



THE UNIVERSITY of EDINBURGH

Central Management Group
Raeburn Room, Old College
Wednesday, 20 August 2014, 10am

AGENDA

1 Minute **A**
To approve the minute of the previous meeting held on 26 June 2014.

2 Matters Arising **Verbal**
To raise matters arising.

SUBSTANTIVE ITEMS

3 Planning Round Timetable **B**
To approve and consider the timetable by Deputy Secretary, Strategic Planning.

4 NSS results **C**
To consider and update by Vice-Principal Professor Rigby.

5 Unconscious bias **D**
To approve and consider a paper by Vice-Principal Professor Norman.

6 Festival Engagement Report **E**
To note and consider the report by Senior Vice-Principal Bownes.

7 Update on Health & Safety Executive Interventions **F**
To approve and consider the update by the Director of Corporate Services.

8 Student Evacuations **G**
To consider an update by the Deputy Secretary, Strategic Planning.

9 Ebola Virus Disease Update: Monitoring Processes **G1**
To consider an update by the Director of Corporate Services

ROUTINE ITEMS

10 Principal's Communications **Verbal**
To receive an update by the Principal.

11 Value for Money Report **H**
To consider the report by the Finance Director.

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

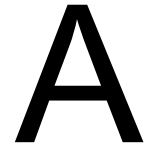
- 12 Management Accounts** I
To note an update by the Finance Director.
- 13 Any Other Business** Verbal
To consider any other matters.

ITEMS FOR FORMAL APPROVAL/NOTING (Please note these items are not normally discussed.)

- 14 Principal's Strategy Group** J
To note.
- 15 Fee Proposals** K
To approve.
- 16 Date of next meeting**
Wednesday, 8 October 2014 at 10 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



Thursday, 26 June 2014

MINUTE

- Present: The Principal
Senior Vice-Principal Professor M Bownes
Vice-Principal Professor S Hillier
Vice-Principal Professor C Jeffrey
Vice-Principal Professor J Norman
Vice-Principal Mr N A L Paul
Vice-Principal Dr S Rigby
Vice-Principal Professor J Seckl
University Secretary Ms S Smith
Mr H Edmiston
- In attendance: Dr I Conn
Ms A Edgar (for Item 8)
Mr F Gribben on behalf of Vice-Principal Professor Miell
Ms S Gupta
Mr G Jebb
Mr D Kyles (for Item 13)
Mr B MacGregor on behalf of Vice-Principal Professor Haywood
Mr P McNaull
Assistant Principal Professor A Trew on behalf of Vice-Principal
Professor Yellowlees
Dr D Cook
- Apologies: Vice-Principal Professor C Breward
Vice-Principal Professor J Haywood
Vice-Principal Professor D Hounsell
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor L Yellowlees
Ms L Chalmers
Mrs T Slaven
Mr D Waddell

1 MINUTE OF THE MEETING HELD ON 21 MAY 2014

Paper A

The Minute of the meeting held on 21 May 2014 was approved as a correct record.

2 PRINCIPAL'S BUSINESS

2.1 Principal's Communications

The Principal reported on the following: the University's Communications and Marketing team winning the Outstanding Marketing/Communications Team title in the Times Higher Education Leadership and Management Awards 2014; Queens's Birthday Honours for Professor Tom Devine Knighthood, Professor Walter Nimmo CBE, Professor Aziz Sheikh OBE and Dr Anne Richards CVO; the award of the

Royal Geographical Society's Founder's Medal to Professor Geoffrey Boulton; the outcome of the bid to run the National Physical Laboratory; progress on further strategic alignment with SRUC; the position in respect of the Turing Institute; the appointment of Professor James Smith as Vice-Principal International from 1 November 2014, following Vice-Principal Hillier's intention to retire in October 2014.

2.2 Principal's Strategy Group Paper B

CMG noted this report.

FOR DISCUSSION

3 FINANCE DIRECTOR'S UPDATE (CLOSED) Paper C

The Group noted the contents of this updated and observed that the University's tax advisors would change in summer 2014 to KPMG.

4 CENTRAL MANAGEMENT GROUP – TERMS OF REFERENCE Paper D

CMG supported the Terms of Reference for the Group and the extension of the membership to cover further professional leads and one Head of School (on a rotating basis).

FOR INFORMATION/FORMAL APPROVAL

5 MANAGEMENT ACCOUNTS, 10 MONTHS TO 31 MAY 2013 (CLOSED) Paper E

The satisfactory year to date surplus was noted by the Group.

6 STRATEGIC PLAN FORECAST (CLOSED) Paper F

This paper presented the annual Strategic Plan Forecast (SPF) commentary and spreadsheet which is provided to the Scottish Funding Council. The Group noted that forecasts indicate that we will return an acceptable financial performance this year and discussed the expected growth rates.

7 TEN YEAR FORECAST – QUARTER 3 (CLOSED) Paper G

Since the Quarter 3 forecast had been produced, changes had been made to estates capital spending plans. The Group discussed matters relating to planning, effectiveness and assumptions underpinning the model. The Group commended the report.

8 REVIEW OF CHANCELLOR'S FELLOWSHIP SCHEME Paper H

This paper presented a review of the Chancellor's Fellowship Scheme, since its commencement in 2012. The Group noted that the scheme had been successful in meeting its original aims, with around £10 million being generated by fellows in research income, 789 articles published and opportunities to foster interdisciplinary research created. A report on the scheme is intended to be produced annually. The Group discussed the impact on teaching and the positive stimulus to academia.

- 9 REPORT FROM ESTATES COMMITTEE (CLOSED) Paper I**
- CMG noted the contents of this report including: £60.335 million of new spend to be added to the Group Estate Development Programme; the refurbishment of the Law School from 2015; the over-cladding of Appleton Tower; the intention for a final business plan for the ECA estate to be produced and; the next stage of the Potterow Phase 3 development.
- 10 MIGRATION MANAGEMENT GROUP UPDATE (CLOSED) Paper J**
- This important update was discussed by the Group. It was agreed that it was important for Colleges and Schools to continue work to ensure sufficient assurance on compliance issues. The Group encouraged the use of the Exceptional Talent visa route for researchers and welcomed the Tier 5 arrangements to cover Hanban sponsored teachers who work in Confucius Institutes and Classrooms in the UK.
- 11 REPORT FROM RECRUITMENT AND ADMISSIONS STRATEGY GROUP (CLOSED) Paper K**
- The Group welcomed this report of activities undertaken by the Recruitment and Admissions Strategy Group during the academic year. CMG noted the change in offer requirements for Medicine and the need to ensure compliance with the UCAS embargo.
- 12 JOINT ZHEJIANG-EDINBURGH PROGRAMME IN BIOMEDICAL SCIENCES (CLOSED) Paper L**
- Progress in achieving the proposed dual undergraduate programme in China with Zhejiang University (ZJU) was noted by CMG. The Group supported the proposal and discussed some of the risks, identifying that there may be useful lessons from ECA's collaboration with Donghau University which could be brought to bear.
- 13 INTERNAL AUDIT FOLLOW UP REVIEWS Paper M**
- The Group noted that 77% of all recommendations were reported as actioned within agreed timescales in May 2014, with 80% of high priority recommendations actioned. The Group considered appropriate levels of compliance and noted possible reporting changes.
- 14 FEE PROPOSALS (CLOSED) Paper N**
- CMG endorsed the fee proposals set out in Paper N.
- 15 ANY OTHER COMPETENT BUSINESS**
- CMG thanked Vice-Principal Nigel Paul for his contribution to the University. The Group wished him the very best for his retirement.
- A Global Academy External Advisory Board had been set up and would meet on 25 June 2014.
- The events in Toronto during Edinburgh's General Council meeting in June 2014 had gone well and been productive.
- The Group congratulated Elspeth MacArthur, former Director of Human Resources at

the University, on being awarded an OBE in the Queen's Birthday Honours.

16 DATE OF NEXT MEETING

Wednesday, 20 August at 10.00am in the Raeburn Room, Old College.



Central Management Group

20 August 2014

B

2015/16 planning round timetable

Description of paper

1. The paper sets out the rationale and timetable for the 2015/16 planning round.

Action requested

2. CMG is asked to approve the timetable.

Recommendation

3. We recommend that CMG approves the planning timetable as set out in Appendix 1.

Background

4. Over the previous two planning rounds we have moved from a process which only considered a subset¹ of the University's income and expenditure - the unrestricted budgeted income and expenditure - to a process where we consider all income and expenditure and the resulting planned overall surplus that will be reflected in the published accounts, as well as incorporating the capital budget.

