



THE UNIVERSITY of EDINBURGH

University Court
School of Literatures, Languages and Cultures,
Project Room, 50 George Square
Monday, 8 December 2014, 2.00pm

AGENDA

- 1 Minute** **A**
To approve the minute of the previous meeting held on 3 November 2014.
- 2 Matters Arising** **Verbal**
To raise any matters arising.
- 3 Principal's Communications** **B**
To receive an update by the Principal.
- 4 Vice-Principal and Assistant Principal designations** **C**
To approve a recommendation by the Principal.

SUBSTANTIVE ITEMS

- 5 SRUC Strategic Alignment** **Verbal**
To receive a verbal update by the Director of Corporate Services.
- 6 Turing Institute** **Verbal**
To receive a verbal update by the Principal.
- 7 Audit and Risk Committee Annual Report** **D**
To consider the annual assurance statement presented by the Convener of the Audit and Risk Committee.
- 8 Risk Management – post year Assurance Statement** **E**
To consider the assurance statement presented by the Director of Corporate Services.
- 9 Annual Report and Accounts for year ended 31 July 2014** **F**
To consider and approve the Annual Report and Accounts presented by Director of Finance.
- 10 Letter of Representation** **G**
To consider and approve the Letter of Representation presented by Director of Finance.

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

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|--------------------------|--|----------|
| 11 | US GAAP Annual Report and Accounts
To <u>consider and approve</u> the proposals by Director of Finance | H |
| 12 | Review of 2013/2014 Outturn versus Forecast
To <u>consider and comment</u> on paper by Director of Finance. | I |
| 13 | 2015 Draft Outcome Agreement
To <u>consider and comment</u> on paper by Deputy Secretary, Strategic Planning. | J |
| 14 | Strategic Plan: Targets and KPIs Progress Report
To <u>consider and comment</u> on paper by Deputy Secretary, Strategic Planning. | K |
| 15 | Murchison House
To <u>approve</u> the proposals presented by Director of Estates and Buildings | L |
| 16 | Annual Review 2013-2014
To <u>approve</u> the paper presented by Director of Communication, Marketing and External Affairs. | M |
| 17 | Public engagement
To <u>consider and approve</u> the proposals presented by University Secretary. | N |
| 18 | Joint Zhejiang-Edinburgh Programme in Biomedical Sciences
To <u>consider and approve</u> the proposals presented by Director of Corporate Services | O |
| 19 | Consultation on Higher Education Governance Bill
To <u>consider and update</u> by University Secretary | P |
|
ROUTINE ITEMS | | |
| 20 | EUSA President's Report
To <u>receive</u> an update by the EUSA President. | Q |
| 21 | Audit and Risk Committee Report
To <u>note</u> a report by the Audit and Risk Committee. | R |

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| 22 | Nominations Committee Report
To <u>consider and approve</u> recommendations by the Nominations Committee. | S |
| 23 | Policy and Resources Committee Report
To <u>note</u> a report by the Policy and Resources Committee. | T |
| 24 | Knowledge Strategy Committee Report
To <u>note</u> a report by the Knowledge Strategy Committee. | U |
| 25 | Remuneration Committee Report
To <u>note</u> a report by the Remuneration Committee. | V |
| 26 | Any Other Business
To <u>consider</u> any other matters by Court members. | Verbal |

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

- | | | |
|-----------|--|----------|
| 27 | CSE – Purchase of Equipment
To <u>approve</u> . | W |
| 28 | Donations and Legacies
To <u>note</u> . | X |
| 29 | Uses of the Seal
To <u>note</u> . | |
| 30 | Date of next meeting
Monday, 9 February 2015 at 2.00pm in Informatics. | |

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UNIVERSITY COURT

3 November 2014

Minute

Present: Rector (in chair)
The Principal
Ms D Davidson
Mr A Johnston
Professor A M Smyth
Dr M Aliotta
Professor J Ansell
Professor S Cooper
Dr C Phillips
Dr A Richards, Vice-Convenor
Mr D Bentley
Dr R Black
Dr C Masters
Lady S Rice
Ms A Lamb
Ms B Pegado, President, Students' Representative Council
Ms T Boardman, Vice-President Students' Representative Council

In attendance: Ms S Beattie-Smith, Rector's Assessor
Senior Vice-Principal Professor C Jeffery
Vice-Principal Professor J Seckl
Vice-Principal Professor S Rigby
Vice-Principal Professor L Yellowlees
University Secretary, Ms S Smith
Mr H Edmiston, Director of Corporate Services
Ms M Ayers, Acting Director of Human Resources
Ms L Chalmers, Director of Legal Services
Dr I Conn, Director of Communications, Marketing and External Affairs
Mr G Jebb, Director of Estates and Buildings
Mr P McNaul, Director of Finance
Mrs T Slaven, Deputy Secretary, Strategic Planning
Ms F Boyd, Head of Stakeholder Relations and Senior Executive Officer
Dr K J Novosel, Head of Court Services

Apologies: The Rt Hon D Wilson, Lord Provost of the City of Edinburgh
Sheriff Principal E Bowen
Mr P Budd
Mr L Matheson

This meeting of Court will be preceded by a presentation on Edinburgh's Clinical Research Facilities delivered by Ms Sharon Cameron, Deputy Director, Wellcome Trust Clinical Research Facility.

1 Minute **Paper A**

The Minute of the meeting held on 15 September 2014 was approved as a correct record subject to reference being made to the Rector not presiding at item 10: Rectorial Election. A revised Minute would be circulated.

2 Note of Seminar **Paper B**

The Note of the seminar held on 15 September 2014 was approved as a correct record.

3 Principal's Communications **Paper C**

Court noted the content of the Principal's Report and the additional information on: the Truing Institute; progress in developing a revised Socially Responsible Investment Policy and the establishment of a short-life working Group to explore issues around concerns expressed on investment in fossil fuels; the initiation on 6 November 2014 by UCU members of action short of a strike (boycott of assessment and marking) around potential changes to the USS pension scheme; success of recent open days; the opening of the North American Office; the Principal's visit to South Korea; the continuing improvement of the University's ranking in World league tables; major investment in scanning equipment to take forward the work on Lifelong Health and Wellbeing Initiative; and the bid for the multi-million euro project to provide effective healthcare for an ageing population.

SUBSTANTIVE ITEMS

4 Student Experience Update **Paper D**

The University's reassuring strong performance in an external survey of postgraduate taught students was noted by Court and the continuing work around enhancing the student experience. This included the discussion and focus at Senate and its Committees on the work required to improve the University's NSS results. The evident support of colleagues for the work to improve performance was welcomed and the visits to Schools across the University by the Principal and senior colleagues were endorsed by Court. The extension of the Personal Tutor scheme to include all taught students was noted and the project to provide similar support for research students. The work of the Institute for Academic Development was also noted in supporting staff and the recent IAD Insights publication.

Court recognised the increasing demands on colleagues in taking forward the various initiatives and further consideration would be given on providing support and streamlining processes. Court also recognised the importance of robust communications and informing students of the enhancements actioned as a result of the various

projects and surveys.

5 SRUC Strategic Alignment - update **Paper E**

It was noted that the current focus of discussions with SRUC continued to be around proposed governance structures and it was anticipated that the due diligence exercise would commence shortly. There had been preliminary exploration around the estate and pension issues and it was noted that SRUC was currently undertaking a review of its estates. Court noted the complex nature of SRUC and re-affirmed the importance of a robust due diligence exercise noting the potential implications on the current timetable. As previously reported the next meeting of the SRUC Court Sub-Group would be held on 12 November 2014 when an update on progress would be provided.

6 Outcome Agreement - 2015 Cycle and Draft Self-Evaluation of 2013-14 Agreement **Paper F**

Court reviewed and approved the self-evaluation of the 2013/2014 Outcome Agreement which would now be submitted to the Scottish Funding Council (SFC). The University's strong performance in the areas of research and commercialisation was particularly noted and welcomed and Court further welcomed progress on widening participation.

The timetable to take forward the development of the 2015 Outcome Agreement was noted by Court and that a draft document would be available at the next meeting of Court for consideration with the final documented submitted to the SFC at the end of February 2015. The priority areas for the 2015 cycle were also noted.

7 Draft Corporate Governance Statement **Paper G**

The draft governance statement to be included in the Annual Report and Accounts for the year ended 31 July 2014 was considered and approved subject to any further comments being received. Court noted the inclusion this year of biographical information on members of Court and that consideration was still being given to the format and possible inclusion of links to information on the University's website.

8 Edinburgh at the forefront of the genomics revolution **Paper H**

Court considered the proposal and approved capital investment to purchase this system. The robust business case was noted and that this investment would provide significant opportunities for research income, scientific discovery, and improved health and industrial collaboration.

ROUTINE ITEMS

9 EUSA President's report

Paper I

Court noted the items within the EUSA President's Report and the additional information on: the current issues around student accommodation on the south side of the city; the first Edinburgh Student Arts Festival (ESAF) taking place in February 2015; the EUSA impact report; and the Edinburgh award.

10 Audit and Risk Committee Report

Paper J

The report from the first meeting of the Audit and Risk Committee was noted. In particular, the Convener of the Committee reported on the successful recruitment process to appoint new external members to the Committee and the suspected fraud cases which were being closely monitored by the Committee and the Central Management Group to ensure that appropriate policies and procedures were in place and operating effectively.

11 Policy and Resources Committee Report

Paper K

The report from the first meeting of the Policy and Resources Committee was noted. The Convener of the Committee reported on the discussions around the BioQuarter Commercialisation Team, the approval of new HR policies and procedures and the useful information attached in appendix 1 on the analytical review summary of the University Management Accounts for the year 2013/2014. Court further approved that the University enter into a 15 year Nominations Agreement to provide student accommodation on the recommendation of the Policy and Resources Committee.

12 Nominations Committee Report

Paper L

Court noted the report and on the recommendation of the Nominations Committee approved the following:

Membership of Audit and Risk Committee

Mr Bindesh Savjani to be appointed external member with immediate effect until 2 November 2017.

Mr James Bishop to be appointed external member with effect from 1 February 2015 until 31 January 2018.

Committee of University Benefactors

The Lord Provost's term of office to be extended until he demits office from current membership of Court in 2017.

Professor Jake Ansell's term of office to be extended to 31 July 2016.

Policy and Resources Committee

Ms Doreen Davidson to be appointed with effect from 1 January 2015 until 31 July 2017.

Scrutinising Committee – Rectorial Election 2015

Dr Claire Phillips, Ms Janet Philip and Ms Briana Pegado to appointed members of the Scrutinising Committee in respect of the 2015 election.

SBS Trustees

Mr Richard Davidson to be appointed as an SBS Trustee with effect from 1 January 2015 until 31 December 2017.

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

13 Academic Report

Paper M

Court noted the report.

14 North American Office Bank Account

Paper N

Court approved the banking arrangements in respect of the North American Office.

15 Resolutions

Paper O

Court approved the following Resolutions:

Resolution No. 51/2014: Alteration of the title of the Chair of Psychiatry

Resolution No. 52/2014: Foundation of a Personal Chair of Gynaecology and Reproductive Sciences

Resolution No. 53/2014: Foundation of a Personal Chair of Astrophysics

Resolution No. 54/2014: Alteration of the title of the Personal Chair of Adaptive Learning Environments

16 Donations and Legacies

Paper P

Court noted the donations and legacies received by the Development Trust from 28 August to 17 October 2014.

17 Uses of the Seal

A record was made available of all the documents executed on behalf of the Court since its last meeting and sealed with its common seal.

18 Date of next meeting

The next meeting of Court will be held on Monday, 8 December 2014 at 2.00pm in LLC, 50 George Square.



UNIVERSITY COURT

8 December 2014

Principal's Report

Description of paper

1. The paper provides a summary of activities that the Principal and the University have been involved in since the last meeting of the University Court.

Action requested

2. Court is asked to note the information presented.

Recommendation

3. No specific action is required of Court, although members' observations, or comment, on any of the items would be welcome.

Background and context

4. A summary of recent UK and international activity undertaken by the Principal and the University, relevant news for the sector is also highlighted.

Discussion

5. University News

a) USS Changes

Court is aware of the suspension of the industrial action in the UCU dispute relating to potential changes to the Universities Superannuation Scheme. The action was suspended on the 20 November until after the Joint Negotiating Committee meeting on 15 January 2015.

We are pleased at this development and hope that this gives both parties the opportunity to reach an agreed solution in the negotiations.

b) SFC

The former Cabinet Secretary for Education and Learning, Mr Mike Russell, sent formal guidance to the Scottish Funding Council on 20 November 2014 advising that the Scottish budget for Higher Education in 2015-16 is to be reduced by £21.5m relative to the figures contained in the draft Scottish Budget Bill. This is equivalent to 2% of the Higher Education budget for the sector. The guidance also advised that in managing the reduction SFC should aim to maintain the unit of teaching resource in cash terms but that he would be keen to see a small increase in the rate of funding for research. However, the letter then specifically suggested that the Global Excellence Initiative would not be able to be renewed. SFC has some flexibility in deciding how to make the cuts. However, given the significant funding to UoE through the Global Excellence Initiative, we would expect the reduction in funds coming to the University to be between £5m and £7m. The uncertainty is exacerbated by the review of the formula for Research funding and the

potential changes in relative competitiveness that will emerge with the Research Excellence Framework (REF) results.

c) Research Excellence Framework (REF)

The 2014 REF results will be published on 18 December 2014. We will receive advance notice of the University's results on 16 December, followed by results for the whole UK on 17 December. Colleagues from Governance and Strategic Planning and the three Colleges will assess the messages emerging from them, with the aim of releasing a university level statement online on the day the results are published.

d) Medical School Restructure

The College of Medicine and Veterinary Medicine are proposing to restructure to form a single Medical School sitting alongside the Royal (Dick) School of Veterinary Studies. The three existing Medical Schools of Biomedical Sciences, Clinical Sciences and Molecular, Genetic and Population Health Sciences will come together to form a single Medical School within which three Deaneries will provide functional units for staff and student management and research activity. The new School will be led by Regius Professor John Iredale. It is believed that the new structure will enable improvement in the student experience, provide a framework for increased coherence between research themes as well as providing a visible identity for Edinburgh Medicine both internally and externally.

e) Equality Issues

The University is working hard on two major equality initiatives. The first is our submission for an institutional Athena Swan Silver award, planned for April 2015. All our eligible schools and departments now have an Athena Swan bronze or silver award, Chemistry has gold, or the equivalent Gender Equality Charter Mark for the humanities. The second is the Race Equality Charter mark - the University is one of thirty UK institutions taking part in the pilot for this scheme.

