increased energy costs.

In the event the CAP targets have proven difficult to achieve and energy costs have risen due in part to estate expansion and intensification of activities especially research facilities.

This paper sets out the actions and resources necessary to undertake a broad review and re-launch of the CAP, including a proposed remit and request for a project Steering Group to drive the review forward and ensure that a new plan is in place (or nearing completion) before initial targets expire in summer 2015. Given the high profile nature of the plan and decisions surrounding it, the proposed review will require careful management by staff at a senior level.

1. Proposed Action Plan

The review will be managed from within the Department for Social Responsibility and Sustainability using light touch project management arrangements including clear briefs, active engagement with key stakeholders, clear timelines and deliverables. A Project Initiation Document will be compiled before commencement.

The review of the CAP is expected to be complex, time-consuming, and generate considerable debate on issues of scope, ambition, mechanisms, financing, and the allocation of responsibilities. In a paper submitted to SEAG on 22 October 2013, *SRS Strategic Planning – Proposals for Reviews of Key Strategies*, the Director of SRS highlighted a gap between current provision and the necessary capacity and buy-in to deliver a realistic, agreed but ambitious Climate Action Plan. This would require:

- dedicating necessary resources to the review
- ensuring priority was given to timelines and outputs
- use of project management techniques
- utilising a living lab / action learning approach
- seeking assistance from colleagues in academic disciplines

Climate Action Plan Review: Proposed Brief was discussed at the 19 February 2014 meeting of SEAG (paper at www.seag.estates.ed.ac.uk/) and a background briefing on the University's Climate Commitments is available at Appendix A.

1.1. Scope of the Action Plan

The project will include work on all University controlled emissions, including technical work to define the exact boundaries and scope of emissions falling subject to any revised targets. The scope and exclusions will be further refined following a review of UK and international best practice in this area and are subject to evolving statutory guidance. Future emissions pathways and credible options for emissions reduction will be needed. These will inform the debate about relative versus absolute targets, given the difficulties in achieving the current targets and the anticipated continued growth of the University, balanced against previously stated ambitions for sector leadership.

The process will develop further the scope for “harnessing our academic capacity”, with careful consideration given to balancing academic need against carbon impact and how far research activities and learning and teaching are to be considered in-scope following early engagement with appropriate programme directors. Finally, associated action will be expanded to include climate adaptation and vulnerabilities.

1.2. Form a Steering Group

It is proposed that a Steering Group be set up, chaired by the Director of SRS or the Director of Corporate Services. There is an expectation for senior management, colleges, support functions and staff and students to be kept informed as the project develops. A University-wide Steering Group with broad membership and formal representation from the staff and student community would allow the identification of key linkages, constraints, and opportunities as the revised plan was developed.

The remit of the Steering Group would be to oversee delivery of the project and ensure quality and integration, considering a range of hard issues such as finance, infrastructure and energy systems, as well as softer issues such as change management, communications and behavioural change and drivers.

It is important to secure representatives for the Group well in advance of the proposed project start date of autumn 2014. Proposed membership would include:

- Director Corporate Services
- Director of Social Responsibility and Sustainability
- Director of Estates
- Assistant Director, Estates Operations
- Energy Systems Manager or Energy Manager
- Director of Finance or nominee
- Deputy Secretary, Strategic Planning
- Assistant Principal Learning and Development
- Senior level representation from the Colleges (College Registrars or Heads of School)
- Executive Director of ECCI
- IS Facilities Manager
- Reader in Carbon Management, School of GeoSciences and Director, Global Environment and Society Academy
- Senior Lecturer in Environment and Society, School of GeoSciences
- Head of School of Engineering, or nominee
- Head of School of Economics, or nominee
- Head of School of Law, or nominee

1.3. Proposed Work Streams

These may vary in complexity and scope and may be subject to refinement but are broadly expected to cover: scope and governance; vision and target setting; best practice, gaps and options for improvement; resources, communications and behaviour change; implementation and reporting.