5. As we have made good progress in making early offers to our UG and PGT applicants for 2014 entry we were in a position in early May better to estimate likely entrant numbers for the forthcoming academic year. This enabled us to flex the financial forecasts in May 2014 to inform the tuition fee income and planned surplus for 2014/15 before the final presentation of our planning round recommendations to FGPC and Court in June 2014.

Proposals for the 2015/16 planning timetable

6. Once again we will be asking Colleges and Support Groups to prepare rolling three year plans and to provide student number targets and financial information for the three years. We expect that the plans will be rolled forward to cover the new three year period, with fine-tuning to reflect changes in priorities or the internal/external environment and to incorporate any new information to comply with the detailed planning guidance that we intend to issue in October 2014.

7. Because of the increased familiarity with the new planning process and the benefits to Colleges and SGs of early 'in principle' decision making, we intend to bring forward the due date for the submission of draft plans to 22 December 2014 for consideration by PSG and CMG in January 2015. These meetings will also consider the known changes in the funding environment at that point (REG changes,

¹ Which excluded all restricted income and all unrestricted income (apart from tuition fee income) generated directly by Colleges and Support Groups along with the associated expenditure

constitutional etc) and the implications for plans. The triumvirate² discussions in February 2015 will take forward these discussions at College/SG level. This should allow time for Colleges and Support Groups to finalise their plans by 9 March 2015 (and allow for any additional iterative discussions) before planning recommendations are presented to PSG, CMG and PRC (successor to FGPC) in April 2015.

8. We propose to continue with the practice of asking Colleges and Support Groups to produce final plans and for GaSP to make recommendations for strategic investments to the April PRC that are contingent on flexing in May for final student intake estimates, contributions to estates projects and other potential late changes in income (possibly REG in 2015/16³) before final proposals are presented to PRC in May and Court in June for final approval.

Resource implications

9. There are no resource implications in the setting of the planning round timetable. Resource implications for the planning round will be addressed specifically in future papers.

Risk Management

10. The timetable has been constructed with due regard to the timing of known and anticipated external events and announcements and to the internal committee timetable, so we do not anticipate amendment of the University Risk Register.

Equality & Diversity

11. All colleges and Support Groups should address equality and diversity within their plans. We do not consider that a separate EIA is required at this stage in the planning process.

Next steps/implications

12. Once the planning timetable and approach is approved, GaSP will manage the 2015/16 planning round to the agreed timetable.

Consultation

13. This paper has been considered by PSG by correspondence.

Further information

14. Authors

Tracey Slaven, Deputy Secretary
Strategic Planning
Peter Phillips, Deputy Director of
Planning
13 August 2014

Presenter

Tracey Slaven
Deputy Secretary Strategic Planning

Freedom of Information

15. This paper is open.

² VP Planning, Resources and Research Policy, Deputy Secretary Strategic Planning and Finance Director

³ SFC has not yet published the date when it will announce its new REG funding formula and allocations of REG to individual institutions

Draft timetable for 2015/16 planning round

	Activity	Date	Notes
Setting of strategic priorities	Meet with Registrars to discuss all UG student number targets and PG	4 Aug	For information – meeting held as per timetable.
	Present high level planning timetable to CMG	20 Aug CMG	See above
	Agree UG student numbers and note PG year one indicative numbers	25 Aug PSG	Paper to finalise UG numbers (subject to OA discussions) and expected offer date profile; year 1 PGT; agreement of approach to widening access numbers.
	Context setting discussion paper for PSG to agree the tone for the round – opportunities, risks, balance of investments	3 Oct (Fri)PSG	Paper should present the strategic context for the planning round (Opportunities, risks, balance of investments) highlighting material areas that will be addressed later in the process such as the SFC approach to REF and the new REG results. The paper will include a PEST (or equivalent) analysis of the external environment; a summary of the Corporate Plan KPIs and progress to date; an overview of the financial profile of the three-year plan updated for 2013/14 actuals; and a summary of the current Estates strategy and key projects. Planning guidance (see below) should fall out of this paper
	Context setting discussion paper for CMG to agree the tone for the round – opportunities, risks, balance of investments	8 Oct (Wed) CMG	See above – due to dates will be the same paper
	Issue planning guidance and finance templates	10 Oct	Subject to amendments indicated by PSG and/or CMG
	Individual College round tables to discuss progress to date on 2014/15 round and to highlight new areas arising for the 2015/16 round	From Oct 14	To start once planning guidance issued
	1st phase of planning	Finance to issue an updated top down financial model of the rolling three-year plan, updated with 2013/14 actual figures.	Mid-Nov
Draft plans forwarded to GaSP for analysis (to include years 2 and 3 PG numbers)		22 Dec (Fri)	
Draft plans shared across Colleges/SGs		Beginning Jan	

1st phase of planning	Draft plans and GaSP/Finance analysis of overall university position presented to PSG	16 Jan (Fri) PSG	A summary overview of the draft plans provided by GaSP with reference to the PSG context paper of 3 Oct and the Round Table discussions, along with initial advice on the political and funding environment, and the latest version of the top down financial model. Colleges/SGs will present their individual plans. PSG to provide strategic guidance for Triumvirate meetings
Review and strategic direction	Draft plans and GaSP/Finance analysis presented to CMG	20 Jan (Tues) CMG	Same paper as PSG
	Triumvirate meetings with Colleges, SGs and EUSA and EUSU	Feb	Triumvirate discussions informed by PSG/CMG discussions of 16/20 Jan and political and funding environment in their meetings with individual Colleges/SGs
Revision of plans	Draft final plans submitted to GaSP	9 March (Mon) midday	GaSP and Finance to review and highlight any o/s items for specific discussion for potential iterative discussions along with a summary overview
	Draft final plans and investments considered by PSG	3 (Fri) April PSG	Full plans presented along with a GaSP and Finance overview of how the plans together address the overall strategic priorities; recommendations for strategic investments; the estimated surplus; and an explanation of potential adjustments to be confirmed in May for intakes, estates contributions and possible SFC REG income variation from estimate. Specific sections may be included by GaSP to provide additional background information that may be of relevance to better inform decisions
Review and refinement	Draft final plans and investments recommended to CMG	14 (Tues) April	Same paper as above PSG with any minor amendments
	Investments recommended to PRC	27 April	The paper presents to PRC for approval the individual plan executive summaries; an overview of how the plans together address the overall strategic priorities; recommendations for strategic investments; the estimated surplus; and an explanation of potential adjustments to be confirmed in May for intakes, estates contributions and possible SFC REG income variation from estimate.
	Agreement of final UG/PG intakes and updating of other financial projections	May	In discussion with GaSP/VP Planning, Resources and Research Policy/Finance
	Final plans after flexing recommended to PRC	8 (Wed) Jun	Shorter paper than previous (17 April) highlighting changes from previous paper re investment proposals and final surplus.

	Final plans recommended to Court	22 (Mon) Jun	Executive summary plans plus paper similar to 27 April PRC paper adjusted for decisions on 8 Jun.
	Issue budget letters to Colleges and SGs and grant letters to EUSA and EUSU	By 30 Jun	

13 August 2014



CENTRAL MANAGEMENT GROUP

20 August 2014

Brief update on NSS and ESES results 2014

Description of paper

1. This paper describes the University of Edinburgh's performance in the National Student Survey (NSS) and in our internal Edinburgh Student Experience Survey (ESES) for 2014.

Action requested

2. CMG is asked to note the content of this paper

Recommendation

3. It is recommended that the current, extensive, plan of action with regard to NSS scores and student satisfaction is pursued for the coming academic year, with an enhanced focus on communication to students, on staff responsiveness to University guidelines and on the concentration of effort and expectations to Schools whose performance has a negative impact on the University as a whole.

Background and context

4. NSS is our externally collected metric of final year undergraduate (UG) student satisfaction, and ESES our internal guide to our pre-final year UG student experience. The NSS impacts on our performance in a variety of UK league tables and carries weight for this reason as well as for its measurement of our students' experience.

Discussion

5. Overview and summary

The experience of our undergraduate students is audited by one external survey for final year students (NSS) and one internal survey for pre-final year students (ESES), both of which are completed in Semester 2 of an academic year (mainly between mid January and late February). Results from internal surveys are released in March, those from NSS in August. This preliminary report updates CMG on our performance in these surveys for academic year 2013/14. Benchmark data is not available at the date of writing of this paper.