To support these applications around 80 members of our senior management have been taking part in Unconscious Bias training. Increasing evidence suggests that "Unconscious Bias" (the possession of involuntary attitudes or stereotypes that affect our understanding) by those in positions of power is a major contributor to gender and race inequality.

The three hour training sessions were led by an external consultant and have been very positively received. Additional activities include a survey of issues around race equality within the University and a video to explain the reason the University is contributing to the Race equality charter mark which can be seen at https://www.youtube.com/watch?v=SoVESi_tBRw

f) Graduations

Our winter graduations went very well and in addition to congratulating our graduands it was a pleasure to honour some relatively new friends of the University such as Dame Stella Rimington and Dame Helen Storey along with our firm friends Professor Stuart Monro and Mrs Rio Watt.

g) Old College Anniversary

I was delighted to take part in the procession to mark the 225th Anniversary of the laying of the foundation stone at Old College with colleagues from the University and Law School as well as more than 100 members of the Scottish Judiciary, the Faculty of Advocates, the Court of the Lord Lyon, Edinburgh and Lothian Sheriffs and other Edinburgh law graduates. It was a marvellous day which also signified the start of the fundraising campaign for the redevelopment of the Law School.

h) Christmas came to Old College at the very end of November when we officially celebrated the lighting of the tree during graduation week with some carol singing and mince pies.

i) Teviot Anniversary

Students and alumni were also celebrating the 125th anniversary of Teviot Row House and chose to do so with a special edition of University Challenge, Professors v Students, hosted by BBC Political Editor Brian Taylor. I am delighted to report that the students won 255-190.

j) Senior Staff Appointments

Court will be aware that interviews were held for the post of Chief Information Officer at the end of October and I am happy to confirm that we have appointed Mr Gavin McLachlan who for the past six years has worked at University College London as Deputy Divisional Director for the Information Services Division and Director of Technology and Research IT Services. We look forward to welcoming Gavin to the University in early February 2015.

Vice-Principal Haywood will be responsible for Information Services until Mr McLachlan arrives and following a break returning will return to the University on 1 March 2015 with his new remit as part-time Vice-Principal Digital Education.

k) High Level Visits and Meetings

In mid-November I was pleased to take part in the Parliamentary and Scientific Committee Reception at Buckingham Palace whilst Vice-Principal Kenway deputised for me at a reception hosted by the Prime Minister at No. 10 Downing Street to celebrate the achievements of British Science.

The University also undertook a very successful reception formally hosted by Alistair Carmichael the Secretary of State for Scotland, at Dover House in late November.

I participated in the Festival of St Andrews procession at St Giles at the end of November and was very pleased to welcome the Carlyle Circle to Heriot Row to thank those who have pledged a legacy to the University.

l) Further details of University activity, including research success can be found here:

<http://www.ed.ac.uk/news/2014>

Information relating to staff success, news and recognition can be found here:
<http://www.ed.ac.uk/news/staff>

6. International News

a) Vice-Principal International

I am very pleased to welcome Professor James Smith to the senior team who formally commenced as Vice Principal International on Monday 3 November.

b) China

I spoke at the opening ceremony of the global Confucius Institute Conference in Xiamen giving an overview of Edinburgh's involvement with the Confucius Institute network and took part in the meeting of the Governing Body.

c) Europe

I undertook a number of activities in Europe last month participating in the League of European Research Universities (LERU) conference in Milan. I also spoke at the Annual Conference of Cultural Diplomacy in Berlin to mark the anniversary of the Fall of the Berlin Wall and attended sessions of the Falling Walls Conference for young academics.

I was on a panel with the new President of the European Research Council, Jean-Pierre Bourguignon in Berlin and also attended a lecture and dinner in his honour hosted by the Royal Society of Edinburgh.

d) Korea

I spoke at the Global HR Forum on the subject of "New Paradigms for Future Universities" and on MOOCs in early November. It was a very interesting event and while in Korea I also visited Yonsei University and hosted an event with local alumni.

e) Sir John Beddington, Convener of the Global Academies Advisory Board, delivered the Enlightenment Lecture this year on "Legacies of the 20th Century and Challenges for the 21st".

f) The Global Academies collectively hosted a series of events about the Ebola crisis which we intend will launch a series of more strategic, cross-academy events and activities.

g) A new website has been launched promoting what Edinburgh can offer for those looking for Summer School opportunities which can be viewed at <http://www.summerschool.ed.ac.uk/> there is also a new video on studying in Edinburgh during the summer which can be viewed at <http://vimeo.com/107829898>

h) International high level delegations were received from:

- High Commission of Brunei Darussalam
- Princess Noura University, Saudi Arabia
- Japan Society for the Promotion of Science
- National Association of Education Administrators, China

- Mexican Ministry of Foreign Affairs

7. Higher Education Sector

a) Cabinet Reshuffle

Court members will no doubt be aware of the recent Cabinet reshuffle which brought a new Cabinet Secretary for Lifelong Learning and Education in Angela Constance MSP.

A new Cabinet Secretary for Health, Wellbeing and Sport was also appointed, Shona Robison, and Fiona Hyslop will remain in post at Culture and External Affairs.

Our local constituency MSP Marco Biagi has been appointed as Minister for Local Government and Community Empowerment.

We will of course seek to build a strong relationship with all Members of the new Cabinet and relevant Ministers.

b) Smith Commission

At the time of writing details of the Smith Commission report on the further devolution of powers to the Scottish Parliament are just coming in and we will be working closely with Universities Scotland on the implications for the sector.

Resource implications

8. There are no specific resource implications associated with the paper.

Risk Management

9. There are no specific risk implications associated with the paper although some reputational risk may be relevant to certain items.

Equality & Diversity

10. No specific Equality and Diversity issues are identified.

Next steps/implications

11. Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

Consultation

12. As the paper represents a summary of recent news no consultation has taken place.

Further information

13. Principal will take questions on any item at Court or further information can be obtained from Ms Fiona Boyd, Principal's Office.

14. Author
Principal and Vice-Chancellor
Sir Timothy O'Shea
November 2014

Presenter
Principal and Vice-Chancellor
Sir Timothy O'Shea

Freedom of Information

15. Open Paper



UNIVERSITY COURT

8 December 2014

Vice and Assistant Principals

Description of paper

1. The paper gives information about a new Vice-Principal Health Services, a new Assistant Principal Research-Led Learning and changes to the reporting structure for Vice-Principals and Assistant Principals.

Action requested

2. Court is asked to approve the request for a new Vice-Principal Health Services and Assistant Principal Research-Led Learning and note the information re Vice-Principal and Assistant Principal reporting arrangements.

Recommendation

3. Court is recommended to approve the request to establish a Vice-Principal Health Services for a period of three years until 31 December 2017 and an Assistant Principal Research-Led Learning for a period of two years from 1 August 2015.

Background and context

4. The paper is concerned with the ongoing management of the University's Vice-Principal's and seeks to clarify information re terms of office in order to ensure continuity and coverage for the University.

Discussion

5. *Vice-Principals*

Vice-Principals are responsible to the Principal for representing him internally and externally on the particular theme which has been allocated. Although executive authority and service delivery are the responsibility of the relevant budget-holders, Vice-Principals work with the professional or functional leaders in the areas relating to their 'theme' in a leadership role, bringing academic perspectives and judgments to bear where appropriate, and represent the University's position internally and externally, locally, nationally and internationally, in relation to their 'theme' as may be relevant: this includes engagement with the media. As Vice-Principal, they may also be called upon to act for the Principal or another Vice-Principal in any of the University's formal procedures or to lead or participate in formal or informal investigations or reviews; to undertake other specific responsibilities as requested or agreed by the Principal from time to time, including chairing or membership of working groups, review groups and task forces, and to represent the Principal at formal and informal functions, internally and externally, UK-wide and overseas.

6. Court will be aware that Professor Sir John Savill currently leads the College of Medicine and Veterinary Medicine sharing this role with that of Chief Executive of the Medical Research Council. Vice-Principal Savill has put in place a series of arrangements to ensure that the leadership of the College is secure. Professor John Iredale leads on certain aspects of College activity including the very important relationship the University has with NHS Lothian (NHSL). As a key partner, the University holds a stakeholder non-executive Director position on NHS Lothian's

board. This position is held by Professor Iredale who has been a non-executive Director of NHSL for 4 years.

7. NHSL is a key partner for the University and the interplay between our two organisations is absolutely essential for the delivery of a medical education particularly in the clinical years and postgraduate education. Additionally a strong relationship with NHSL is essential for the delivery of central aspects of our research mission particularly in the clinical arena. Professor Iredale plays an essential role in maintaining and fostering this link and ensuring that the relationship prospers.

8. The scope of the relationship with NHSL also covers the 120 FTE University employees who contribute to the NHS at consultant level holding Honorary contracts and spending up to 50% of their time working for the NHS. Additionally NHS staff comprise the single largest body of honorary academic post holders in the University. Professor Iredale manages this interface jointly through the Human Resource leads in our respective organisations.

9. In addition to the role of NHS lead Professor Iredale will lead the planned unified School of Medicine, brought together from the three previous components of the Medical School; School of Clinical Sciences, School of Biomedical Sciences and School of Molecular, Genetic and Population Health Sciences. In terms of turnover and staff the new School is 4.5 times the size of the next largest school within the University and crucially depends on a close and complex interaction with the NHSL to deliver both its education mission and key aspects of its research activity.

10. The leadership of the significant external facing NHSL role, combined with the enhanced internal leadership of the newly formed Medical School, leads me to recommend to Court that Professor Iredale be designated Vice-Principal Health Services for an initial period of three years from December 2014 to 31 December 2017. Professor Iredale will report to the Head of College in this role.

11. *Assistant Principals*

Assistant Principals offer support focussed in a particular area or on a specific theme and as such I propose to appoint an Assistant Principal Research-Led Learning to support Vice-Principal Rigby with her wide ranging Learning and Teaching portfolio. Professor Sarah Cunningham-Burley will take on this role when she demits as Head of School of Molecular, Genetic and Population Health Sciences at the end of July 2015. The proposed role will be at 0.4 FTE for a period of two years from 1 August 2015 until 31 July 2017 and will report via Vice-Principal Rigby.

12. Research-led learning actively encourages students to engage critically with their learning experience, by supporting them to pursue new knowledge and to develop the independence of thought, critical thinking and entrepreneurial skills and ability to handle uncertainty and new problems.

13. Within this environment the Assistant Principal Research-Led Learning will:

- Support and champion routes for Undergraduate students to PhD and professional doctorate.

- Work to increase the opportunities for students to improve their analytical and research skills, including quantitative methods, to analyse evidence and develop critical thinking and problem solving skills.
- Encouraging students to become actively involved in this aspect of their learning experience at Edinburgh and promote the opportunities and associated outcomes to others.

14. *Vice-Principal Reporting Structure*

Following discussion at Remuneration Committee, backed up by guidance from the Hay group, I have been considering reducing my direct reports which currently stand at 12.

15. Remuneration Committee has suggested that a number of 8 would be more in keeping with best practice/good governance and I have taken their recommendation forward with a new reporting structure attached as Appendix A.

16. The changes have been discussed and agreed with the Heads of College and all of those involved.

Resource implications

17. There are no specific new resource implications as costs will be met from within existing plans for both elements of this paper.

Risk Management

18. There are reputational risks if the University is not seen to be fully committed to developing its relationship with such an important partner as NHS Lothian.

Equality & Diversity

19. Full consideration of Equality and Diversity issues has been considered by those involved in these discussions including College and Central HR teams.

Next steps/implications

20. Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

Consultation

21. Consultation has taken place with the individuals involved.

Further information

22. *Author and Presenter*

Principal and Vice-Chancellor Sir Timothy O'Shea
25 November 2014

Freedom of Information

23. Open Paper.



UNIVERSITY COURT

8 December 2014

Audit and Risk Committee Annual Report

Description of paper

1. The Audit and Risk Committee's Annual Report (attached as appendix 1) provides Court with information in the key areas of risk management, value for money, internal control and corporate governance. The purpose is to provide Court with assurance in these areas as part of the process to enable Court to sign off the Annual Report and Accounts for the year ended 31 July 2014.

Action requested

2. Court is invited to consider the Report.

Recommendation

3. That the Report provides sufficient information for Court to be assured of the adequacy of the University's internal control environment during 2013/14.

Background and context

4. The Report sets out the activities of the Committee during 2013/2014 and takes account of the enhanced remit of the Committee in respect of the oversight of risk management arrangements.

Discussion

5. Detailed information is provided in the Report on the changes in membership of the Committee and the main issues covered during 2013/2014. It also provides information on issues considered by the Audit and Risk Committee since 1 August 2014 which are relevant to the signing of the 2013/2014 Accounts.