- **Scope, Governance and Definitions**
 - Methodologies and formal scope of emissions considered
 - Learning and teaching inclusion? (to be confirmed)
 - Research inclusion? (to be confirmed)
 - Revised governance arrangements, roles and implications
- **Vision, Targets and Reporting**
 - Vision, objectives and blueprinting
 - Baseline and forecasts
 - Modelling and target setting
 - Systems, reporting and metrics
 - Identification of best practice in reporting
- **Identifying Best Practice and Options for Action**
 - Space and building management
 - Estate development standards
 - Energy infrastructure: city-wide, off-site, renewables, demand management and CHP
 - ICT issues
 - Transport issues including aviation
 - Procurement
- **Finance and Resourcing, Incentives, Behavioural Change**
 - Financial ratios, business cases and paybacks
 - Incentives to promote best climate practice
 - Behavioural change initiatives
 - Investment fund activities and fund raising
- **Implementation and Change Management**
 - Communications, messages and engagement
 - Key projects to deliver vision and targets

- Contribution required from functions / activities / groups of staff or students
- Sectoral leadership and commitments
- Policy engagement? (to be confirmed)

2. *Proposed Timelines*

It is desirable to have a revised plan in place (or nearing completion) prior to the expiration of the first emission target in 2015. In order to deliver on a summer 2015 timetable, it is proposed that formal review begin by autumn 2014 at the latest, with all technical work to be complete by spring 2015. The Consultation would take place in late spring or early summer and formal adoption by University Court would be scheduled for late summer or early autumn 2015.

3. *Risks and Proposed Mitigation*

Failure to deliver on its publicly declared ambitions for carbon reduction would result in significant reputational damage to the University. Such reputational damage might manifest itself as negative feedback from current and prospective students, staff concerns, concern from government policy makers and political leaders, media critiques of any retreat in previously stated ambition and potential campaigning pressure.

Governance arrangements are in place for the identification, mitigation and management of social responsibility and sustainability risks once the review is complete. Delivery of the revised CAP is to be overseen by the Sustainability and Environment Advisory Group (Operations), convened by the Director of Corporate Services and with membership at a senior level across CSG, the Colleges and Support Groups.

The Director of SRS has convened an interim Working Group to monitor current practical implementation of the Plan, which will be wound up as the proposed review progresses. Metrics and leading / lagging indicators of performance will be identified and agreed as part of the review.

Risk identified	Controls proposed
Poor process control leading to duplication, delay, lack of coordination or poor quality outputs	Light touch project management including clear briefs, active engagement with key stakeholders, clear timelines and deliverables
Lack of capacity to deliver within the SRS department	Dedicate necessary resources to the various reviews, ensure priority given to timelines and outputs, use of project management techniques, , seek assistance from colleagues in academic disciplines, stagger reviews to manage flow of work, consider consultancy support if required.
Lack of buy-in from colleagues	Ensure an engaging and active consultation process as part of the reviews. Use a variety of techniques to secure input including surveys, discussions and seminars as required. Secure agreement for a university wide steering group, with formal representation from staff and student community and involvement of senior management and academic colleagues
Lack of alignment with core strategic processes	Use experience of SEAG members to identify dependencies and related items, regular discussions with GaSP, briefing senior management groups as required
Review fails to be agreed / targets fail to be agreed	Ensure active input to avoid surprises, ensure evidence is provided to support final proposals, ongoing liaison with other key strategic planning processes, use of project management techniques to ensure relevant issues are surfaced, build detailed modelling tool to support decision making and target setting.

Recommendations

CMG is invited to:

- **note** the high profile nature of the Plan and decisions surrounding it, comment on the proposals made, and highlight other relevant strategic or operational issues to consider
- **endorse** the formation of a Climate Action Plan Steering Group as detailed in 1.2
- **approve** work streams and timelines for delivery of the Action Plan as outlined in 1.3 & 2.