6. In brief, our results are broadly positive, and show significant improvements that appear linked to our focus on employability and student support, but with too little upward shift on the two key metrics of overall satisfaction and assessment/feedback to offer a prospect of moving up UK rankings this year.

7. Comparison of internal and external survey data

Our response rate for NSS was up 4% on last year, from 69% to 73%. Response rates for ESES are much lower, at 24%. There is generally a good correlation between the two surveys, although two points emerge clearly from a comparison of the data. The first is that, in general, our students rate us more harshly in ESES, and secondly, that this is not the case for Assessment and Feedback, where our ESES score is 62% and our NSS score is 55%. It seems likely that this represents

our having had more traction in being seen to be improving on this metric amongst non-final year students (Figure 1).

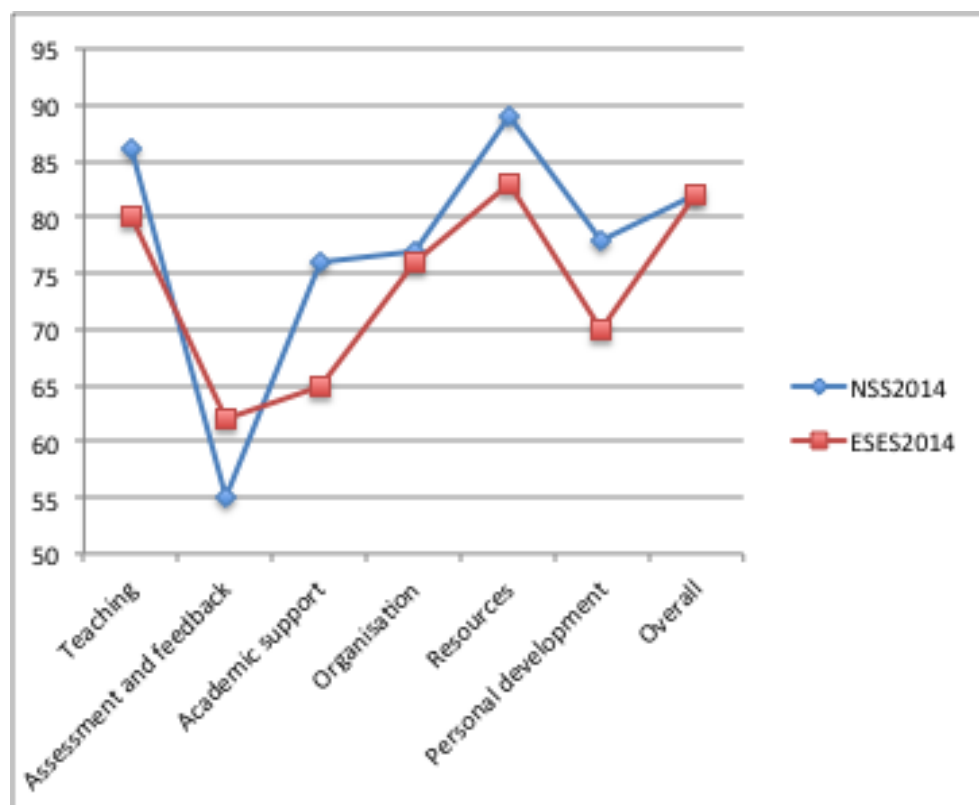


Figure 1. Comparison of performance between ESES and NSS in 2014.

8. Results as University level by theme

Six main themes are explored in NSS and ESES, and our results in each are shown in the table below. In addition, students choose a level of overall satisfaction, which is not an aggregate of any other scores, but which external research suggests is strongly correlated to perceived quality of teaching and organisation of courses. All but one of our primary themes increased their score in 2014 compared to 2013.

Primary theme	NSS	ESES
Overall satisfaction	Constant at 82% after three previous years of decline. (Actually, we improved our score this year by 0.97%, but went from 81.5% to 82.47%, hence no shift in the rounded score).	82%, unchanged from 2013.
Teaching on my course	86%, up 1% compared to 2013.	Up 3% to 80%.
Assessment and feedback	55%, up 1% from 2013. This is a disappointing result, but it should be born in mind that these students had experienced our enhanced systems for assessment and feedback for only one semester out of	62%, up 2% from 2013 (and up 3-5 % for individual questions around the theme). We have clear evidence that a significant number of students choose the

	(generally) seven semesters of study.	median score for this category, which is rare for other themes and offers the possibility that we have a lot of 'swing voters' in the population.
Academic support	76%, up 4% from 2013. This increase in satisfaction may derive from our introduction of Personal Tutors in 2013 and the impact of the Student Experience Project.	Up 1% to 65%.
Organisation and management	Down 1% to 77%.	Steady at 76%.
Learning Resources	Up 2% to 89%. Our extensive investment in the Library and upgrades to Learn may be behind this improvement.	Up 3% to 83%.
Personal Development	Up 2% to 78%. This theme shows an improvement in every School across the University and seems likely to be linked to our extensive work around employability and the Edinburgh Award, which is now three years old.	Up 1% to 70%.

9. Results by School

As usual, data at School level for both ESES and NSS shows wide fluctuations from one year to another. We are currently devising ways to smooth these data so as to get a more consistent sense of directional changes. However, Figure 2 shows the relative impact on overall satisfaction of each teaching School, and highlights the significant effect that a large School can have on our overall scores.

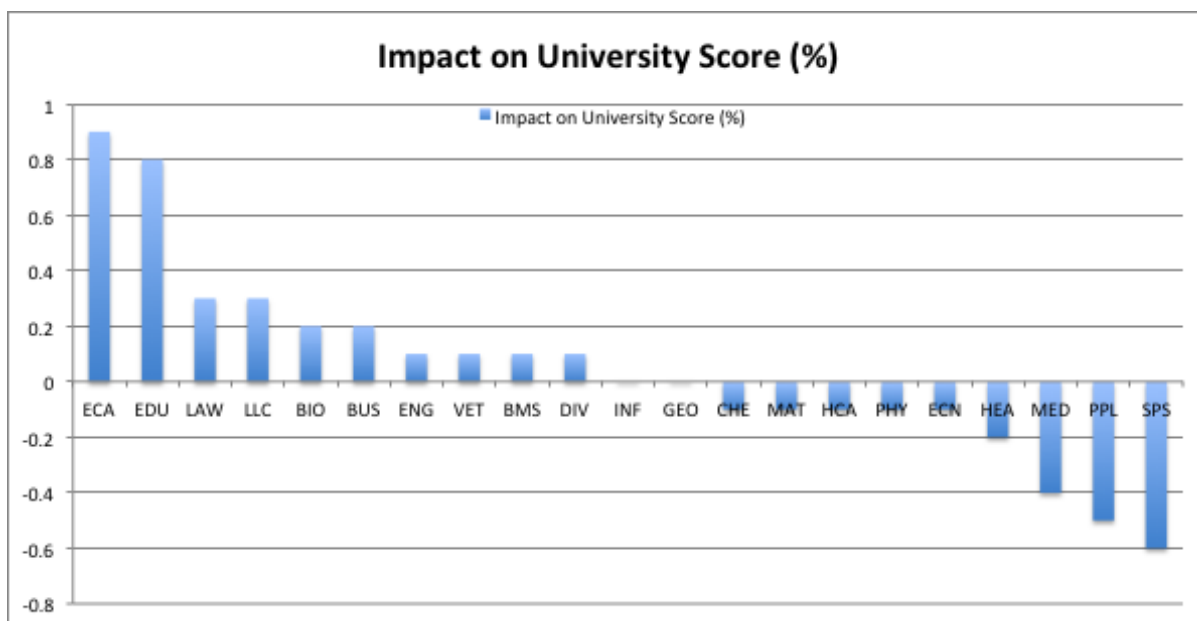


Figure 2. Impact of individual School scores on University rating for overall satisfaction

10. By focussing effort and support on the four most negatively impactful Schools, we should be able to effect significant uplifts to our scores for the future.

Resource implications

11. Significant resource is already allocated to improving student satisfaction and to improving our NSS outcomes. It appears to be working, that is having an effect on NSS, albeit slowly. Although the data are too sparse to be clear, it appears that there is a lag time of two to three years between the beginning of significant investment of time and effort and an observed result in NSS. Learning resources, Academic Support, and Personal Development scores could be interpreted in this way, though this is inference only. Indications are that we should continue with our current endeavours and that ongoing investment in assessment and feedback and in our curriculum overall will be seen over time within NSS.