6. There are a number of separate annexes attached to the Report :

- Annex 1 - Internal Audit Annual Report (summary)
- Annex 2 – External Audit Report for year ended 31 July 2014 (summary)
- Annex 3 – Risk Management Annual Report 2013/2014 (main text)

7. As a result of consideration of these annual reports and the work of the Committee during the year, the Audit and Risk Committee is content to provide the following Statement :

'The University's internal control systems during 2013/2014 were functioning to provide reasonable assurance that the overall control environment was adequate in the University and could be relied on by the University Court.'

Resource implications

8. There are no resource implications associated with this paper. The Audit and Risk Committee is a central part of the University's governance arrangements and is comprised of voluntary members from the University Court and external professionals with relevant skills and experience.

Risk Management

9. This Report provides assurances to Court on the effectiveness of risk management arrangements during 2013/14.

Equality & Diversity

10. No major equality impacts have been identified.

Next steps/implications

11. The Report provides assurances to Court as part of the process to enable it to sign off the Annual Report and Accounts for the year ended 31 July 2014.

Consultation

12. This Report has been reviewed and approved by the Audit and Risk Committee.

Further information13. Author

Dr Katherine Novosel
Head of Court Services
November 2014

Presenter

Mr Alan Johnston, Convener of Audit and
Risk Committee

Freedom of Information

14. This paper is open.

Annual Report of the University of Edinburgh, Audit and Risk Committee to Court for the year ended 31 July 2014

1 Audit Committee Membership and Frequency of Meetings 2013/2014

Membership of the Committee for 2013/2014 was as follows:

Dr A Richards (Convener) (Co-opted member of Court)
Mr M Sinclair (External member)
Mr A Trotter (External member)
Mr P Budd (Co-opted member of Court)
Mrs E Noad (Co-opted member of Court)
Mr A Johnston (General Council Assessor on Court)

The University Secretary is Secretary to the Committee and during 2013/14 its Executive Secretary was the Senior Strategic Planner, Deborah Cook. Routinely in attendance at meetings of the Committee during 2013/2014 were: the Vice-Principal and Director of Corporate Services, the Director of Finance, the Chief Internal Auditor, the Assistant Director of Finance responsible for Financial Accounting, the University Secretary and the Executive Secretary of the Committee, representatives of the University's External Auditor's PWC and a senior representative from the University's Information Services Group. It should be noted that representatives of the previous External Auditor's KPMG attended meetings until the completion of the external audit of the 2012/13 Accounts. The Principal attended the meeting of the Audit Committee held on 22 November 2013 at which the Committee considered the Draft Reports and Financial Statements for year ended 31 July 2013 and associated reports.

The Committee membership remained the same throughout 2013/2014. However, Dr A Richards, Mr A Trotter and Mrs E Noad stepped down from the Committee at 31 July 2014, largely due to their Committee terms coming to an end. On 23 June 2014, the University Court approved the Nominations Committee's recommendations that Mr A Johnston become the Convener of the Committee until 31 July 2015 and that Mr R Black (Co-opted member of Court) and Lady S Rice (Co-opted member of Court) join the Committee from 31 July 2014. Dr K Novosel will also temporarily resume duties as Executive Secretary to the Committee during 2014/2015.

The Committee met on four occasions during the course of 2013/2014 in order to fulfil its remit. In addition a Sub-Group of the Committee met on 27 January 2014 to consider the Consolidated Financial Statements up to 31 July 2013, which were prepared in accordance with US GAAP requirements. Institutions outwith the USA receiving over \$10m in US Department of Education student loans are required to prepare financial statements under US GAAP (United States Generally Accepted Accounting Principles) to be presented to them by the 31 January 2014. The Sub-Group of the Audit Committee endorsed the financial statements and recommended their adoption to a Sub-Group of Court held on 27 January 2014.

A joint meeting was also held with the Risk Management Committee on 28 October 2013. The topics discussed included: implications of the Scottish Code of Good Higher Education Governance; both Committee's roles in the Risk Management framework, IT incidents and security risks; methods of assurance and sector developments.

As agreed during 2006/2007 all members of the Audit Committee were invited to attend private meetings with External Audit and with Internal Audit without the presence of officers of the University. These meetings held on 22 November 2013 allowed Internal and External Audit the opportunity to raise any issues of concern with members of the Audit Committee: the Committee identified the need for Internal and External Audit to continue their consideration of IT and IT security matters. The Committee also highlighted the need to ensure that adequate resources are in place to meet the demands of large projects in critical areas such as finance.

As noted at its meeting on 29 May 2014, the Audit Committee's Terms of Reference from 1 August 2014 were amended. From 2014/2015 the Audit Committee is now the Audit and Risk Committee. This is as a result of the University's approach to implementing the Scottish Code of Good Higher Education Governance. Court wished to extend the remit of the Audit and Risk Committee to include oversight of risk management arrangements. In addition, the Audit and Risk Committee has been designated as a Standing Committee of Court reporting directly to Court, with the Risk Management Committee reporting directly into it, thereby strengthening the Committee's roles and responsibilities. Where the document refers to activities during 2014/2015 Audit and Risk Committee is used, reference is made to Audit Committee for earlier activities.

2 Internal Audit

Terms of Reference and Operating Framework

In order to ensure best practice, the Audit Committee at its meeting on 29 May 2014 reviewed the Internal Audit Terms of Reference and the Internal Audit Operating Framework. The Committee fully endorsed these revised documents which were approved by Court at its meeting on 23 June 2014 on the recommendation of the Audit Committee.

Annual Report of the Internal Auditors 2013/2014

The Annual Report of the in-house Internal Audit Service is attached as annex 1 (summary). The report provides a summary of the activities of Internal Audit during 2013/2014 and findings reported as well as an assessment of the adequacy and effectiveness of the University's risk management process. This was used to help substantiate the Internal Auditors' opinion on the University's arrangements for risk management, control and governance, which is endorsed by the Audit and Risk Committee:

Based on the work carried out during 2013-2014:

- There is sufficient evidence to provide reasonable assurance that the overall control and governance arrangements are satisfactory in the University.

- There is a strategy with supporting policies in place for identifying, evaluating and managing the University's significant risks and for maintaining effective controls. A statement of appetite for risk is in place.
- The implementation of agreed audit recommendations continues to be monitored. The percentage of audit issues reported as actioned has improved from the previous year.
- Management has established satisfactory arrangements to achieve Value for Money and these arrangements are in line with the directives of the Scottish Funding Council.

Internal Audit Plans

At its meeting on 29 May 2014 the Audit Committee approved the Internal Audit Plan for 2014/2015. The Chief Internal Auditor prepared the plan in consultation with senior management, including the Principal as Chief Accountable Officer. The Plan continued to be based on the University being classified as 'risk defined'. In line with internal audit standards, 22 of the 26 assignments impact on the University's Strategic Plan, to assist in the achievement of the University's strategic objectives.

Internal Audit Performance and Resourcing (2013/2014)

The Audit Committee has instituted a formal process for appraising the performance of the Internal Audit Service and to monitor expenditure against output. The appraisal methodology was reviewed and considered to be fit for purpose.

The Committee agreed that in undertaking the 2013/2014 review it would consider information obtained from the following:

- the annual evaluation questionnaire - a process to obtain feedback from managers of activities within the University which had been the subject of internal audit; and
- a report prepared by the University Secretary, Director of Corporate Services and Director of Finance based on the guidance contained within the Committee of University Chairs (CUC) Handbook for Members of Audit Committees in Higher Education Institutions which had been published in February 2008.

At its meeting on 16 September 2014, the Committee reviewed these documents and also taking cognisance of the verbal opinion of External Audit and concluded that it remained very satisfied with the overall performance of the Internal Audit Service. The Principal, as the designated Accountable Officer, has expressed his satisfaction with the performance of the Internal Audit Service within the Annual Report and Accounts.

During 2013/2014 a new Chief Internal Auditor was appointed with effect from 2 June 2014. Members of the Audit Committee were involved in the recruitment process. Also from 1 August 2014, the in-house Internal Audit Service joined the Student and Academic Services Support Group, enhancing good governance.

3 External Audit

Appointment and Remuneration of External Auditor

On 13 May 2013, Court approved the appointment of PWC as the University's external auditor from the 2013/2014 audit for a period of three years with the option to extend the contract by a further two years.

At its meeting on 29 May 2014, the Audit Committee approved the scope and approach of the external auditors to the Audit for the year ending 31 July 2014 prepared by PWC. The Audit Committee identified that a robust approach was taken and controls were in place in respect of fraud.

The Audit Committee reported to the Court meeting on 23 June 2014 that the proposed external fee for the University, its Subsidiary Companies and Andrew Grant Bequest for the 2013/2014 external audit and the US GAAP Audit was £144,400; the Court approved this fee. The fee reflected the amounts included in the PWC tenders, together with the addition of the Deaconess House subsidiary company audit fee.

External Audit Performance (2013/2014)

The Audit Committee has instituted a formal process for appraising the performance of External Audit and agreed that a similar approach be adopted to that successfully undertaken in previous years. The Committee asked that a report be prepared by the Director of Finance and the Chief Internal Auditor based on the guidance contained within the CUC Handbook for Members of Audit Committees in Higher Education Institutions which had been published in February 2008.

At its meeting on 29 May 2014, the Audit Committee considered and endorsed the opinions in the report on the satisfactory performance of External Audit. The report focused on the former External Auditors, KPMG who carried out the Audit of the 2012/13 Annual Report and Accounts during 2013/14.

Audit Highlights Memorandum for the year ended 31 July 2014

PWC presented a Report for the year ended 31 July 2014 covering the University and Group to the Audit and Risk Committee meeting on 20 November 2014. It is anticipated that PWC will issue an unqualified audit opinion on the 2013/2014 Group and University financial statements. The Highlights Memorandum for the year ended 31 July 2014 is attached as annex 2 (summary) and will also be forwarded to the Scottish Funding Council.

4 Value for Money

A Value for Money Strategy was approved by Court in February 2006. Under this Strategy the Central Management Group requires to present to the Audit Committee/ Audit and Risk Committee on an annual basis a Report of the value for money activities undertaken by the University. The Audit and Risk Committee at its meeting

on 20 November 2014 considered the 2013/2014 Value for Money Report and based on the content of this Report is satisfied that arrangements were in place to improve and promote economy, efficiency and effectiveness within the University during 2013/2014.

The report can be accessed at the following URL:

<https://www.wiki.ed.ac.uk/display/UCC/University+Court>

5 Risk Management

The Audit and Risk Committee received and considered the Annual Report from the Risk Management Committee for the year ended 31 July 2014 including the summary of responses from Colleges and Support Groups to the annual risk management questionnaire and assurances map, providing evidence on the actions being taken to mitigate identified risks on 20 November 2014. The Report also included, at the request of the Audit and Risk Committee, a separate appendix from the Vice Principal and Chief Information Officer setting out the Information Systems Annual Assurance Report for 2013/2014. The overall view of the Risk Management Committee, confirmed by the Audit and Risk Committee was that the University had satisfactorily managed its key risks during the year ended 31 July 2014. The main Report is attached as annex 3.

The Audit Committee also provided views on possible risks for 2014/2015 at its meeting on 27 February 2014, which contributed to the 2014/2015 University Risk Register. The Audit Committee endorsed the 2014/15 University Risk Register at its 29 May 2014 meeting, alongside the University's Risk Policy and Appetite Statement. The University Court welcomed and approved the 2014/2015 University Risk Register, together with the University's Risk Policy and Appetite on 23 June 2014.

As part of the Committee's forthcoming enhanced risk oversight role, minutes from the Risk Management Committee were provided at the 27 February 2014 and 29 May 2014 Audit Committee meetings.

6 Fraud and Irregularity

During 2013/14, special investigations on unrelated potential fraud cases were instigated. Two of these were reported to the Audit Committee during 2013/14, and the other cases are on-going. The Audit Committee discussed financial safeguards and noted that the current financial safeguards and that the current control environments are robust. The Audit and Risk Committee at its meeting on 20 November 2014 received a report on the lessons learned from these Special Investigations.

The Audit and Risk Committee has not been made aware of any other serious weaknesses in internal control systems or major accounting or other control breakdowns. The Risk Management Annual Report 2013/2014 contains information within the Annual Risk Questionnaire (questions 5-7) regarding incidents within

Colleges and Support Groups and the Internal Control Questionnaire also contains assurances on fraud. External Audit will receive appropriate information.

7 Reports and Financial Statements for the year ended 31 July 2014

The Committee received the Annual Report and Accounts for the year ended 31 July 2014 at its meeting on 20 November 2014. The Committee noted the basis of the opinion of PWC on the accounts and the satisfactory nature of that opinion. The Committee concluded that the audit had been satisfactorily performed and that there were no major issues to give significant cause for concern. The Committee agreed for its part to commend the Annual Report and Accounts to the Court for adoption.

8 Internal Control Environment

Based on the results of the work of the Internal Audit Service as reported in the Internal Audit Annual Report; the External Audit's opinion on the financial statements and its Highlights Memorandum for the year ended 31 July 2014; the Risk Management Committee's Report for year ended 31 July 2014; the Central Management Group's Value for Money Report 2013/2014 and direct comments from relevant members of staff of the University, the Audit and Risk Committee considered that:

The University's internal control systems during 2013/2014 were functioning to provide reasonable assurance that the overall control environment was adequate in the University and could be relied on by the University Court.

9 Andrew Grant Bequest

The Audit and Risk Committee has agreed at the request of the corporate Trustee of the Andrew Grant Bequest to consider the Trustee's Report and Financial Statements for the year ended 31 July 2014 and associated documents for this charity and a separate Report will be prepared for the corporate Trustee.

10 Other Committee Business

Other issues considered by the Audit Committee during 2013/2014 included: implications of the Scottish Code of Good Higher Education Governance; business continuity and contingency plans; and assurances around risks in terms of the delivery of the University's Strategic Plan such as Annual Reviews.