Dave Gorman, Director of Social Responsibility and Sustainability, 7 May 2014

APPENDIX A:

Reviewing the Climate Action Plan – Background Briefing on the University’s Climate Commitments

4. Background

The University was a founder signatory of the Universities and Colleges Climate Commitment for Scotland. The following is an extract from the Commitment adopted by Court in December 2008:

We welcome the opportunities:

- To harness our academic talents and expand Scotland's ability – through our research capacity, knowledge exchange activity and the provision of skills, modules and courses – to create solutions to the challenges posed by climate change
- To demonstrate practical leadership in tackling climate change – by containing growing energy use and costs, protecting estates and buildings and promoting sustainability and social responsibility
- To engage our students, staff, alumni and local communities with the challenge of climate change.

Consistent with sustainable development principles, we commit our institution to:

1. Support the national Climate Change programmes, reducing our greenhouse gas emissions and implementing adaptation measures for future climate change scenarios
2. Allocate time and resources to implementing measures to reduce our overall carbon footprint and engage in the community planning process to deliver low-carbon solutions (‘mitigation’) by preparing and, within a year, publishing a five-year climate action plan with targets and time scales to achieve a significant reduction in emissions from all our activities, including:
 - energy consumption and source
 - waste reduction, recycling and responsible disposal
 - sustainable estate development
 - sustainable travel planning
 - responsible procurement of goods and services.
3. Assess the risks to the institution identified in projected climate change scenarios and ensure safeguarding measures are incorporated into our strategic planning, including each estates strategy review (‘adaptation’)
4. Work in partnership with others to implement measures to reduce emissions and engage in neighbourhood mechanisms, particularly through the community planning process
5. Collaborate within the sector and with other public and private organisations, both academically and practically, to share good practice on climate change mitigation and adaptation
6. Incorporate our work on climate change into established improvement processes and publish results on progress of our response annually, with outcomes achieved / further actions required
7. Contribute to the cooperative work, supported by relevant sector bodies, in monitoring progress and promoting best practice.

5. The Challenge

To contribute to Scotland’s ambitious climate targets, the University’s Climate Action Plan 2010-20 aimed to achieve 29% carbon savings by 2020 against a 2007 baseline, with an interim target of 20% cut by 2015. This was informed by Committee on Climate Change evidence in February 2010 to the Scottish Parliament which recognised that 29% was ambitious and necessary but achievable on a whole-Scotland basis.

The University’s Climate Action Plan is one component of the University’s fulfilment of its duties under Part 4, section 44 of the *Climate Change (Scotland) Act 2009 – Public Bodies Duties*, which places an obligation on public bodies to ask the ‘Climate Question’ and the ‘Sustainability Question’ in all major decisions.

The Scottish Funding Council expects all institutions to deliver five-year Climate Action Plans with targets and time scales to achieve a significant reduction in emissions from all activities, including sustainable estate

development; sustainable travel planning; and responsible procurement of goods and services. This includes more demanding auditing and assessment – and reporting of activities – to the SFC and other bodies.

The proposed review will address new opportunities emerging since adoption of the original CAP in 2010. It will coincide with preparatory work on the new *Estates Strategy* for which it will provide a useful forward look on emissions and sustainable estate development to meet Building Research Establishment Environmental Assessment Method (BREEAM) standards. It should take forward the University’s commitment to playing its part in tackling the challenge of climate change and demonstrating clear and credible leadership on a global stage and be broadly consistent with Scottish Government ambitions and plans as well as commitments to the Scottish Funding Council.

With the establishment of the Department for Social Responsibility and Sustainability it is timely to review the documents and processes that make up the strategic SRS package. Review of the CAP and its specific targets for emissions reductions will be part of this wider refresh of strategic documents including the *SRS Strategy 2010-20*, the place of SRS within the *University Strategic Plan 2012-16*, the *Socially Responsible Investment Policy*, and progress towards future Estates Strategy via the 2025 Vision process.

The overall aim is to further embed consideration of climate change and other social responsibility and sustainability issues in learning and teaching; research & knowledge exchange; and in the way the University supports and manages its people, services and infrastructure.