Risk Management

12. No change is required to the University risk register.

Equality & Diversity

13. Work is ongoing to interrogate these results with an equality and diversity approach, but the overall data as presented here require no adjustments.

Next steps/implications

14. Work will continue on our major strands of student experience and NSS improvement, with a focus on communication of our achievements to all students (our swing voters) and an additional emphasis on support for our four most negatively impactful Schools or teaching units.

Consultation

15. This paper is based on work by Governance and Strategic Planning and our Surveys Unit but has not been approved by any other committee and represents the views and analysis of the VP Learning and Teaching only.

Further information

16. Author

Vice Principal Professor Sue Rigby
13 August 2014

Presenter

Vice Principal Professor Sue Rigby

Freedom of Information

17. This paper is open.



CENTRAL MANAGEMENT GROUP

20 August 2014

D

**Reduction in Unconscious Bias
Proposal for training and evaluation**

Description of paper

1. The purpose of this paper is to describe plans for Unconscious Bias (UB) training for senior University staff, and to outline plans to determine the impact of the training. The training is designed to help the University achieve its vision and goals in Equality and Diversity, and specifically to support an application for Silver Athena Swan Status and the Race Equality Charter Mark, both to be submitted in April 2015.

Action required

2. CMG is asked to:
- (i) consider whether Equality and Diversity training should be made mandatory for those involved in recruitment, promotion and related policy decisions;
 - (ii) approve the plans outlined for unconscious bias training and evaluation;
 - (iii) encourage senior university staff to participate.

Recommendation

3. CMG is asked to endorse the proposal and encourage senior University staff to participate.

Background and context

4. As a world-leading centre of excellence, the University is committed to embedding Equality and Diversity throughout its activities. This is reflected in the 2012 – 2016 strategic plan with (i) an increase in the proportion of female academic staff appointed and promoted and (ii) the achievement of the institutional Athena SWAN Silver award being key targets in the plan. The University has also joined the pilot evaluation of the Race Equality Charter Mark.

5. Increasing evidence suggests that “Unconscious Bias” (UB) by those in positions of power (e.g., with the ability to hire and promote staff) is a major contributor to gender and race inequality. UB can be defined as the possession of involuntary attitudes or stereotypes that affect our understanding, actions, and decisions in an automatic and/or unconscious manner. UB can be measured using a combination of explicit and implicit measures, qualitative data, and behavioural data. Studies show the majority of people display some UB. UB training aims to make people aware of their UB and to minimise the adverse effects of UB on decision-making (e.g., during recruitment). Members of the Academic Strategy Group (senior University staff) have already been introduced to the concept of UB and how it can impact on decision-making in recruitment and promotions.

6. We propose that:

- a) Equality and diversity training is made mandatory for individuals involved in recruitment, promotion and related policy decisions.

- b) Face to face UB training is extended to cover both top management and the next level of staff (this includes senior management teams in schools and support group units).
- c) The effect of face to face UB training in Edinburgh is assessed by a combination of explicit and implicit measures, qualitative data, and behavioural data.
- d) Provision of training, evaluation of its impact and (assuming this is achieved) improvement in post-test scores is used as evidence of impact for applications for University Athena Swan Silver Award and the Race Equality Charter Mark.

Discussion

7. Equality and diversity training

Equality and Diversity training is increasingly becoming mandatory in a number of organisations for individuals involved in recruitment, promotion and related policy decisions. Examples include the NHS, University of Birmingham, University of Nottingham (School of Life Sciences) and Kings College London. Within the University, mandatory Equality and Diversity training was provided by GASP for all involved in the selection of staff for REF2014 throughout 2012. Elsewhere in the University, Equality and Diversity training is not mandatory, so that uptake is variable.

8. Effects of unconscious bias

The University's involvement in the Equality Charter Unit good practice recognition schemes (Athena Swan, Gender Equality Mark pilot and Race Equality Charter Mark pilot schemes) reinforces involvement of the whole organisation at all levels and across all protected characteristics. Many schools have Athena Swan Gold, Silver or Bronze status, and the University as a whole has an Athena Swan Bronze Award. Recent studies show that academics' UB can compromise decision making around hiring and promotion, leading to inequalities in outcomes. The House of Commons Science and Technology Committee 'Women in scientific careers' Sixth Report of Session 2013-14 recommended: *'that diversity and equality training, including unconscious bias training, should bemandatory for all members of recruitment and promotion panels for STEM jobs in HEIs; and all line managers and supervisors of staff.'*

9. In recognition of the negative consequences of UB, many UK academic institutions (e.g., UCL, Cambridge [Physics] and Manchester) and the UK Research Councils are introducing UB training.

10. Progress in Edinburgh so far

Members of the Academic Strategy Group "Tier 1 management" took part in Diversity and Excellence training led by an external provider (Simon Fanshawe) in October 2013, focusing on recruitment, promotion and the effect unconscious bias may have on the quality of these decisions.

11. Proposal for further work with Senior Staff

Following the success of the awareness raising above, we propose extending the training more broadly. This will involve additional face to face training for Tier 1 management, and provision of this extended training to a second level of senior managers "Tier 2" involved in recruitment, promotion and related policy decisions. Heads of School will be asked to identify appropriate individuals from within their

area, e.g., Heads of Institute, Directors of Research. It is anticipated that around 120 staff will be included in the Tier 2 training.

12. A four stage process is proposed consisting of two awareness raising training workshops together with preparatory evaluation and analysis steps for these two tiers, noting that tier 1 have already taken part in stage one training:

Stage One: Diversity and Excellence training provided by an external consultant.

Stage Two: Baseline online evaluation of level of unconscious bias (using a combination of explicit and implicit measures, qualitative data and behavioural data in a simple pre post design).

Stage Three: Unconscious bias training provided by an external company of chartered psychologists - Pearn Kandola. This will be a half day interactive workshop introducing tools and mechanisms to debate and challenge Unconscious Bias, based on current research and will be open to those who have attended Stage One training or the previous training provided by Simon Fanshawe.

Stage four: Evaluation –participants will be re tested (online) at 1 week post unconscious bias training.

13. *Evaluation*

Immediate impact on pre- and post-test measures. September 2014 – February 2015. The effect of training on change in implicit and explicit measures will be determined as set out in the evaluation proposal (available on the CMG wiki at: <https://www.wiki.ed.ac.uk/display/UCC/Central+Management+Group>). Participants will be informed of their own test results. The impact on aggregate test results will be made available to the University. Test results of individuals will not be revealed to anyone other than the individual concerned.

14. This evaluation involves collaboration between the University of Edinburgh and the University of Exeter. The external team has acknowledged expertise in this area, and has been engaged by the Equality Challenge Unit (ECU) to evaluate the ECU's UB training. The project will be submitted to the CHSS ethics committee for review. Individuals participating in training will be able to opt out of the evaluation if they wish.

15. Long term impact on recruitment and promotion. It is hoped that over a period of time, recruitment and promotion data will confirm the positive impact of this training for all protected characteristics.

16. Equality and Diversity training for other recruiting managers

An online module is being developed on equality and diversity over the summer. It is proposed that the online module is made mandatory for all individuals involved in recruitment, promotion and related policy decisions.

Resource implications

17. The cost of UB and funds to cost the evaluation are being sourced. Training is scheduled to start in September 2014.

Risk management

18. Given the widespread prevalence of UB, it is likely that staff at the University of Edinburgh are affected. If training in UB is not provided, UB could compromise strategic aspirations around Equality and Diversity. If evaluation is not performed, it will be some years before we will be able to determine if training has been effective.

19. If this proposal is adopted, there are few risks associated with the training itself (other than the time issues). However, if there is no change in aggregate post test scores, there is a small risk that the evaluation could provide negative publicity. Such a risk could be minimised by Edinburgh's option to conceal its identity. The authors firmly believe that this small risk will be counterbalanced by the positive publicity from embracing proper evaluation in this area.

Equality and Diversity

20. This proposal aims to improve Equality and Diversity. Previous studies have suggested that UB is evenly distributed amongst individuals with different characteristics (e.g., male / female).