The Audit Committee also invited a representative from the University's Information Services to attend all its meetings where there were any internal audit reports involving IT matters, particularly security issues. The Committee wished robust information and assurances on all IT matters and in order to take this matter forward the joint meeting with the Risk Management Committee held on 16 September 2014 included a presentation on IT matters. Health and Safety was also identified as an area of core business where the Audit Committee/ Audit and Risk Committee wished to gain further assurance – consequently health and safety was also discussed at the joint meeting on 16 September 2014. The Committee was concerned during

2013/2014 about the process to take forward agreed recommendations within internal audit reports and as a result information continued to be provided following each meeting of Audit Committee to the University's Central Management Group (CMG) on outstanding recommendations. This approach awareness and to initiate appropriate actions, and CMG was invited to consider higher rates of completion by the Committee.

Dr Katherine Novosel
Dr Deborah Cook
Court Services
November 2014



Internal Audit Annual Report

Contents

Our Annual Report covers:

- Internal Audit Opinion – Section A
- Internal Audit Plan & Coverage – Section B
- Risk Management – Section C
- Control – Section D
- Governance – Section E
- Value for Money – Section F
- Internal Audit Quality Assurance – Section G

A Internal Audit Opinion

1. Based on the work carried out during 2013-2014:

- There is sufficient evidence to provide reasonable assurance that the overall control and governance arrangements are satisfactory in the University.
- There is a strategy with supporting policies in place for identifying, evaluating and managing the University's significant risks and for maintaining effective controls. A statement of appetite for risk is in place.
- The implementation of agreed audit recommendations continues to be monitored. The percentage of audit issues reported as actioned has improved from the previous year.
- Management has established satisfactory arrangements to achieve VfM and these arrangements are in line with the directives of the Scottish Funding Council.

2. Our opinion is given in line with our Terms of Reference which state we will provide an opinion of the University's arrangements for risk management, control and governance.

3. It is important to note that:

- The annual opinion is based upon the work performed during the year as summarised in Appendix A;
- Internal control can provide only reasonable and not absolute assurance to management and Court regarding achievement of the University's objectives.
- Internal Audit assignments have a reasonable chance of detecting significant control weaknesses but cannot guarantee that fraud, error or non-compliance will be detected;
- It is management's responsibility to maintain effective systems of risk management, governance, internal control and for the detection of fraud, error or non-compliance;
- Internal Audit forms part of the overall system of internal control.

[Type text]

B Internal Audit Plan & Coverage

4. We have reported 33 audits as Final during the year (36 in 2012-13).

	2012-13 Plan	2013-14 Plan	Total
Audits - Final	8	25	33
Special Investigations	0	3	3
Audits - Draft	0	4	4
	<u>8</u>	<u>32</u>	<u>40</u>

5. This comprises 25 audits from the 2013-2014 Plan and 8 audits from the 2012-2013 plan. These audits are listed at Appendix A along with a summary of the main findings of each of these audit assignments.

6. In addition we have completed three special investigations during the year which addressed:

- School cash collection & income recording;
- Fraudulent supplier bank account change; and
- The appropriateness of an individual's expense claims & project management procedures associated with a research grant.

7. Two audits were postponed from the 2013-2014 Internal Audit Annual Plan. Firstly, the planned review of Research Award Impact Statements was deferred until the REF publication in December 2014 and secondly, Mobile Data arrangements will be included within a wider IT Security review in 2014-2015. The Plan was supplemented by an additional audit on School of Chemistry Stores.

8. Four audits are at draft report stage and are currently being finalised covering Student Attendance Monitoring; Student Experience Project Review; Outcome Agreement with SFC; and Research Grant Funding Calls.

9. This completes the 2013-2014 Internal Audit Plan.

C Risk Management

10. We are able to confirm that there is a strategy in place for identifying, evaluating and managing the University's significant risks. Identified risks are subject to a structured review process and are ultimately reviewed by Court. Guidance is available on how to identify and analyse risk and what the options are to mitigate risks. These observations are consistent with our assessment of the University's risk maturity as 'risk defined.'

11. We assessed the University's Risk Maturity, essentially an evaluation of the degree and extent of risk management being "embedded" through an organisation. We again concluded that risk maturity could be classified as 'risk defined' and that effective overarching risk management processes are in place for the University, Colleges and Support Groups, but not at the level of all Schools and operational areas. We are able to identify risk management policies and aspects of risk management excellence.

12. We maintain an on-going connection with the risk management process via the Chief Internal Auditor's attendance at Risk Management Committee (RMC)

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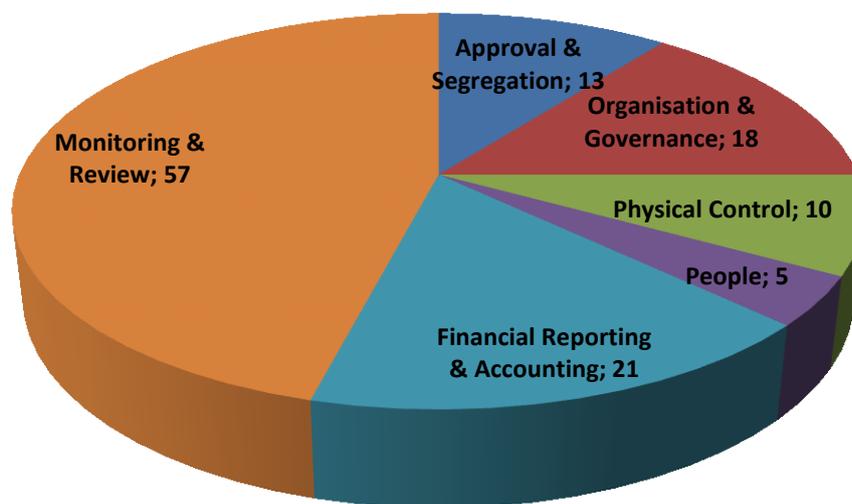
meetings and our scrutiny of all key University Committee papers. The Internal Audit planning process draws upon the University's corporate Risk Register and the Risk Registers of Colleges, Support Groups and subsidiaries.

13. Drawing on the University's risk management processes, internal audit annual planning uses risk assessment to select areas for review.

D Control

Analysis of Control Categories

14. From the 33 audits completed from the 2012-13 and 2013-14 Internal Audit Plans a total of 124 recommendations have been made of which 18 were assessed to be of High Priority. Each recommendation has been assessed into the type of control it addresses as outlined below, along with the number of recommendations in each category.



Monitoring & Review (57)
Financial Reporting & Accounting (21)
Organisation & Governance (18)
Approval & Segregation (13)
Physical Control (10)
People (5)

15. Monitoring & Review control recommendations account for 57 recommendations out of 124 in total (46%) including recommendations on management review, checklists, procedure notes, IT Codes of Conduct and template design.

16. Detailed action plans are prepared to address each recommendation and these are followed up with management at the appropriate time to assess whether the relevant actions have been taken.

Follow Up & Overdue Issues

17. Our findings from follow up reviews during the year showed 74% of agreed recommendations which were followed up were reported as having been actioned. This is an increase from the previous year (65%).

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18. As at end August 2014 there were 20 recommendations which remained overdue for completion and these are all being actively followed up.

19. The Central Management Group (CMG) now routinely receives internal audit reports noting progress in implementing agreed internal audit recommendations.

E Governance

20. To implement the new Scottish Code of Good Higher Education Governance, Court appointed a subgroup to consider the implementation of the code, including a revised committee structure. New arrangements have come into effect from 1 August 2014. This was designed to add value; avoid duplication of effort; provide clarity to aid the decision making processes; and be effective and quicker at progressing issues. The new structure now includes a combined Audit & Risk Committee.

21. In 2013-14 we considered governance matters specifically during individual reviews and also reviewed the more localised governance arrangements in the location-based audits. We also specifically reviewed governance arrangements in audits relating to academic collaborations, complaints handling and research.

22. A separate paper is presented to the University Audit Committee on the "Draft Corporate Governance Statement" giving advice to members on the Statement of Internal Control.

F Value for Money (VfM)

23. The SFC Financial Memorandum requires the institution to have a strategy for systematically reviewing management's arrangements for securing value for money, and Internal Audit is required to appraise these arrangements.

24. The University's Value for Money Strategy attributes specific responsibilities for delivering VfM. CMG is required to identify areas likely to yield significant VfM opportunities. VfM is synonymous with performance improvement and / or operational efficiencies. The Director of Finance has undertaken to provide an annual report to CMG on VfM initiatives.

25. Internal Audit has sought throughout the year to provide assurance that value for money is being promoted and achieved, and to identify any value for money opportunities in its reviews of specific activities. In addition to our appraisal of management's arrangements for securing value for money, 7 out of 33 audit assignments carried out in 2013-14 highlighted potential value for money opportunities for the University.

26. Our opinion is that management has established satisfactory arrangements to achieve VfM and that these arrangements are in line with the requirements of the Scottish Funding Council.

G Internal Audit Quality Assurance

27. A Quality Assurance Assessment exercise was conducted in 2012 and assessed the University of Edinburgh Internal Audit Service as achieving best professional practice for each of the six themes evaluated. The Audit Committee

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agreed in 2010 that a peer group assessment should be completed every 4 years.

28. The Internal Audit Service achieved recognition of IIP (Investors in People) status in 2010 and in 2013 achieved the enhanced status of Bronze Award.

29. The Internal Audit team attended the annual conference of the Council of Higher Education Internal Auditors (CHEIA) and a variety of other continuing professional development events.

30. Our team has once again played a part in the extended profession of internal auditing. We are members of CHEIA and CIIA, the leading professional body for internal auditors.

31. Following an audit Performance Questionnaires are issued to the auditee. We have received 27 responses with 95% (97% in 2012-13) assessed as either 'satisfied' or 'fully satisfied' (Appendix B).

32. Internal Audit key performance indicators (KPI's) are currently being reviewed for monitoring from 2014-15. Certain indicators are provided at Appendix C.

University of Edinburgh

Report to the Audit Committee For the year ended 31 July 2014

November 2014

PricewaterhouseCoopers LLP
141 Bothwell Street
Glasgow
G2 7EQ

The Members of the Audit Committee
University of Edinburgh
Old College
South Bridge
Edinburgh
EH8 9YL

13 November 2014

Dear Members of the Audit Committee

I am pleased to enclose our report to the Audit Committee in respect of our audit for the year ended 31 July 2014. The primary purpose of this report is to communicate the significant findings arising from our audit that we believe are relevant to those charged with governance.

The scope and proposed focus of our audit work was summarised in our audit plan, which we presented to the Audit Committee in May 2014. We have reviewed our audit plan and risk assessment on an ongoing basis to ensure it remains appropriate. The procedures we have performed in response to our assessment of significant audit risks are detailed within this report.

We have completed the majority of our audit work with regard to the University financial statements and, at this time, expect to issue an unqualified audit opinion on 8 December 2014. We have included within this report the key outstanding matters at this time, and will provide a verbal update on these matters at the meeting on 20 November 2014.

I look forward to discussing our report with you on 20 November 2014. Attending the meeting with me will be Lindsey Paterson and Denise Gallagher.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Michael Timar', with a horizontal line above the name.

Michael Timar
Partner

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Summary of our approach and findings

We are pleased to present to you the key matters arising from our audit of the University of Edinburgh ('the University') Annual Report & Accounts ('ARA') for the year ended 31 July 2014.

Scope of our audit

We have conducted our audit in accordance with the relevant requirements of the SFC Financial Memorandum mandatory requirements for Scotland's colleges and universities.

We will provide a statutory opinion on the consolidated financial statements of the University group and its subsidiaries. We will also report on compliance with the Accounts Direction and the Financial Memorandum as set out below under 'Other Reporting Matters'.

We are also required to perform a separate audit of the US GAAP consolidated financial statements of the University.

In addition, we will perform limited scope procedures in respect of the United States Department of Education's Federal Family Education Loan (FFEL) Program.

Our audit status and preliminary conclusions

We have previously described the 6 key stages of our audit process. We have substantially completed stage 5, our testing, and are now in the process of stage 6 - reaching and providing our conclusions.



Whilst some elements of the audit have taken longer than initially anticipated, we are on track to complete our work in advance of signing our audit opinion on the ARA on 8 December 2014.

The main areas of work outstanding in respect of the ARA as at the date of this report are:

- Final documentation and review of our audit work, including finalisation of testing over:
 - Research income and associated accrued/deferred revenue balances on 4 contracts
 - 5 manual journals
 - 4 bank confirmations
 - Testing of unfunded pension scheme
- Final review of ARA
- Subsequent events review

- Receipt of the letter of representation (draft included in Audit Committee papers)

Our audit work is also substantially complete in respect of the subsidiary statutory accounts.

Our work on the US GAAP audit and US loans is scheduled to commence in December. This work is expected to be completed in January 2015 and does not affect our completion of the ARA audit.

Based on the work completed to date and the nature of the work outstanding, we anticipate issuing an unqualified audit opinion on the University of Edinburgh 2013/2014 ARA on 8 December 2014. At this time there are no unadjusted misstatements. We will provide an update on matters arising from the work that we are finalising to the Audit Committee on 20 November 2014. A small number of adjustments have been recorded during the audit as a result of matters identified by us. These are discussed in this report.

Materiality

We revised our materiality levels based on the final 31 July 2014 numbers;

- Overall materiality - £7.5m (05/2014 AC Report: £7.0m). This is the amount that we used in assessing the overall impact on the financial statements of any potential adjustments and in reaching our audit opinion and is based on 1% of Total Expenses.
- Performance materiality - £5.6m (05/2014 AC Report: £5.3m). We used this to plan the amount of work we performed – for example in determining sample sizes, and is calculated as 75% of overall materiality.
- De-minimis posting level - £0.37m (05/2014 AC Report: £0.35m). Under ISA 450 (UK&I), we are required to report to the Audit Committee on all unadjusted misstatements in excess of a ‘de-minimis’ level or ‘clearly trivial’ amount. This is calculated as 5% of overall materiality.