Since 2005 well over £10m has been invested in energy efficiency improvements – beyond the £12m invested in three Combined Heat and Power (CHP) energy centres. Recent activities, which have reduced emissions by nearly 2,500 tCO₂e/year, include:

- face-to-face engagement to promote behavioural change across the University community
- waste reduction and revised recycling arrangements which support a small related emissions reduction to 2020
- continued investment in travel plan measures supporting sustainable active travel and reducing the carbon footprint of the University vehicle fleet
- responsible procurement of goods and services, engaging with the supply chain to cut emissions

	Investment	CO₂e savings (t / yr)	Financial savings (per yr)
Current			
3 Combined Heat and Power (CHP) energy centres	£12m	8,500	£1.5m
Projected			
Investment in new energy efficiency technologies		1,300	£400,000
Planned energy efficiency investment		6,300	£2.6m
Energy Infrastructure Projects		10,500	£3m
Sustainable estates development and effective management of space		7,500	£2m
Combined measures for a low carbon campus by 2020	£20-45m	up to 30,000	£5-9m

Despite recent action and existing governance arrangements, there is a need to review current plans and deepen engagement with these issues across the whole institution. There has been a perception that action has been largely initiated by colleagues within Estates and Buildings. In addition to the University's declared ambition to demonstrate sector-wide leadership in these matters, there has also been an increasing desire from students for these issues to be effectively addressed.

Further consideration should be given to broadening the range of functions and staff involved in climate mitigation, enhancing awareness of and support for climate action amongst staff, students and alumni, and embedding these issues in staff inductions and learning and teaching programmes.

The annual 3% reduction of carbon dioxide equivalent greenhouse gas emissions (CO₂e) required to deliver the target 29% reduction to 2020 has proven very challenging in the light of continued growth in the size and operations of the University. It is clear that further and deeper action will be required to deliver to the level of declared ambition.

There is a need to significantly increase funds allocated to carbon reduction measures –which could be ultimately self-funding, widen the range of functions and activities included in climate mitigation decision making, and to better align both the proposals arising from climate mitigation with the core processes of the University. Equally it is important to ensure that the carbon consequences of decisions are identified and considered prior to investments being made.

Plans for future stretching targets must complement and be consistent with future ambitions for development and growth. The University has committed to a fundamental review of the CAP commencing by autumn 2014 with the agreement of a new Plan by summer 2015.

6. *The wider context*

The International Energy Agency anticipates a significant rise in energy prices due to a combination of oil, gas and coal depletion and to fiscal measures in coming years. The cost of providing comfortable, effective space for teaching, research and student accommodation – and for study and business travel and other carbon intensive activities – will increase unless UoE invests in technologies and techniques to cut emissions.

Without very significant action, energy bills alone are expected to double in real terms by 2020. The Department of Energy and Climate Change has set up a mandatory Carbon Reduction Commitment Energy Efficiency Scheme (CRC) for large public and private sector organisations, collectively responsible for around 10% of the UK's emissions. The CRC works as a tax on carbon emissions, and UoE's annual bill is already nearly £1m. There are therefore sound business reasons to explore climate action in addition to benefits of being seen to show leadership. Reducing its per capita energy consumption, UoE could expect to make some tangible savings.

With public spending - and University revenue – potentially constrained for the foreseeable future, these costs could only be met by making savings elsewhere. However, if UoE succeeds in reducing its energy demand – and carbon footprint – it will demonstrate leadership, minimise the impact of rising energy costs on the work and life of the University, and promote sustainable development.

Due to significant increase in academic activity associated with organic growth, the construction of new research laboratories, and merger with three other bodies, UoE has not seen a reduction in its formal absolute greenhouse gas emissions; although in terms of relative emissions the key performance indicator does show a small percentage improvement.

Turnover has increased over four years by 16% and if an indicator of emissions versus turnover is used then relative savings are being achieved. For example, emissions fell from £138 (tCO₂e/£million) in 2007-8 to £128 in 2012-13. On the basis of relative emissions, and with the adjustment for floor area, a 3% annual reduction to 2020 does look achievable. Proposed future emission targets must be well evidenced, based on sound data and projections, and should be complementary to, and consistent with, other key drivers of university activity and strategic plans.