Next steps

21. HR and the VP for Equality and Diversity will oversee the process if approved.

Consultation

22. This paper has been reviewed by Senior Vice Principal Professor Mary Bownes.

Further information

Further information	
23. <u>Authors</u> Jane Norman VP Equality and Diversity Helen New, Projects Officer HR Margaret Ayers, Deputy Director of HR Sheila Gupta, Director of HR	<u>Presenter</u> Professor Jane Norman VP Equality and Diversity

Freedom of information

24. This paper is open.



CENTRAL MANAGEMENT GROUP

20 August 2014

Update on Health and Safety Executive Interventions

Description of paper

1. This Paper presents an update on the Health and Safety Executive's (HSE) investigations into two cases of staff in the College of Medicine and Veterinary Medicine being diagnosed as having occupational asthma, reported to the enforcing authority as required by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

2. The paper notes the current state of play as regards enforcement action, including the University's appeal against both of the Improvement Notices which have been issued by HSE and provides some future proposals for training and health surveillance.

Action requested

3. CMG is requested to approve, in principle, to designating the training course provision, and health surveillance protocol, noted on pages 3 and 4, as mandatory for relevant staff to attend.

Recommendation

4. CMG approves, in principle, the proposals within the paper.

Paragraphs 5 – 21 have been removed as exempt from release due to FOI.

Risk Management

22. The major risk is that the University's response is not viewed by the HSE to be sufficient and failure to comply fully with the HSE intervention notice could result in further enforcement action. This falls in the area of reputation/compliance, which the University has a low risk appetite for.

Equality & Diversity

23. The equality and diversity implications associated with any changes to the Health and Safety policy and training will be considered when these are developed.

Paragraph 24 has been removed as exempt from release due to FOI.

Consultation

25. This paper has been reviewed and approved by the Director of Corporate Services.

Further information

26. Author

Alastair G. Reid
Director of Health and Safety

Presenter

Hugh Edmiston
Director of Corporate Services

31 July 2014

Freedom of Information

27. This paper is closed as its disclosure would substantially prejudice the commercial interests of any person or organisation.



CENTRAL MANAGEMENT GROUP

20 August 2014



Student Evacuation – August 2014

Description of paper

1. The paper provides outlines recent actions to evacuate University of Edinburgh students from the West Bank. It also anticipates the necessity for a single mandatory policy for the organisation of international experiences; underpinning the safety of students undertaking internships, exchanges, work experience and placements.

Action requested

2. CMG is asked to note the actions taken and to endorse the development of mandatory requirements in relation to the organisation of international experiences.

Recommendation

3. CMG is recommended to endorse the approach in anticipation of a formal policy being developed in the next month.

Background and context

4. The opportunity to Go Abroad, whether for credit or simply exposure to international cultures and experiences, adds significantly to the student experience. The Strategic Plan includes the target to create at least 800 new opportunities for our students to gain an international experience as part of their Edinburgh degree.

Discussion

5. The range and diversity of locations for international experiences is increasing. However, the security situation in many areas can quickly become volatile requiring that we are fully prepared to take appropriate and immediate action. CMG is invited to discuss the appropriate management of these risks.

6. Evacuation of Edinburgh Students from the West Bank (Operation Pluton)

Ten University of Edinburgh were successfully evacuated on Monday 4th August from the West Bank by RED 24 Security Group under the University AON Protect policy. The students were all studying at Bir Zeit University, near Ramallah, as part of their Arabic language placement within the School of Islamic Middle Eastern Studies (MSc International Relations of the Middle East with Arabic and MSc Arab World Studies).

7. The decision was taken to require our students to depart by the Emergency Group on Thursday 31st August owing to the deteriorating security environment in the local region. The Emergency Evacuation and Crisis Management Protocol was followed and colleagues from the International Office worked closely with Islamic and Middle Eastern Studies and RED 24 to organise the evacuation.

8. There are an increasing volume of our students on international experiences ranging from work experience, placements to credit bearing study programmes

organised across the University at a local level. It is therefore vitally important that we ensure that we have a standardised University wide Go Abroad Policy that will deliver improvements to the student experience, mitigate risk to the University and importantly safeguard student health and safety whilst overseas.

9. The International Office will shortly be seeking final approval for introduction of this new policy that will have mandatory requirements for staff relating to organising international experiences across the University and it will incorporate the current emergency evacuation and crisis management procedures. Training events for staff in this area will also be held across the year and coordinated by the International Office with relevant colleagues.

Resource implications

10. No additional resources are requested.

Risk Management

11. The University's risk appetite statement stresses the importance of the safety of students (as well as staff and visitors) as well the importance of supporting the student experience through the development of innovative approaches to education provided that the risks are understood and addressed.

Equality & Diversity

12. No separate assessment undertaken. Actions will support the safe operation of Go Abroad programmes.

Next steps/implications

13. International Office will lead the development of an appropriate policy and training to support implementation.

Consultation

14. The policy will be developed in consultation with Colleges and EUSA.

Further information

15. Author

Alan MacKay

Deputy Vice Principal, International

5 August 2014

Presenter

Tracey Slaven

Deputy Secretary, Strategic Planning

Freedom of Information

16. This paper is open.



CENTRAL MANAGEMENT GROUP

20 August 2014

Ebola Virus Disease Update: Monitoring Processes

Description of paper

1. This paper is intended to provide information to Central Management Group on our monitoring of the public health situation relating to the serious Ebola Virus outbreak in Africa. Recent press interest and queries to the Occupational Health Unit have indicated that drawing together the various strands of our approach would be desirable.

Action requested

2. CMG is asked to note this information, and is asked to take assurance from the fact that the University is working in liaison with the Lothian Health Public Health Team, with regard to Ebola, and all other relevant public health issues.

Recommendation

3. No action is required by CMG, unless the group wishes to make further recommendations.

Background and context

4. Ebola virus disease (formerly known as Ebola haemorrhagic fever) is a severe, often fatal illness, with a case fatality rate of up to 90%. It is one of the world's most virulent diseases. The infection is transmitted by direct contact with the blood, body fluids and tissues of infected animals or people. Severely ill patients require intensive supportive care. During an outbreak, those at higher risk of infection are health workers, family members and others in close contact with sick people and deceased patients.

5. Ebola virus disease outbreaks can devastate families and communities, but the infection can be controlled through the use of recommended protective measures in clinics and hospitals, at community gatherings, or at home.

6. The World Health Organisation (WHO) has issued a fact sheet on Ebola Virus Disease, which can be accessed at:

<http://www.who.int/mediacentre/factsheets/fs103/en/>

7. WHO's Emergency Committee has advised that:

- the Ebola outbreak in West Africa constitutes an 'extraordinary event' and a public health risk to other States;
- the possible consequences of further international spread are particularly serious in view of the virulence of the virus, the intensive community and health facility transmission patterns, and the weak health systems in the currently affected and most at-risk countries.
- a coordinated international response is deemed essential to stop and reverse the international spread of Ebola.

8. The WHO Emergency Committee therefore holds the view that the conditions for a Public Health Emergency of International Concern (PHEIC) have been met.

Discussion

9. The Director of Health and Safety, in liaison with relevant colleagues, looks to relevant public health issues, where these potentially impinge upon the University community. A good example of this in practice was the pandemic flu outbreak of 2009, where the DoH&S, in conjunction with the Director of Corporate Services, led the University's contingency planning and response, consulting with the University's Pandemic Flu Group.

10. Pandemic flu (H1N1) was, in a sense, the converse of the Ebola situation – the H1N1 influenza virus was very easy to spread person to person, but had a relatively low impact, other than on individuals with pre-existing health conditions. Ebola is much more difficult to spread (i.e. there is no airborne infection route) but has a very high impact on those who contract it, with a very high mortality rate. Another key difference is that the influenza virus mutates rapidly, showing more or less constant genetic drift, with instances of genetic shift, producing in effect "new" strains which challenge our immune systems afresh. Ebola virus is much more stable genetically, though no licensed vaccine is available as a prophylactic measure (several are being tested, as are new drug treatments).

11. In such situations, the DoH&S monitors the WHO's announcements and guidance, and assesses the likely impacts on the University. Colleagues in Occupational Health also receive guidance from one of their professional bodies (HEOPS - the Occupational Health Physicians' professional body). The DoH&S also liaises with the NHS Lothian Public Health Team (LPHT), whenever there is a public health situation which warrants that contact, and is currently in contact with the LPHT in connection with Ebola.

12. Guidance on Ebola preparedness has been issued by the Advisory Committee on Dangerous Pathogens (ACDP), the most authoritative UK source, The ACDP Ebola guidance is targeted at the NHS and healthcare professionals, who are potentially in the front line should a case(s) arise in the UK. In terms of preparedness, the main agencies which need to be ready are the UK Border Agency, the NHS and other healthcare providers.