Significant and elevated risks

Our final assessment of the significant and elevated risks which we considered to be the key focus areas for the 2014 audit is as follows:

Risks (Significant/Elevated)	Nature of key risk		
	Fraud	Error	Judgement
S Revenue recognition	✓	✓	✓
S Management override of controls	✓		
E Heritage assets		✓	✓
E University pension liability			✓

Since presenting our Audit Plan, we have reduced our assessment of the risk of fraud in Other Income to normal as a result of developing a better understanding of this financial statement line item. This was discussed and agreed with the Finance Director as an appropriate conclusion.

Summary of our audit process

As we reported previously, the distributed nature of the key business processes and controls within each of the individual schools and departments means that many of the key controls cannot be tested centrally making a ‘controls based’ approach to the external audit highly inefficient. As a result, whilst we have gained an understanding of the control environment relevant to the financial statements audit, a primarily ‘substantive’ audit approach has been adopted. This means that the majority of our audit evidence comes from ‘detailed’ testing to source documentation rather than testing and reliance on the effective operation of controls.

Having said that, we have identified specific control recommendations during our year end substantive audit. We have highlighted the key themes within this report and on completion of our work we will present a detailed ‘management letter’ for response, and the final version will be presented to the Audit Committee at the next meeting in January 2015.

In overview, we believe the audit process has gone well– we have utilised a PwC database ‘Client Connect’ to share and manage the information flow, and the teams have worked well together. We will hold a formal debrief in due course, but we have already identified some areas where we can streamline the audit process for next year.

Additional insight

A key focus in our audit and our relationship with the University of Edinburgh is on sharing insight. A summary of those areas where we believe we have done this is as follows:

- Risk presentation: we presented a summary of our perspective on risks, emerging issues and long term trends within the HE sector to the Audit and Risk Committee in September.
- IT environment: we performed a detailed review of the IT platforms and controls within the University and presented our findings in our Audit Plan.
- Journals: we have interrogated the data from which we performed our manual journals testing to identify observations for your consideration. These are included within Appendix 1 and discussed further in this report.
- Disclosures: we performed a detailed review of the disclosures within the 2012/13 financial statements to provide management with recommendations early in the audit process. We have also provided a number of ‘best practice’ examples as input to the drafting process.
- A number of control recommendations have been identified from our audit, some of which are included within this report - as discussed above more detail will be presented in the management letter.
- Finance department restructuring – we reviewed and provided comments to the Finance Director in advance of the restructuring being announced.

RISK MANAGEMENT COMMITTEE REPORT FOR YEAR ENDED 31 JULY 2014

Introduction

This report summarises the activities of the Risk Management Committee during the year ended 31 July 2014 and its views on the exposure and management of risk in the University. Its purpose is to support the information provided by the Audit and Risk Committee to Court to enable Court to sign off the Annual Report and Accounts in respect of the reporting on risk management and internal control.

Background

The University operates an internal control environment that successfully manages operational risk including insurance arrangements to mitigate the financial impact of key exposures. The Risk Management Committee was formally instituted as a Committee of Court in 2002 and a structured framework for risk management has operated since then. Partly as a result of the Scottish Code of Good Higher Education Governance, from 1 August 2014 the University has introduced a new Committee structure and going forward the Risk Management Committee will now report to the Audit and Risk Committee: the Risk Management Committee has been designated as a Thematic Committee and the Audit and Risk Committee as Standing Committee which reports directly to Court. As from the 1 August 2014 the Audit and Risk Committee has responsibility for the oversight of risk and for the monitoring of the performance and activities of the Risk Management Committee; it is the Audit and Risk Committee which will provide the annual statement to Court on the effectiveness of risk management arrangements on the advice of the Risk Management Committee.

There are a number of elements which contribute to the overall governance, risk management and internal control framework within the University. These include the activities of the Risk Management Committee and the controls in place to manage the University's key risks as contained in the University Risk Register.

Risk Management Committee Activities 2013/14

During 2013/2014 the Risk Management Committee met on four occasions and there was also a joint meeting with the Audit Committee (from 1 August 2014 the name of this Committee has been amended to the Audit and Risk Committee and its remit extended to include risk oversight) The joint meeting considered a number of issues including the implications of the Scottish Code of Good Higher Education Governance and the involvement of the Audit Committee in early consultation on the top risks to be included in the University Risk Register.

The key activities considered by the Risk Management Committee during the year can be summarised as follows:

- Process to embed the revised Risk Policy and Appetite Statement approved by Court at its meeting on 24 June 2013;
- Update of University's Risk Register: the outcome of the 2013/14 review was approved by the University Court at its meeting on 23 June 2014;

- Updates of College, Support Group and Subsidiary Company Risk Registers;
- Discussions and ratification of the outcomes of a review of each risk identified in the 2013/14 University Risk Register undertaken by the relevant risk owner;
- Maintenance of a list of risks and incidents identified during the year which informed the review of the University Risk Register: the main new risks identified as emerging and included within the 2014/2015 University Risk Register were:
 - New risks associated with the following - SRUC strategic alignment, Turing Institute bid, the Research Management and Administration Systems and the Business Intelligence / Management Information (BI/MI) projects;
 - Implementation of FRS 102 Accounting Standard ;
 - The reshaping of the Bio-Research Services;
 - Capacity issues, particularly in professional services, around the handling of the volume and complexity of new developments;
 - Changes to the Health and Safety Executive (HSE) approach to enforcement of legislation;
 - Preparation for the next ELIR which will commence in the autumn of 2015.
- Review of the risks related to delivery of the College and Support Group annual plans;
- Review of the evidence presented in the risk assurance map on the adequate management of the risks identified in the University Risk Register;
- Consideration of a report from Internal Audit on audit assignments undertaken which related to the key risks identified in the University Risk Register;
- Consideration of detailed information presented to and scrutinised by the Implementation of the Bribery Act Subgroup on reviews undertaken across the University on compliance with the Act which included expert observations from an external organisation;
- Confirmation of the new University Committee structure from 1 August 2014 arising in part from the University's response to the Scottish Code of Good Higher Education and the implications for the Risk Management Committee; and
- Confirmation that the internal audit plan 2014/2015 had been developed taking cognisance of the University and College and Support Group Risk Registers.

Risk Appetite Statement

The University Court considered and approved a Risk Appetite Statement for the University at its meeting on 24 June 2013. It is good practice to review and, if appropriate, update the Risk Appetite statement annually. No changes to the statement were recommended and Court re-approved the Risk Appetite Statement for the University at its meeting on 23 June 2014.

Adequacy of Management of Risk in the University 2013/14

The adequacy of the University's management of risk can be assessed by reference to the following:

1. University Risk Register, Risk Reviews, Assurance Map and Annual Risk Questionnaires and Reports, College, Support Group and Subsidiary Company Risk Registers.

The Risk Management Committee has reviewed all of the risks in the University Risk Register for 2013/2014 as approved by Court on 24 June 2013 and has satisfied itself that adequate control mechanisms were in place to manage these key risks. Areas of improvement have been identified and actions are being taken as appropriately to implement improvements. The major risks for the University going forward are shown in the University Risk Register, approved by Court at its meeting on 23 June 2014.

Reviews of College, Support Group, Development and Alumni and Subsidiary Company risk registers coupled with reviews of the risks highlighted in planning submissions, indicates that these areas are recognising and managing their key operational risks. Consideration will be given during 2014/2015 on the need to continue with specific consideration of a separate Development and Alumni Risk Register.

A year-end questionnaire was completed by each College and Support Group. No major issues were identified which indicated any inadequacy of the University's management of risk. The issues highlighted were subject to management processes and with appropriate actions taking place.

Annual reports were received from the relevant Directors, in respect of Health and Safety, IT and Procurement risks. These provide assurance that the risks in those areas are being adequately managed. The Committee also received a report from the Senatus Quality Assurance Committee confirming the actions taken during 2013/2014 in response to the 2011 Enhancement-Led Institutional Review (ELIR) and those planned for 2014/2015. The Quality Assurance Agency Scotland will undertake its next ELIR of the University during 2015/2016 starting in the autumn 2015. It was also noted that the University Court at its meeting on 15 September 2014 had reviewed and was content to authorise the Vice-Convenor of Court to sign on its behalf a statement confirming its satisfaction with the Annual Report to the Scottish Funding Council on Institution-led Review and Enhancement Activity for 2013/14.

The Risk Management Committee has reviewed and is satisfied that the risk assurance map, which sets out sources of assurance for each risk on the 2013/2014 Risk Register, provides appropriate evidence on the adequacy of the management of the risks by the University. The sources of assurances include

the risk reviews undertaken, periodic update reports, relevant performance monitoring information, internal audit reports and discussion, relevant to the risks, at Court, Senate and their Committees.

2. Internal Control Questionnaire

As part of the 2013/2014 accounting year end procedures, the Finance Department issued the annual audit questionnaire to Colleges, Support Groups and Departments. No substantial issues have been identified: the reporting of an overseas bank account not managed by central Finance is currently being reviewed. The responses to this questionnaire inform the external audit team (PWC) of potential risk areas to assist it in its auditing arrangements and are also useful to the Finance Department in identifying areas where action may be required in relation to non-compliance with University financial regulations.

3. Law and Regulation Return

The Finance Department also circulated a Law and Regulation return to Heads of Colleges, Support Groups, Schools and Departments requesting information relating to any breaches of laws or regulations relevant to the conduct of the University's business which could have an effect on the University's ability to conduct that business and therefore impact on the financial statements for the year. Only items which could have an impact in excess of £200,000 required to be considered. All respondents have confirmed that they are not aware of any such a material breaches of laws and regulation occurring during 2013/2014. Non-compliance of a lower value was however reported with regard to irregularity on accounting for a research grant and expense claims in Engineering; conflict of interest and potentially fraudulent invoicing in CMVM; purchases for personal use in CMVM; inadequate income collection practices in CSE; and a fraudulent change of supplier bank details. Appropriate action has been taken in respect of these issues.

4. Procurement assurances

The CUC Guidance for Members of Higher Education Governing Bodies in the UK, and the Scottish Code of Good HE Governance, published in July 2013 indicate that Governing Bodies should ensure, *“Value for Money in procurement is achieved through obtaining assurances that: adequate procurement policies and procedures are in place; and that policies and procedures are consistently applied and there is compliance with the relevant legislation”*.

The Risk Management Committee has received a report from the Director of Procurement and is satisfied that a procurement strategy is in place, as are procurement policies and authorisation policy. All procurement over EU limits requires the notification to, and the involvement of the Director of Procurement or her staff.

The Procurement Department has reported achieving value for money savings of £13.5 million during 2013-14, mainly from the higher value competitive tenders and also benefits of around £2 million achieved as a result of collaborative procurement delivered through APUC, other institutions or sectors.

Responses to questions on Procurement in the Annual Risk Questionnaire and the Internal Control Questionnaire indicate that there were no material incidents

of failure to comply with procurement legislation and University/funding body requirements.

The Risk Management Committee can therefore assure Court that adequate procurement policies and procedures are in place, and that policies and procedures are consistently applied for all major procurement and most minor procurement, and that there is compliance with the relevant legislation. However the University requires to continue to be vigilant and going forward will need to take cognisance of potential changes to the legal framework and statutory duties, increased competition and ensuring value for money.

5. Fraud

The University will provide a Letter of Representations to the external auditors as part of its year end processes as follows (2013 year end wording)

'The University Court acknowledges its responsibility for such internal control as it determines necessary for the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In particular, the University Court acknowledges its responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.'

'The University Court has disclosed to you the results of its assessment of the risk that the financial statements may be materially misstated as a result of fraud.'

'The University Court has disclosed to you all information in relation to:

- (a) *Fraud or suspected fraud that it is aware of and that affects the Group and the University and involves:*
- *management;*
 - *employees who have significant roles in internal control; or*
 - *others where the fraud could have a material effect on the financial statements; and*
- (b) *allegations of fraud, or suspected fraud, affecting the Group and the University's financial statements communicated by employees, former employees, analysts, regulators or others.*

'The University Court has disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.'

The following definitions have been applied:

'Fraud

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

'Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal

the fact that the assets are missing or have been pledged without proper authorisation.

'Error

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

'Prior period errors are omissions from, and misstatements in, the entity's financial statements for one or more prior periods arising from a failure to use, or misuse of, reliable information that:

- a) 'was available when financial statements for those periods were authorised for issue; and*
- b) could reasonably be expected to have been obtained and taken into account in the preparation and presentation of those financial statements.*

'Such errors include the effects of mathematical mistakes, mistakes in applying accounting policies, oversights or misinterpretations of facts, and fraud.'

The Annual Risk Questionnaire (Questions 5-7) formally sought information regarding fraud from each College and Support Group, and the Internal Control Questionnaire also sought assurances on fraud. The external auditors will receive a copy of these reports and attachments which provide an evidence trail of disclosure to support the University Court signing the Letter of Representation.

6. Internal Audit

The reporting of Internal Audit activities and its review by the Audit and Risk Committee provides a further view of the status of the control environment in the University. As part of their activities, Internal Audit reports on the adequacy and effectiveness of risk management processes. The conclusions from Internal Audit and Audit Committee are reported separately.

Conclusion

The overall view of the Risk Management Committee on the adequacy of the management of risk in the University is that, on the basis of the activities described above, the University has been satisfactorily managing its key risks during the year ended 31 July 2014. Further assurances on the adequacy of the internal control environment and its effectiveness in controlling operational risks, will be provided by Internal Audit, and by PWC's audit work.

A further assurance relating to post year end risk management and controls will be provided to the University Court prior to sign off of the financial statements in December 2014.