Achieving these targets rests not only on technical measures but also on using other assets – people, space and academic capacity more effectively. Successful delivery rests on positive engagement of the University community, and its academic capacity will be required to help identify opportunities and develop plans for further action. In order to raise awareness of climate change issues and secure buy-in for the proposed way ahead from key audiences including students, operational and academic staff, it is proposed that a

consultative and active 'living laboratory' approach be taken to the evaluation and introduction of new technologies and new ways of working.

By signing the Universities & Colleges Climate Commitment for Scotland, UoE committed to harness its academic talents and expand Scotland's ability – through research capacity, knowledge exchange activity and the provision of skills, modules and courses – to create solutions to the challenges posed by climate change.

Views will be sought on the best means to engage the academic community in applying their skill set to the issues and solutions appropriate to the revised Climate Action Plan and specific provision will be made to progress this involvement. For example, input is currently being sought from Masters students on a review of business aviation issues; benchmarking climate plan practice from around the world; and production of a carbon model tool to support forecasting and inform target setting.

21 May 2014



Health and Safety Quarterly Report (January – March 2014)

Brief description of the paper

This paper presents information on accidents/incidents which have occurred during the quarterly period January – March 2014 and includes the Report from the meeting of the University Health and Safety Committee, held on 8 April 2014.

5 incidents which were Reportable to the Enforcing Authorities are summarised. All 5 incidents were Reportable because a member of the public (postgraduate / undergraduate student or visitor) attended hospital for assessment and /or treatment.

Developments and issues covered in the Report from Health and Safety Committee include: (1) Travel Website, (2) Review of the University Health and Safety Policy, (3) Review of Occupational Health provision, (4) E-Cigarettes, (5) Accident, Disease and Incident Survey Report 2012/13, (6) Occupational Health Unit Annual Report 2012/13, (7) Report from Estates and Buildings, (8) Corporate Health and Safety Department Annual Plan 2013/14, (9) IOSH Training Courses, (10) Biological Laboratories Containment Level 3 HSE Visits and (11) HSE Occupational Asthma Visit.

Action requested

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

Resource implications

Does the paper have resource implications? Yes. The section of the Paper on HSE interventions does have resource implications, though it is not as yet possible to quantify these. Resource implications relating to Fee For Intervention (FFI) will be relevant to the central administration of the University and to individual Colleges/Schools.

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?
- No particular equality and diversity implications attached to the above.

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the effective conduct of public affairs.

For how long must the paper be withheld? Until further notice – FFI is under review and significant changes would influence the issues noted.

Originator of the paper

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

To be presented by

Vice-Principal Mr N Paul

The University of Edinburgh

Central Management Group

21 May 2014

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Management Accounts to 30 April 2014

Brief description of the paper

The paper briefs Central Management Group on the University Management Accounts to the 30th April 2014.

Action requested

The paper is for information.

Resource implications

None.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None.

Any other relevant information

None.

Originators of the paper

Lorna McLoughlin
Senior Management Accountant
14 May 2014

Freedom of information

Can this paper be included in open business? No

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

The paper should be withheld until after the publication of the University's Annual Accounts for 2013/14 (i.e. 31 December 2014)

To be presented by:

Phil McNaull
Director of Finance

The University of Edinburgh

Central Management Group

21 May 2014

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University Group Quarter 3 Management Accounts Forecast

Brief description of the paper

The University Group's Quarter 3 Management Accounts Forecast for 2013-14, including subsidiary companies.

Action requested

The paper is for information and discussion.

Resource implications

As indicated in the paper.

Risk assessment

The continuing financial health of the University.

Equality and diversity

None.

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 after the Statutory Accounts are signed in December 2014.

Any other relevant information

None.

Originator of the paper

Lorna McLoughlin
Senior Management Accountant

To be presented by

Phil McNaull, Director of Finance

21 May 2014

Fee Proposals

Brief description of the paper

This paper invites CMG to endorse the following fee proposals.

Action requested

For information and endorse the items in section 1.

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
May 2014