13. Advice from the UK Government is available at:

<https://www.gov.uk/government/news/ebola-government-response>

and from Health Protection Scotland at:

<http://www.hps.scot.nhs.uk/search/default.aspx?search=ebola&Go=GO>

14. Universities UK has also issued brief guidance to Vice Chancellors, which draws attention to the WHO and ACDP guidance, and to the guidance available from Health Protection Scotland.

15. The University's International Office tracks developments using WHO and RED 24 daily reports. These are reviewed daily to enable advance planning and action in relation to staff and student travel that we coordinate. These daily reports provide information on a range of current issues overseas ranging from disease, civil emergencies and health issues to political instability. The International Office liaises with UK organisations and sector groups with regards to information relating to students from West Africa and also the Home Office/UK Visas and Immigration. At the current time there has been no action to prevent or delay students arriving in the UK from West Africa.

16. Overseas travel by International Office staff is risk assessed, and areas of concern relating to disease/public health are taken into account. Mandatory health and safety briefings are given to all exchange students, and the International Office is rolling these out for all students who wish to attend, and are travelling overseas as part of their studies. The International Office has a record of all exchange students travelling overseas for academic credit however there is no central record relating to other types of travel/work/study overseas with these being administered at school/unit level.

17. At the time of formulation of this paper, the Insurance Office, which administers travel insurance, has no record of any University staff or students travelling to high risk areas of West Africa.

18. It is the view of the DoH&S and the Contingency Group Co-ordinator (Charles Hill) that it would not be appropriate for the University to have an over-arching Ebola Plan, in the way we had one for pandemic flu, unless the situation were to change in an unpredicted way. We could provide a conduit to the WHO and other information, if that was thought to be desirable. A key consideration is that we need wherever possible to assist in keeping the information provided, and the likely response to it, proportionate and in line with guidance from the UK health authorities.

19. Drilling down a little, the College of M&VM is aware of the potential issue of students on electives in key high risk areas in Africa, and the need to act in line with the FCO's and WHO's guidance in this regard. M&VM has generally not allowed students to go to many East African countries for their elective for some considerable time, mainly due to political instability. M&VM report that no student will be permitted to go to any of the countries that have been cited as having an Ebola outbreak. Incoming undergraduate and Masters students are, however, a concern, as the College from time to time has students from the affected countries. Teaching staff concerns have already been expressed in this regard, and the College is keeping a watching brief on the situation.

20. The Contingency Group Co-ordinator has been in discussions with the Deputy Secretary Student Experience (who is responsible for Student Systems and other areas). Staff in this area are monitoring the student record systems which hold country of origin records, and there is the already ongoing liaison with UKBA and the Home Office. This monitoring should identify any students intending to travel from the identified countries to the UK.

Resource implications

21. Resource implications should be minimal, particularly if there are no personnel in high risk areas of Africa who would need to be repatriated.

Risk Management

22. The measures outlined above all serve to reduce risks relating to the University community, but it should be stressed that this is a public health issue, many aspects of which the University has no control over.

Equality & Diversity

23. Equality and diversity issues could arise, in relation to students being refused entry to the UK, or to the University, depending upon how the situation develops.

Next steps/implications

24. The Directors of Health and Safety and the International Office, Senior Managers in M&VM, and the Contingency Group Co-ordinator will continue to monitor the situation closely, and guidance will be sought from the NHS Lothian Public Health Team, as and when required.

Consultation

25. No other Committees have considered this paper.

Further information

26. Further information is available from the paper author: the Director of Health and Safety, the Director of the International Office and/or the Contingency Group Co-ordinator.

27. Author
Alastair Reid
Director of Health and Safety
Health and Safety Department
15 August 2014

Presenter
Mr Hugh Edmiston
Director of Corporate Services

Freedom of Information

28. This Paper is open in terms of FOI legislation.



Central Management Group

20 August 2014

Value for Money Report 2013-14

Description of paper

1. This paper reports on Value For Money (VFM) activity for 2013-14, covering both initiatives pursued through CMG, and more locally-focussed work.

Action requested

2. Members of CMG are asked to consider whether the content of this paper meets their needs in satisfying themselves that sound arrangements are in place to promote economy, efficiency and effectiveness in the University.

Recommendation

3. To endorse this report and transmit it to Court via Audit & Risk Committee as part of the Committee's Annual Report.

Background and context

4. In January 2006 a Value for Money Policy was agreed by the Audit Committee. On 14 October 2008, the SFC introduced its new mandatory requirements, as set out in paragraph 16 of the Financial Memorandum. These oblige institutions to (a) have a strategy for systematically reviewing management's arrangements for securing value for money, and (b) obtain, through their internal audit arrangements, a comprehensive appraisal of management's arrangements for achieving value for money. Audit Committee required that the University's policy give the prime executive responsibility for this to the Central Management Group. This paper reports on VFM activity for 2013-14, covering both initiatives pursued through CMG and more locally-focussed work over the last year, so that consideration can be given as to whether sound arrangements are in place to promote economy, efficiency and effectiveness and appropriate activity. As in previous years, the paper is compiled from submissions made in response to a request to all Colleges and Support Groups.

Discussion

5. The key initiatives identified is contained in Appendix 1 which is the penultimate draft of the paper. There may be other examples colleagues wish to identify before the paper is finalised (some of the examples will be condensed further).

Resource implications

6. The paper reports on some very significant investment to deliver VFM.

Risk Management

7. No issues were identified that may require highlighting in a risk management context.

Equality & Diversity

8. No issues were identified that may require highlighting in an equality & diversity context.

Next steps/implications

9. With CMG's endorsement, the paper will be passed to Audit Committee.

Consultation

10. The paper has been prepared on the basis of inputs from across colleges and support groups. It has been approved by the Director of Finance.

Further information

11. Author

David Montgomery
Deputy Director of Finance
3 August 2014

Presenter

Phil McNaul
Director of Finance

Freedom of Information

12. The paper may be included in Open Business.



Appendix 1

Value for Money Report 2013-14

1 Introduction

Once again, VFM activity has been reported in the last year both to the Scottish Government in response to their efficient government initiative and to Universities Scotland to support our case that institutions are continuing to do more with constrained resources in the wider context of funding for universities. As in previous years this report on VFM initiatives has been divided into the following categories:

- Specific University-wide initiatives.
- Investments to deliver long-term business enhancement and cost savings
- Estate rationalisation and other initiatives aimed at reducing utility costs and other estate-related expenditure.
- Reviews and reorganisation to deliver improved teaching, research and other support service delivery, including cost reductions.

2 Specific University-wide initiatives

The Procurement team's current assessment of overall procurement VfM savings is £12.1million, mainly from competitive tendering for non-pay spend over which the team has influence (on average 80% of spend). Collaborative procurement has increased; we now use 112 contracts in collaboration with APUC, other institutions or sectors, equating to 35% of spend¹. Key contributions from major projects/changes include:

- Residential Network - Students
- RMAS - software
- Price inflation resistance - laboratory
- Global Mobility - relocation services
- Media Buying – services
- Research (lab) equipment risk management and contract terms efficiencies

3 Investments to deliver long-term business enhancement and cost savings

Procurement	Procurement Office in the last twelve months has completed 44 EU level projects. Within the Estates area we have worked on 10 EU level projects supporting the University's strategic plan in delivering better
-------------	---

¹ The Procurement team also reports on non-cashable efficiencies. This is a provisional total as collaborative savings and some final details will be reported after the year-end and accounts analysis, in October/November.

infrastructure with E&B project leads. The department played a key role in the RMAS project which will deliver benefits to ERI and academic colleagues, in managing future grant applications.

Major capital equipment procurement (research/lab) and project support (estates) helps reduce costs. Creating a research equipment asset register aims to reduce inefficiency in grant awards, as well as benefitting future capital equipment plans and ongoing collaboration on maintenance deals.

Finance Process
Manager

The introduction of electronic workflows for payments has been rolled out within the University and from August 2014 all payments where there is no purchase order (e.g. bursaries, expenses etc) should be made electronically. 2013-14 has seen the consolidation of these workflow processes in the University, with a 250% increase in payments made via this system. Benefits include keying at source, validation of documents before being sent to Finance and electronic filing for associated paper work, elimination of re-keying in Accounts Payable and tracking of payments.

Finance team –
Lean reviews

During 2013-14, we conducted a Lean review relating to the Income team, to review and streamline payment processes during registration, and we are currently refining our document management processes across the Department, with a view to providing a central repository for financial documents.