UNIVERSITY COURT

8 December 2014

**Report and Financial Statements for the Year Ended 31 July 2014
Risk Management – Post Year End Assurance**

Description of paper

1 This paper reports on Risk Management Post Year End Assurances in support of the Annual Report and Accounts for the Year ended 31 July 2014.

Action requested

2. Court is asked to note the information presented.

Recommendation

3. No specific action is required of Court.

Background and context

4. This is an update report on significant risks or failures of internal control, or developments on previously reported matters, since year end 31 July 2014.

Discussion

5. The Corporate Governance Statement in the Report and Financial Statements for the year ended 31 July 2014 states that *“By its 8 December 2014 meeting, the Court had received the Audit Committee and Risk Management Committee reports for the year ended 31 July 2014; it also had taken account of relevant events since 31 July 2014.”*

6. To enable Court to receive assurance that the post 31 July 2014 events have been ‘taken into account’ the Convener of the Risk Management Committee has asked each College and Support Group to review their responses to the year end risk questionnaire and provide details of any further major events or material issues that have arisen since 31 July 2014, or provide assurance that the responses reflect the position to date.

7. I am able to report to Court that each College and Support Group has responded and that there are no significant new events or material issues to be drawn to the attention of Court which impact on the ability of the Court to approve the Annual Accounts for the year ended 31 July 2014. The assurances provided in the Risk Management Committee report for the year ended 31 July 2014 therefore remain valid for the post year end period.

Resource implications

8. There are no specific resource implications.

Risk Management

9. The University continues to manage the major risks in the University Risk Register as approved by Court in June 2014, and to monitor emerging issues.

Equality & Diversity

10. No specific Equality and Diversity issues are identified.

Next steps/implications

11. The paper provides assurances to Court as part of the process to enable it to sign off the Annual Report and Accounts for the year ended 31 July 2014. □

Consultation

12. Each College and Support Group was contacted to obtain updates or confirmation of nil returns.

Further information

13. Author

Hugh Edmiston
Director of Corporate Services
2 December 2014

Presenter

Hugh Edmiston
Director of Corporate Services

Freedom of Information

14. Open Paper.



UNIVERSITY COURT

8 December 2014

Annual Report and Accounts to 31 July 2014

Description of paper

1. The Annual Report and Accounts are at Appendix A which contains the financial results for the University Group for the financial year 1 August 2013 to 31 July 2014 together with the main reports.

Action requested

2. The Court is asked to review the Annual Report and Accounts to July 2014 with a view to its adoption.

Recommendation

3. The Court is asked to approve the Annual Report and Accounts to July 2014.

Paragraphs 4 – 6 have been removed as exempt from release due to FOI.

Risk Management

7. A risk report is included in the Annual Report and Accounts to 2014.

Equality & Diversity

8. University funds are managed in accordance with its policies on equality and diversity. The Annual Report and Accounts includes a section on social responsibility and sustainability and the Principal's report includes a section on equality and widening participation.

Paragraph 9 has removed as exempt from release due to FOI.

Consultation

10. The Annual Report and Accounts has been drafted in consultation with stakeholders and the figures have been prepared and reviewed by External Audit. The Annual Report and Accounts have been presented to Policy and Resources Committee and Audit and Risk Committee.

Further information

11. Author

Graham Bailey, Senior Financial Accountant
Elizabeth Welch, Assistant Director
7 November 2014

Presenter

Phil McNaull
Director of Finance

Freedom of Information

12. This paper cannot be included in open business. The release of the Reports and Financial Statements is covered by the University publication schedule. The Reports and Financial Statements will be published 30 days after adoption and signature by the Court on 8 December 2014 and the signing of the audit opinion by the external auditor.



UNIVERSITY COURT

8 December 2014

**Letter of Representation – University of Edinburgh
Annual Report and Accounts 2013/14**

Description of paper

1. The paper contains the draft Letter of Representation from PricewaterhouseCoopers LLP (PWC), in respect of the Annual Report and Accounts for the University Group for 2013/2014.

Action requested

2. The Court is asked to consider the Letter of Representation.

Recommendation

3. The Court is asked to approve the Letter of Representation and its signing by the Principal.

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

Risk Management

8. Risks relating to the University Group are in the “Understanding our Risks” section included in the Annual Report and Accounts for 2013/14.

Equality & Diversity

9. The University’s commitment is detailed in the Social Responsibility and Sustainability section included in the Annual report.

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

Consultation

11. The Letter of Representation has been drafted by PWC and reviewed by the Audit and Risk Committee who have recommended its approval by the Court.

Further information

12. <u>Author</u>	<u>Presenter</u>
Graham Bailey, Senior Financial Accountant	Phil McNaull Director of Finance
Elizabeth Welch, Assistant Director	
November 2014	

Freedom of Information

13. This paper cannot be included in open business. No.

14. The letter is to be agreed by the Court on 8 December for signature by the Principal. The release of the Reports and Financial Statements is covered by the University publication schedule. The reports and Financial Statements will be published 30 days after adoption and signature by the Court and the letter of representation will be also made available at that stage.



UNIVERSITY COURT

8 December 2014

US GAAP Annual Report and Accounts 2013/14

Description of paper

1. To update and seek approval from the Court on the sign-off arrangements for the US GAAP Accounts for the financial year to 31 July 2014.

Action requested

2. The Court is asked to agree the arrangements; and to identify 2 members to join a Sub-Group to consider the US GAAP accounts which will meet on 26 January 2015.

Recommendation

3. That the Court approves the arrangements and delegate authority to the Court Sub-Group to sign off the Accounts on behalf of Court.

Paragraphs 4 – 9 have been removed as exempt from release due to FOI.

Risk Management

10. The role of the Audit and Risk Committee in reviewing the US GAAP Accounts is central in mitigating financial and other risks.

Equality & Diversity

11. There are no significant equality impacts associated with this paper.

Paragraph 12 has removed as exempt from release due to FOI.

Consultation

13. This report has not been presented to any other Committee. We have consulted with PWC on the timetable.

Further information

14. <u>Author</u>	<u>Presenter</u>
Graham Bailey, Senior Financial Accountant	Phil McNaull
Elizabeth Welch, Assistant Director of Finance	Director of Finance
7 November 2014	

Freedom of Information

15. This paper cannot be included in open business.



UNIVERSITY COURT

8 December 2014

Report on the movement from the University Group Forecast at Q3 and the Final Outturn for the year 2013-14

Description of the paper

1. This paper reports the main movements between the University Group Q3 forecast and financial outturn for 2013-14.

Action requested

2. Court is asked to note the position and main factors underlying the movement.

Recommendation

3. No recommended actions required.

Paragraphs 4 – 8 have been removed as exempt from release due to FOI.

Risk management

9. The paper does not include a risk analysis.

Equality and diversity

10. The paper has no equality or diversity implications.

Paragraph 11 has removed as exempt from release due to FOI.

Consultation

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

13. Further information

Author

Andy McKenzie
Management Accountant
1 December 2014

Presenter

Phil McNaull
Finance Director

Freedom of Information

14. The paper is closed. Its disclosure would substantially prejudice the commercial interests of the University.



UNIVERSITY COURT

8 December 2014

J

Draft Outcome Agreement – 2015-18

Description of paper

1. The 2015-18 Outcome Agreement process is underway and will involve input from students and trade unions as well as negotiation with the Scottish Funding Council. The draft Outcome Agreement document is due for submission to SFC for formal comment and input on 8 December 2014.

Action requested

2. Court is asked to consider the draft Outcome Agreement document, providing advice on the level of ambition associated with the commitments within the document.

3. Court is asked to note the recent announcement of a reduction in the Scottish Higher Education budget provided to SFC and to consider whether the likely impact on the funding provided to the University of Edinburgh requires further amendment to the draft Outcome Agreement.

Recommendation

4. Court is recommended to approve the submission of the draft Outcome Agreement to SFC.

Paragraphs 5 - 13 have been removed as exempt from release due to FOI.

Risk Management

14. The Outcome Agreement document will be a public document and is a requirement of SFC funding. There are consequently risks to both University reputation and funding if an effective agreement is not reached. The widening access component of the Outcome Agreement has a statutory underpinning via the Post 16 Education (Scotland) Act 2013.

Equality and Diversity

15. The Outcome Agreement is intended to explicitly support Equality & Diversity with commitments to further improve performance, in line with the University's Equality and Diversity plan.

Paragraph 16 has removed as exempt from release due to FOI.

Consultation

17. Initial discussion with Trade Unions took place on 24 October with agreement to comment and input on the draft document as it develops. Input to the draft has been received from across the University - which will be further developed following advice from PRC and CMG. The Deputy Secretary, Strategic Planning met with President of EUSA to discuss student engagement, particularly in relation to widening access issues, on 5th November. A programme of engagement with students over the

next year connected to the Widening Participation elements of the Outcome Agreement will be developed.

Further Information

18. Author

Tracey Slaven
Deputy Secretary, Strategic Planning
25 November 2014

Presenter

Tracey Slaven

Freedom of Information

19. The paper should remain closed until final approval of the Outcome Agreement by the University Court in February 2015.



UNIVERSITY COURT

8 December 2014

Strategic Plans KPIs and targets – 2013/14 progress report

Description of paper

1. This paper presents progress made against the targets and Key Performance Indicators within the University's Strategic Plan for 2013/14 (where data is available) or 2012/13 (where 2013/14 data is not yet available).

Action requested

2. Court is asked to consider and comment on the paper.

Recommendation

3. We recommend that Court agree that the University is broadly on track to deliver against its Strategic Plan.

Background and context

4. Court and its Committees received the first report of progress against the 2012-16 strategic plan in November-December 2013. This report outlines progress made since the last report.

5. Eleven of the targets and sub targets are on track, and 14 require further work. Seven of the KPIs are improving in comparison to the previous year, 1 is worsening and for 4, performance is being maintained.

Discussion

6. The following is a summary of our performance against the elements of our strategic plan, as monitored through the KPIs and targets. The Appendix to this paper provides detailed breakdown on our performance against the 12 KPIs and 26 targets. In this context, KPIs are high level indicators of performance against our objectives while targets relate to shorter-term contributors to those objectives.

7. *Strategic goals*

- Excellence in education

Our students continue to achieve successful outcomes, with 91% of students leaving with a degree, transfer or other award. Students also appear to be more satisfied with their opportunities to enhance their graduate attributes and employability. This direction of travel is also borne out by the evidence that our graduates at all levels are increasingly likely to be in a graduate level job or further study after finishing their studies. We have seen increases in student satisfaction with the support they receive from the University, an indicator of improvement in this important area of the student experience.

- Excellence in research

The University continues to perform well in generating research income, remaining within 5-6% of Russell Group income, and with a positive trend in increasing income from overseas sources faster than the Russell Group

average. We have improved our performance in relation to citations in the THE World Rankings, and while we might not yet have met our milestone we are doing at least as well as the other Russell Group institutions. While the number of PhD students per staff academic staff member has decreased, the actual number of PhD students has grown and the decrease appears to be caused by higher staff recruitment in the past two years.

- Excellence in innovation
Looking at the raw data available, it is currently difficult to get a full picture of how well we are transforming our ideas into innovation. The commercialization metrics are not uniformly improving, but we have made improvements in relation to company formation and we will seek to enhance this further, for example through using mechanisms such as the Scottish Enterprise Proof of Concept scheme.

Public policy impacts, measured using media coverage of policy-relevant research, increased in 2013/14 although only a part-year of data is available. The Independence referendum may have partly influenced this, since the significant policy implications of the event drove an increasing interest in informed analysis of the issue.

A refresh of our Biggar Economics study on our economic impact is being carried out, which will give a much broader picture of the impact the University has on the economy of Scotland, the City and local region, and internationally.

8. *Enablers*

- People
2013/14 saw a marked improvement in relation to the number of staff completing annual reviews. At the same time, there was an increase in the number of departments achieving Athena Swan awards and we are on track to be able to submit for the Silver institutional award.

In contrast to these positive improvements in support for our existing staff, the number of international applicants for posts dropped in 13/14. While the reason for this is unclear, there is some evidence to suggest that the uncertainty created by the recent Independence Referendum may have had an impact on this. To address this dip, work will be carried out to improve the advertising of posts and the marketing of relocation tools.

- Infrastructure
The available data indicates that we are using our estate more efficiently. We have also seen a big improvement in the proportion of our buildings in top condition, and the development programme over the next five years will see further investment across all areas of the estate and will see the estate meet the 90% target. The investment in facilities to support learning also appears to be being noticed, with student surveys revealing increased student satisfaction with the facilities available.

- Finance
Our operating surplus remains healthy, within our target of 3-5% for operating surplus. Although our income per staff FTE has decreased slightly, this is largely due to growth, for the second year running, in staff numbers, driven by initiatives such as the Chancellor's Fellowships. While our return on capital investment decreased, our net assets increased.

9. *Strategic themes*

- Outstanding student experience
Many of the indicators from student surveys suggest that our students are seeing improvements in different areas of the student experience. As noted above, more of our graduates are following their studies with graduate level employment and further study – and this is borne out across all colleges and levels of study. However, our overall student satisfaction remained broadly constant at 82%. Significant resource is already allocated to improving student satisfaction and to improving our NSS outcomes. It appears to be 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.

The growth in the Edinburgh Award has been striking, and it now supports 32 types of student activity, up from the original 4. More students than ever before have benefited from international experiences and while we are not yet at our milestone, 2013/14 saw a large jump with 2053 student experiences abroad and demand seems to be high for 2014/15. The Go Abroad scheme has been a successful enabler in its first year.

- Global impact
As well as giving more of our students the chance to experience work and study abroad, we continue to increase our numbers of students from overseas, including from beyond the EU. This includes improvements in the number of Masters students on programmes established through our global academies. Our research income from non-UK sources has also increased, at a slightly faster pace than the Russell Group average.
- Lifelong community
Our virtual presence continues to grow in visibility and engagements, both in relation to engagements with our alumni and general interactions with our web presence.

The KPI associated with the physical engagements with our lifelong community is particularly difficult to measure and 2012/13 is the first year in which a data series has been available. The data series shows a fluctuating picture of our footfall, with large jumps between years. Work will be carried out in 2013/14 to refine this measure, which is potentially very important in highlighting the relationship between the University and the City of Edinburgh.

- **Social responsibility**
We are making some progress in relation to our carbon emissions, with the emissions per £ million stabilizing over the past two years. Overall, emissions declined in 2013/14, but the rate of decline is not near the rate needed to meet our 2020 target of a 29% reduction.
- **Partnerships**
It is heartening to see that we continue to increase the number of our academic papers with international collaborators, following changes in the methodology resulting from the use of InCites. The number of internationally supervised PhD students has also increased, and has already exceeded our 2016 milestone for this target.
- **Equality and widening participation**
Our student population is becoming more diverse in some areas, but it is not a uniform picture.

Since the advent of the strategic plan, increasing focus has been placed on widening participation both within the university and through external factors such as outcome agreements and the Post-16 Education Act. The University's population of students from widening participation backgrounds – for which we apply a broad definition – has grown. At the same time we have taken further steps to enhance the chances of these students to get into the university, with the review of contextualized admissions policies and the bursaries programme.

We have increased the number of students from low income households. In relation to the protected characteristics of our student population, we continue to see improvements in the number of students reporting a disability, and the number of students from a BME background remains close to the figure reported in 2012/13. We are further away from our benchmarks for state school, college and low social class participation, though the 2012/13 changes in RUK fees may have impacted on this.

More work is needed to understand the reasons for last year's reduction in the number of female academic staff appointed and promoted, and the increase in the gender pay gap. The gender pay gap is largest at UE Grade 10, and a working group of court and senior management members is examining this issue and to determine the 'causes'.

10. *Student survey data*

Targets 1.1, 1.2, 5.2 and 7.1 rely on student surveys as their data sources. To date, the proportion of positive answers to questions in several surveys have been amalgamated to give a single percentage satisfied, both in the actual data for a year and in the milestones set for each year.

11. After two years of using this method to assess progress on these targets, we have concluded that disaggregating the surveys would give a more robust picture of the progress made. The combination of changes in questions between years, challenges in grouping themed questions together and the differences seen in

student populations between the undergraduate and postgraduate surveys suggest that milestones would be more robust if they were disaggregated and progress reported separately against these targets (as we do in, for example, 7.0 Proportion of graduates in graduate level employment or further study.) It is particularly notable that in relation to target 7.1, the relevant question used in the Postgraduate Taught Experience Survey has changed significantly and the data is not therefore truly comparable year on year. From 2014/15 onwards we plan to report these targets separately against the Edinburgh Student Experience Survey, the National Student Survey, the Postgraduate Taught Experience Survey and the Postgraduate Research Experience Survey.

12. We will also look to increase the focus of target 7.1 Increase the level of overall satisfaction expressed in responses to the NSS, PTES and PRES student surveys to at least 88% by changing its status to a KPI, given the focus on this issue over the period of the strategic plan.

Resource implications

13. There are no resource implications from the Strategic Plan monitoring that require consideration by Court.

Risk Management

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

Equality & Diversity

15. The plan includes a Strategic Theme 'Equality and Widening Participation', with relevant targets and Key Performance Indicators. The paper contains details of progress made against this area.

Next steps/implications

16. The KPIs and targets for which data is outstanding will be collated in time for the meeting of Court on 8 December 2014. KPIs and targets on which further work is required will be monitored over the course of the current academic year 2014/15.

Consultation

17. Colleagues from across the University have provided content for this paper, and in particular the detailed breakdown in the Appendix. Those consulted include: the International Office, Careers Service, Student Surveys, Student Recruitment and Admissions, Edinburgh Research and Innovation, Human Resources, Estates and Buildings, Finance, Senior VP, VP Learning and Teaching, Student Systems, Development & Alumni, Centre for Sport and Exercise, Office of Lifelong Learning, Communications and Marketing and Information Systems.

Further information

18. Author
Pauline Jones
Governance and Strategic Planning
24 November 2014

Presenter
Tracey Slaven, Deputy Secretary
Governance and Strategic Planning

Freedom of Information

19. This paper is open.



THE UNIVERSITY of EDINBURGH

GOVERNANCE AND STRATEGIC PLANNING

Strategic Plan Targets and KPIs: Progress Report 2013-2014

1. Summary

Key: KPI performance status

Improving	↑
Worsening	↓
Maintaining	↔

Key: Target performance status

On track	
Further work needed	
Performance data not yet available	

Key Performance Indicator or Target	Performance
Excellence in Education	
<i>1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)</i>	↔
1.1 Increase student satisfaction with academic and pastoral support	
1.2 Increase student satisfaction with opportunities and support for developing graduate attributes and employability	
Excellence in Research	
<i>2.0 Russell Group market share of research income (spend)</i>	2012/13 data ↔
2.1 Increase average number of PhD students per member of academic staff to at least 2.5	
2.2 Increase score for the citations-based measure in the THE World University Rankings to at least 94/100	
Excellence in Innovation	
<i>3.0 Knowledge exchange metrics: number of disclosures, patents, licenses and new company formations</i>	↓
3.1 Achieve at least 200 public policy impacts per annum	
3.2 Increase economic impact, measured by GVA, by at least 8%	Data not available
People	
<i>4.0 Proportion of staff who have had an annual review within the previous year</i>	↑
4.1 Achieve the institutional Athena SWAN Silver award	
4.2a Increase number of international applications for academic posts: number of applications.	

Strategic Plan 2012-16: Targets and KPIs Progress Report

Year 2: 2013/14

Key Performance Indicator or Target	Performance
4.2b Increase number of international applications for academic posts: average no. applications per post advertised	
Infrastructure	
5.0 Total income per square metre of GIA	↑
5.1 Increase the proportion of our building condition at grades A and B on a year-on-year basis, aiming for at least 90% by 2020.	2012/13 data
5.2 Increase student satisfaction with learning resources (library, IT resources, study space and equipment) to at least 86%	
Finance	
6.0 Operating surplus as a % of turnover	↑
6.1 Increase our total income per staff FTE, aiming for an increase of at 10% in terms	
6.2 Increase our ROCE	
Outstanding student experience	
7.0a Proportion of graduates in graduate-level employment or further study (under-graduates)	2012/13 data ↑
7.0b Proportion of graduates in graduate-level employment or further study (postgraduate taught graduates)	2012/13 data ↑
7.0c Proportion of graduates in graduate-level employment or further study (postgraduate research graduates)	2012/13 data ↑
7.1 Increase the level of overall satisfaction expressed in responses to the NSS, PTES and PRES student surveys to at least 88%	
7.2 Increase the number of our students who have achieved the Edinburgh Award to at least 500	
7.3 Create at least 800 new opportunities for our students to gain an International experience as part of their Edinburgh degree.	
Global impact	
8.0 Proportion of international students from beyond our five most well-represented countries	↑
8.1 Increase our headcount of non-EU international students by at least 2,000	
8.2 Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile	2012/13 data
8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500	
Lifelong community	

Strategic Plan 2012-16: Targets and KPIs Progress Report

Year 2: 2013/14

Key Performance Indicator or Target	Performance
9.0 Physical footfall	 2012/13 data
9.0 Virtual footfall	
9.1 Increase the number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters.	
Social Responsibility	
10.0 Carbon emissions per £ million turnover	
10.1 Reduce absolute CO2 emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)	
Partnerships	
11.0 a Number of our research publications which are internationally co-authored	
11.0 b Proportion of our research publications which are internationally co-authored	
11.1 Increase our number of PhD students on programmes jointly awarded with International partners by at least 50%	
Equality and Widening Participation	
12.0a Undergraduate entrants from under-represented groups: widening participation	
12.0b Undergraduate entrants from under-represented groups: low income households	
12.0c Undergraduate entrants from under-represented groups: ethnicity	
12.0d Undergraduate entrants from under-represented groups: disability	
12.1a Converge on our state schools and colleges participation benchmark	2012/13 data
12.1b Converge on our low social classes participation benchmark	2012/13 data
12.2a Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels	
12.2b Reduce the gender pay gap for University staff	

2. Detail of performance

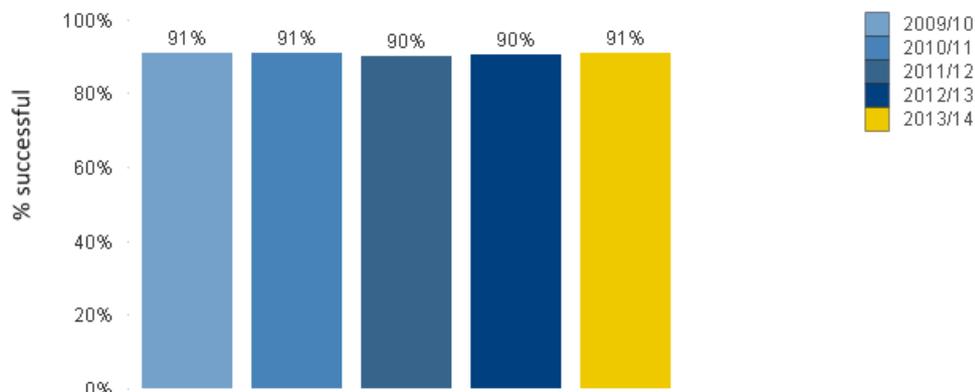
Excellence in Education	
1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)	↑
1.1 Increase student satisfaction with academic and pastoral support	
1.2 Increase student satisfaction with opportunities and support for developing graduate attributes and employability	

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

Status: Performance maintaining

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

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



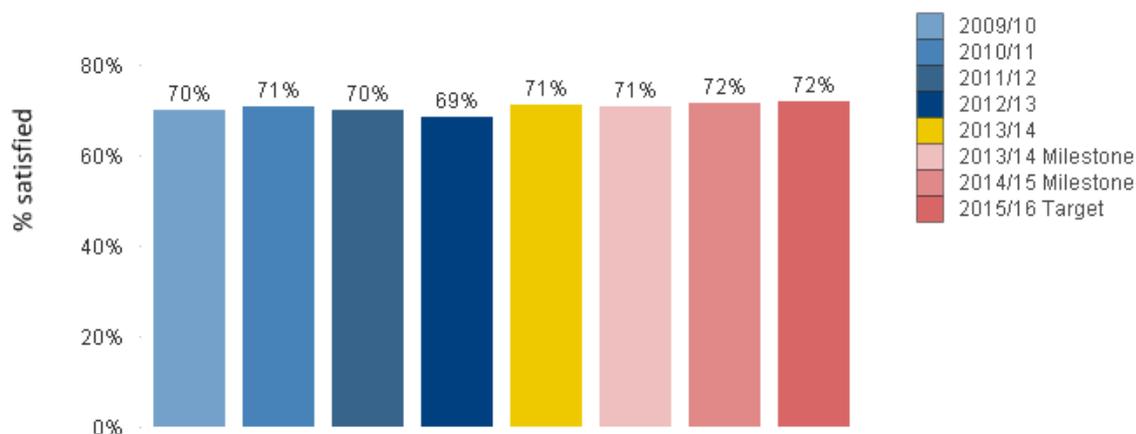
Note on performance

The proportion of leavers achieving a successful outcome in 2013/14 was 91%. This is based on the cohort of undergraduate taught entrants who started their programme of study in 2009/10. The 2013/14 performance represents a very slight increase from 2012/13, but matches the average outcome rate for the previous three years, thus performance is maintained.

Target 1.1 Increase student satisfaction with academic and pastoral support

Status: on track

Increase student satisfaction with academic and pastoral support



Note on performance

This target showed an increase in performance.

This increase is seen in all surveys carried out in 2013/14 (the Postgraduate Research Experience Survey is carried out biennially).

Survey	% satisfied 2013/14	% satisfied 2012/13
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	65%	63%
National Student Survey (undergraduate final year)	76%	72%
Postgraduate Taught Experience Survey	74%	65%
Postgraduate Research Experience Survey	78%	-

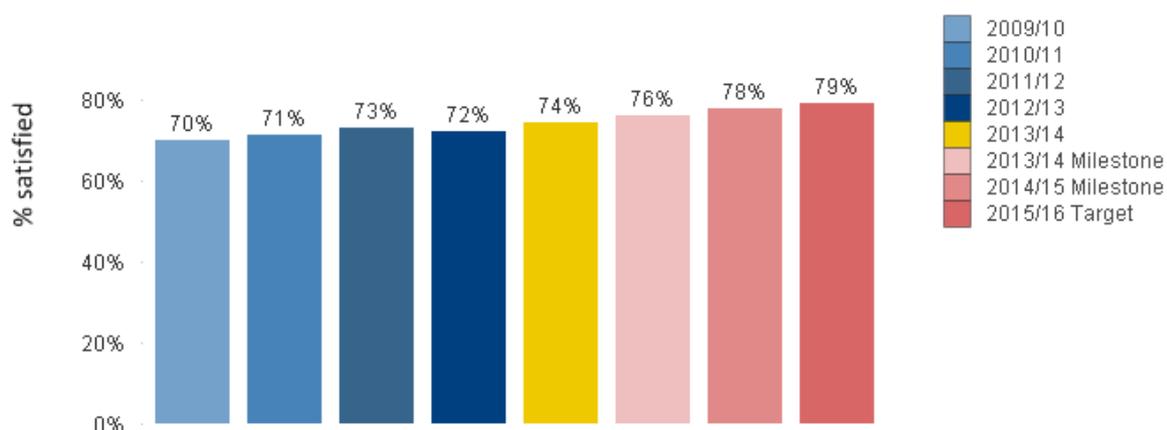
This increase may be an early indication of the success of the University’s significant investment this area, particularly in personal tutors.