Fixed Asset
module

The Fixed Asset module has been developed to replace manual processes. We introduced recording for equipment assets in 2012-13. We have now expanded this during 2013-14 to include the automation of buildings depreciation and deferred capital grant monthly charges and can now provide fixed asset registers for Schools. This has removed manual processing for these transactions, provided better control of assets and an audit trail for additions/amendments.

e-Authorisations

This is the key financial control database; it has now been developed to include more automation for user set up, functionality has been extended to remove some of the more manual processes and provide improved information on authorised signatories.

System improvements	We have undertaken a number of small system enhancements to improve interfaces and reconciliations performed in the Finance Department, such as: SAAS/SLC fees reconciliation, EUCLID/Finance interface improvements, and the e-Pay reconciliation. These have helped to reduce errors in handling data, eliminate some manual keying and also improve information available to assist reconciliations.
e-Financials upgrade	The upgrade of hardware introduced significant performance improvements, materially reducing processing times on key processes such as payment runs, direct debit and data entry.

4 Estates rationalisation and activities to reduce utilities costs

Across the estate, various items may be noted. Certain Schools also report estates-related items – see section 5 below.

Energy	Reduced Water costs from adopting the Scottish Procurement Water Contract continue, generating savings of 13% in 2013/14; circa £210k.
Furniture recycling	The Furniture Office was able to recycle 1,553 items of furniture over the year saving circa £189k.
Estate maintenance	Via UoE contracts/frameworks and by adopting APUC and Procurement Scotland contracts an overall saving of £2,015k was recorded during the last twelve months - APUC Collaboration contracts c£505k and UoE contracts £1,510k.
Accommodation Services: replacement of light fittings	The stairwells of all 5 tower blocks in Pollock Halls had a standard 38W 2D light fitting. In 2013/14 these have been replaced by LED lighting. The original fittings were on 24 hours per day and had high levels of energy consumption. The fittings, and also the replacement bulbs, had a short lifespan as reflected in the replacement cycles. By changing to an individually controlled LED fitting on a microwave sensor, the business will greatly reduce the energy consumption as the new LED fitting has been estimated to be on for a maximum of 17 hours per day (versus 24 hours), plus the LED fittings have very low level of utility consumption. The new LED units are maintenance free as there is no requirement to replace

lamps, and the fittings have a life span of 50,000 burning hours. The initial purchase cost of the LED fittings is £44,280 with expected life of 8 years. The cost savings are reflected in the table below.

	38 W 2D fittings - OLD	LED lightnet 10W - NEW
<u>Utility Saving</u>		
Power consumed	4.86kW/day	2.983kW/day
Cost per day £	5.15	0.18
Cost per year £	1,878	66
Cost – 15 years £	28,170	986
<u>Maintenance Saving</u>		
Replace lamps/year £	3,888	0
Replace fittings/year £	13,320	5,535
Maintenance – 15 years	258,120	83,025

In summary, over a 15 year period we anticipate saving in excess of £200k in utility and maintenance costs.

5 Initiatives to deliver improved teaching, research and other support service delivery, including cost reductions

Academic Timetabling

Over the course of the 12/13 and 13/14 academic years, a total of 14 teaching locations have been identified for realignment from the teaching estate as a result of pilot and modelling exercises. This was made possible through the Shared Academic Timetabling Project (and the software available through it) and carried out by the Timetabling team in Student Administration. These rooms will be realigned for other use thus avoiding spend on additional space to accommodate growing activities, e.g. office space for academic staff, post grads and support staff. The following rooms have been identified to be realigned so far;

- a) Darwin Building, 2 rooms total 131m²
- b) JCMB, 8 rooms total 275m²

-
- c) New College, 2 rooms total 58m²
 - d) Peter Wilson Building, 2 rooms 178m² – note this is owned by SRUC but occupied by UoE

Total space saved 642m². Subsequently costed @ £231 sqm = £148,302.

Further details of the Teaching Space Pilot Exercise carried out in 2013-14 is available at:

<https://www.wiki.ed.ac.uk/display/UCC/Central+Management+Group>

Student
Counselling
Service – Space
savings and
improving
efficiency

In response to the significant rise in referrals to the Student Counselling Service since 2011 (75% to date), the service has been looking to maximise its use of the space available for counselling sessions to be delivered. The premises in the Main Library, Weir Building and Paterson's Land are now fully utilised Monday through Friday 9am – 5pm. In order to increase capacity two steps were taken during 2013-14:

- Converting LG30 at Paterson's Land (which had been used since the merger with Moray House in 1998 as copier/store room) into a counselling room. The room was already wired for telephone and internet access, required minimum refurbishment by Estates and Buildings and was suitably equipped from existing Service resources.
- Extending opening hours at the Main library until 8.30pm. While this entailed the recruitment of additional sessional counsellors and a part time administrator, it resulted in increasing capacity through efficient use of space.

In addition the Staff Counselling Service was able to offer a Monday morning service at the Weir Building by using a suitable Careers Service room.

In view of the increase in the number of student requests for evidence for special circumstances, and the corresponding time taken for administrative and counselling staff to provide this evidence, we conducted a review of our systems, and introduced a simpler, more efficient standardised approach, saving on time and resource.

External Examiner
Project

This project, delivered in partnership by Academic Services, Information Services and Student Systems, covers processes for undergraduate and postgraduate taught external examining. The External Examiner Project, which began in

September 2013, aims to develop a revised External Examiner Policy, External Examiner Handbook, business process changes and the introduction of IT tools. The IT tools will be deployed in May 2015 and all external examiners are expected to be using the developed system in AY 15-16. The introduction of online systems to replace paper-based processes should lead to efficiencies in aspects of external examiner business processes, as well as enabling the University to make more effective use of external examiner reports than has been possible to date. These developments will facilitate effective qualitative and quantitative analysis of external examiner reports so as to inform the University's strategic direction to quality assurance. A revision to the External Examiner Policy and introduction of IT Tools will ensure that the University meets sector requirements. The review and revision of business processes throughout the lifecycle of external examiner processes ensures that the University receives the optimum output from the IT tools that are delivered for the project.

The project will enable the efficient production of routine reporting metrics from the external examiner reports. The project will assist the University, Colleges and Schools to reflect and act upon issues arising from external examiner reports. The IT tools developed will facilitate the extraction of common themes from the reports. The IT tools will enable the University to disseminate good practice identified in external examiner reports which have university wide-application.

Communications and Marketing – Prospectus delivery

We have moved from a large 200-page plus Postgraduate Prospectus covering all PGT and PGR programmes, to a Concise PG Guide and 18 accompanying subject-led, School brochures, containing more detailed information on School-specific taught programmes and research opportunities, facilities, communities and employability. The new publications have produced some cost savings in terms of print, which allows us to produce more prospectuses for the same cost. We believe we are also delivering savings in distribution costs for the IO and SRA, who send materials to events and offices around the world. Our initial analysis indicates that we are delivering more prospectuses at the same cost as last year and will be able to quantify the consequent efficiency saving in due course.

Student Recruitment and Admissions –

This will enable efficiencies in postgraduate and visiting admissions processes across the University, and deliver an improved applicant experience.

Procurement

Procurement Office have assisted academic and professional services colleagues in a variety of ways, including:

- We delivered was the introduction of the ***Global Mobility Relocation Services***, which assist overseas staff coming to the University with a managed move service, making it less stressful for them and their families moving to Scotland.
- We are currently working on the procurement of a replacement ***Library Management System***, which has a major impact to the library and students.
- Our major research and laboratory equipment procurement service has extended into College of Science & Engineering onsite presence as part of the shared (virtual) category team, adding value.
- On matters of risk and cost avoidance, suppliers have become more aware of their rights under Public Procurement Law and have been more robust in their questioning of procurement award decisions, due to sound procurement processes no challenges in 2013-2014 resulted in legal action.
- We reviewed key risks from software licence management with ISG; clearer guidance was issued. Closer working with IS project teams planning acquisitions, reviewing licence terms has added value.
- Engaging our procurement lawyer in contract documents and in negotiation of terms was welcomed.
- Improved the process and documentation and provided cross-campus training awareness sessions for direct awards (non-competitive action) under the negotiated procedures proportionate to risk.
- Procurement lawyer engagement was welcomed and able to show the benefits of getting it right.
- We are working with new Director of Estates on a review of purchasing protocol going forwards.
- Research on eProcurement efficiency now accounting for £12m of online orders saving time/money.
- Two internal audit reports noted the benefits of professional procurement services and made a few recommendations to improve working together with Finance and SRS Department which are in plan.

In terms of strategic impact, the Director of Procurement took a lead role in engaging with the Procurement Reform (Scotland) Act during its Bill stages, appearing in evidence before the Holyrood committee, and assisted Scottish Government in

drafting amendment to exclude research contracts from new obligations. The estimated efficiencies from this for the higher education sector are highly significant.

Also we provided procurement strategy, policy and professional advice to the new *Digital Health Institute* which involved multiple stakeholder and Board approval for common risk management.

Colleges

Colleges report a wide range of activities designed to improve front-line activities, and/or reduce costs.

Humanities and Social Science

Single data storage platform	The College is moving to a single data storage platform, provided by ISG. Through leveraging economies of scale, an additional 20% storage space is being provided for the same cost.
------------------------------	---

Office 365	Similarly, in 2014–15 all College staff will move to Office 365 as a single email system (from two separate systems). Students moved to this system in 2013-14. The service is provided free in the cloud by Microsoft and will lead to efficiencies in service provision and support. In addition, for no extra cost, mailbox storage will be five times greater than that currently available.
------------	--

Evasys course evaluation software	Two Schools in CHSS have participated in a pilot of new software to manage course evaluation. The aim is to roll the software out once the findings from the pilot scheme have been addressed.
-----------------------------------	--

The benefits of a standardised approach to course evaluation include: better reporting, faster feedback to students, administrative and academic time savings.

SMART and Award upload	This is a new set of tools that allows Schools to automatically upload marks, so eliminating the need for rekeying in Registry. This significantly reduces the risk of error, and means students will receive their marks far sooner. Expected time savings in School and Registry are considerable.
------------------------	--

English and foreign language	HSS allows international students to undertake a Foundation Year, as well as continue English classes throughout their undergraduate degree. In addition , the
------------------------------	--

support	Languages for All programme offers foreign language classes free to all undergraduate students. In 2013-14 over 1000 students took advantage of the Languages for All programme. Since its inception in 2011-12, over 4000 students have taken English classes offered by the Office of Lifelong Learning.
---------	--

Science & Engineering: Informatics

Accommodation	We are accommodating a significant increase in staff and student numbers (thanks to our successes in acquiring the Digital Healthcare and Data Science Innovation Centres; the Data, Parallelism and Robotics Centres for Doctoral Training and other activities) using a disproportionately small increase in space. This is achieved by increasing density of staff and students (hence improving value for money of School estates).
---------------	---

Appleton Tower	The decant from Appleton Tower involves the relocation of all Informatics teaching to Forrest Hill. This is a major University investment with which the School is aligned.
----------------	---

Science & Engineering: Chemistry

Organic Chemistry	Provision of a modernised lab network for the newly appointed Professor of Organic Chemistry allowed the school to concentrate the x-ray crystallography diffractometers (XRD) in one large lab. As part of the initiative the school invested in a recirculating water chiller for this lab thus displacing the use of 4 m ³ of mains water per day. This equates to a saving of approximately £1800 per year allowing a payback time of 3.5 years. The reallocation of the XRDs also improved the efficiency of the support service provided by these instruments. The university estates and buildings department is now embarking on a gradual provision of recirculating chillers for other instruments and laboratory equipment which rely on a mains water supply.
-------------------	--

Science & Engineering: Physics & Astronomy

School stores The Physics stores are in the process of being halved in terms of the space used, and we have had a major clear out of items that were simply being retained in the store, rather than formed part of the working store supplies. This links to the School of Biological Sciences relocation of their mechanical workshop to the freed up half of Physics stores. This clear out and rationalisation of product lines held in store have improved the efficiency of our store.

Gas Canisters The School Technical Services Manager has been doing work on reducing the number of gas canisters we have on lease. For gases not use in high volumes, it is cheaper to hand them back and then re-order in a few months' time, rather than to lease the canister all year long.

6 Conclusion

As reported last year, we continue to focus on managing strong growth in University activity, enhancing services and support particularly to students. Our constant challenge remains to invest further resources, particularly in support activities, that will deliver integrated services across Colleges and Support Groups, minimising duplication and freeing resources for teaching and research. This is necessary not only in terms of service delivery, but because the low level of annual pay awards in recent years has held down upward pressure on the University's major cost and this advantage will not continue in the longer-term.

The competitive pressure both at home and overseas to deliver value to students, research and other customers ensures that senior management focus is maintained on this important activity.

13th August 2014

CENTRAL MANAGEMENT GROUP

20 August 2014

Management Accounts to 30 June 2014

Description of the paper

1. This paper reports the University of Edinburgh management accounts as at June 2014 (Period 11 of the 2013/14 financial year), excluding subsidiary companies.

Action requested

2. CMG is asked to note the favourable surplus position of £29.2m reported at June 2014, representing some 4% of total income.

Recommendation

3. No recommended actions required.

Paragraphs 4 – 12 have been removed as exempt from release due to FOI.

Risk management

13. A risk analysis has not been undertaken. The report, however, provided monitoring information on the financial health of the University.

Equality and diversity

14. The paper has no equality or diversity implications.

Paragraph 15 has been removed as exempt from release due to FOI.

Consultation

16. This paper has been reviewed and approved by the Finance Director.

Further information

17. <u>Author</u>	<u>Presenter</u>
Lorna McLoughlin	Phil McNaul
Senior Management Accountant	Finance Director
12 August 2014	

Freedom of Information

18. The paper is closed. Its disclosure would substantially prejudice the commercial interests of the University. The paper should be withheld until after publication of the University's Annual Accounts for 2013-14 (i.e. 31 December 2014).



CENTRAL MANAGEMENT GROUP

20 August 2014

Principal's Strategy Group

Committee Name

1. Principal's Strategy Group (PSG)

Date of Meeting

2. 9 June 2014

Action Required

3. Provided for information

Key points

4. Among the items discussed were:

a) Vice-Principal Professor Rigby updated PSG on the progress of the work on the development of the Undergraduate curriculum since the Burn discussions in September 2013. PSG were very supportive of the breadth of the work, the progress that has been made and the future plans. Over the coming months academic staff and students will become increasingly involved in consultation exercises around the innovations included in the overall vision.

b) Vice-Principal Paul provided an update on the Knowledge Exchange theme from the Burn and PSG discussed the approach.

c) Development & Alumni Strategy. Ms Kirsty MacDonald, Executive Director Development and Alumni, joined the Group to introduce the strategy and invite comment. PSG agreed that the targets presented were stretching but achievable and made some further suggestions regarding the strategy.

d) PSG welcomed the work to define the terms of reference for CMG and to increase the membership. It was felt that CMG provides most value when considering proposals from across the University and has a key role to play in evaluating institutional performance.

e) The Group also agreed that the Senior Vice-Principal would be named as the official Deputy Convener of CMG.

Equality & Diversity

5. Items generally come to PSG at an early stage of development and it is anticipated that Equality & Diversity matters will be given full consideration as the initiatives take shape and become formalised.

Further information

6. Additional information can be provided by the secretary to PSG Ms Fiona Boyd or by the individuals named against the individual items above.

Author

Ms F Boyd
Principal's Office
12 June 2014

Freedom of Information

7. This paper is open.



Central Management Group

20 August 2014

Fee proposal

Description of paper

1. Fee proposal from the School of Informatics, College of Science and Engineering.

Action requested

2. CMG is asked to approve the below fee proposal.

Recommendation

3. Governance and Strategic Planning (GaSP) recommended that CMG approve the fee proposal for academic year 2014/15 with immediate effect.

Paragraphs 4 – 7 have been removed as exempt from release due to FOI.

Risk Management

8. Due consideration has been taken reviewing the financial risk in this proposal.

Equality & Diversity

9. Providing part-time provision of existing programmes provides greater opportunity for those who cannot commit to full-time education to participate in Higher Education.

Paragraph 10 has been removed as exempt from release due to FOI.

Consultation

11. The fee proposal has been prepared by the School of Informatics and reviewed by the College of Science and Engineering and GaSP.

Further information

12. Author

Emma Lyall

Governance and Strategic Planning

10 August 2014

Presenter

Vice-Principal Seckl Vice-Principal

Planning, Resources and Research

Policy

Freedom of Information

13. This paper will remain closed until the fee rates have been published as prior disclosure could prejudice the commercial interests of the organisation.