The questions asked in these surveys changed in 2013/14, particularly in the Postgraduate Taught Experience Survey, making strict comparisons difficult. Our analysis groups questions according to themes and we have made the comparisons on this basis.

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

Status: further work needed

Increase student satisfaction with graduate attributes and employability



Note on performance

This target shows an increase in performance in 2013/14 since 2012/13, although we have not quite achieved our milestone of 76%.

This increase is seen in all surveys carried out in 2013/14 (the Postgraduate Research Experience Survey is carried out biennially). Final year undergraduates (students who would be expected to be most interested in this aspect), in the National Student Survey are most satisfied with opportunities and support for developing graduate attributes and employability, with 78% being satisfied. Years one to three, surveyed through the Edinburgh Student Experience Survey, remain the least satisfied at 70%.

The questions asked in these surveys changed in 2013/14, particularly in the Postgraduate Taught Experience Survey, making strict comparisons difficult. Our analysis groups questions according to themes and we have made the comparisons on this basis.

Survey	% satisfied 2013/14	% satisfied 2012/13
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	70%	69%
National Student Survey (undergraduate final year)	78%	76%
Postgraduate Taught Experience Survey	75%	69%
Postgraduate Research Experience Survey	73%	-

Strategic Plan 2012-16: Targets and KPIs Progress Report

Year 2: 2013/14

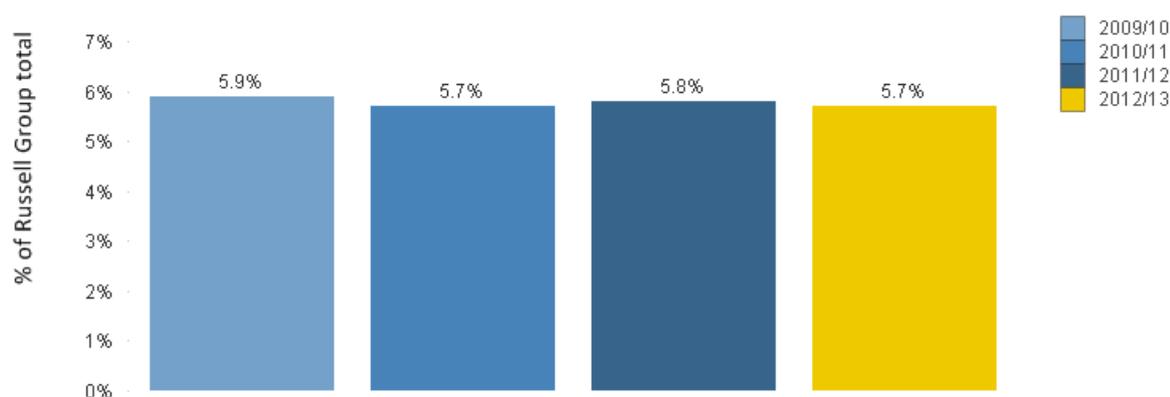
Excellence in Research	
2.0 Russell Group market share of research income (spend)	2012/13 data ↔
2.1 Increase average number of PhD students per member of academic staff to at least 2.5	
2.2 Increase score for the citations-based measure in the THE World University Rankings to at least 94/100	

2.0 Russell Group market share of research income (spend)

Status: Performance maintaining

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

Russell Group market share of research income (spend)



Note on performance

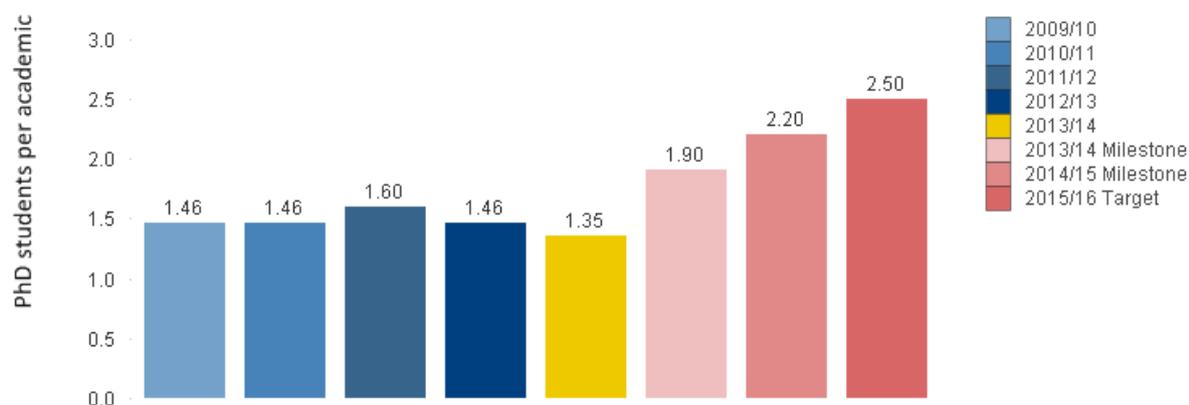
The University of Edinburgh ranks fifth in the Russell Group for research income. Research income has grown among Russell Group institutions since 2009/10, with Edinburgh consistently maintaining 5 - 6% of Russell Group income.

	2009/10	2010/11	2011/12	2012/13
University of Edinburgh (£000s)	£185,279	£180,990	£193,119	£200,123
Russell Group (£000s)	£3,147,875	£3,200,578	£3,302,270	£3,517,373

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

Status: further work needed

Increase our average number of PhD students per academic to at least 2.5



Note on performance

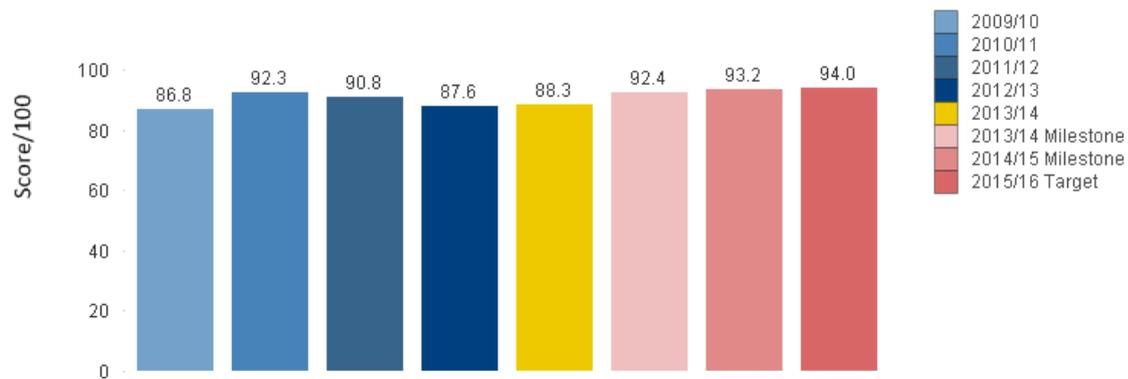
For 2012/13 and 2013/14, our performance dropped while the Russell Group performance increased very slightly. In these two years PhD student numbers have actually increased, but the number of staff recruited has also increased, at a faster rate. We have rebased the figures compared with the earlier years of reporting to make year-on-year comparisons more accurate.

Average number of PhD students to academics	2009/10	2010/11	2011/12	2012/13	2013/14
Russell Group average	1.40	1.50	1.55	1.56	-
University of Edinburgh	1.46	1.46	1.60	1.46	1.35

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

Status: further work needed

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



Note on performance

The University of Edinburgh achieved a score of 88.3 out of 100 in 2014 compared to 87.6 in 2013 in the THE World Rankings citations measure. This score is relative and normalised to the highest scoring institution. The average for the Russell Group has also increased in 2014 to 79.7 from 78.6. The THE World Rankings citations measure refers to publications made during 2008 to 2012 and citations made during 2008 to 2013, weighted by subject from the Web of Science.

In 2013/14, significant efforts were made to identify the University's centres/name variations in the Thomson Reuters data so that we were credited for our papers and citations.

From mid-November 2014 we will have access to a Thomson Reuters Institutional Profiles tool which will enable far more detailed analysis of our competitive position to aid strategic planning.

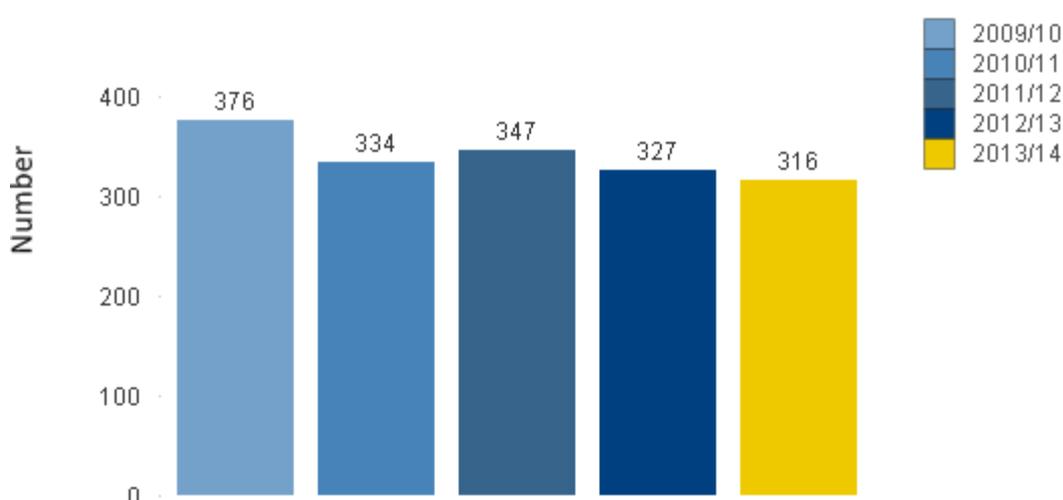
Excellence in Innovation	
3.0 Knowledge exchange metrics: number of disclosures, patents, licenses and new company formations	
3.1 Achieve at least 200 public policy impacts per annum	
3.2 Increase economic impact, measured by GVA, by at least 8%	Data not available

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

Performance: performance worsening

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

Knowledge exchange metrics: number of disclosures, patents, licenses



Note on performance

In relation to licenses, while HSS was the only college to see a fall, this was compared to an unusually high number in the preceding year and some new opportunities have been identified for exploitation in 2014-15. ERI are hopeful that this will see a return to the status quo of 2-3 licenses per year in this college.

Overall new company formations held up well in a slowly improving climate. Student enterprises continue to make up the majority of the University’s new company outputs and over-performed again in 2013/14. Significantly too, there has been a notable growth in the number of high-value student-led companies with more from this group now involved in programmes such as SMART Scotland, RSE Enterprise Fellowships and the Converge Challenge. New company outcomes from the recently established PostDocBiz programme are now showing but with only around 6 months of fully-resourced activity during 2013/14, the main impact will not be seen until 2014/15 and 2015/16. Signs are promising however.

BioQuarter contributed the spin-out company outcomes during 2013/14 and spin-outs generally is an area where significant effort is required to lift performance. 2014/15 should see a marked

Strategic Plan 2012-16: Targets and KPIs Progress Report

Year 2: 2013/14

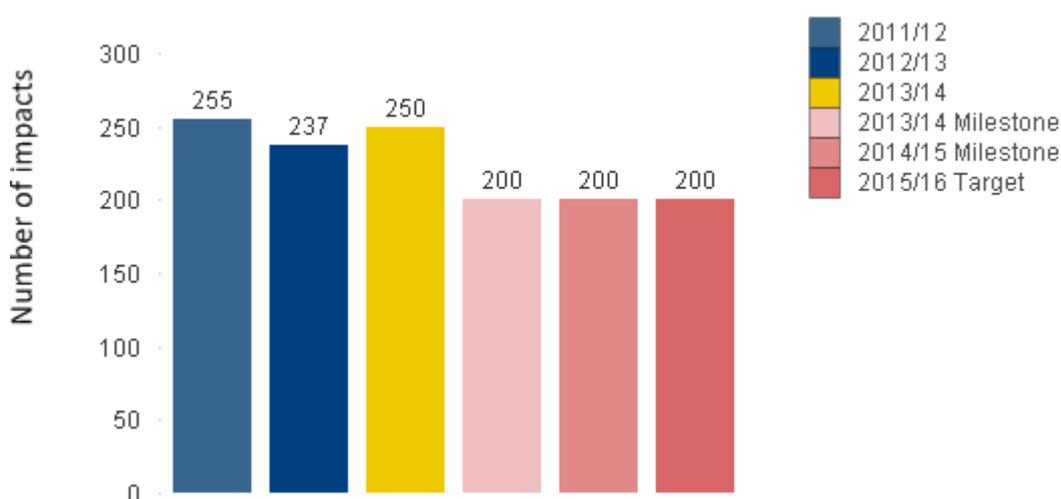
improvement – based on assessment of the current pipeline. However, efforts are being made to better exploit programmes such as Scottish Enterprise’s Proof of Concept with a view to seeding more and larger spin-outs in the medium to long term. 2014/15 should see an increase in new company outcomes across the board and with the efforts ongoing, and with an improvement in the economy and investment scene, there is scope to build on that improved performance in future years.

Knowledge exchange metrics	2011/12	2012/13	2013/14
Disclosures	199	175	170
Patents	62	67	63
Licenses	51	50	48
Company formations	35	35	37

Target 3.1 Achieve at least 200 public policy objectives per annum

Status: on track

Achieve at least 200 public policy impacts per annum



For 2013/14 we have used six months’ worth of data and projected this to a full year. The six month total of impacts reported was 125, which we have projected to 250 for the year.

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

outlet. In practice, the final criterion has been difficult to measure as insufficient information is available in PURE.

78% of the impacts met criterion a), and 22% met criterion b). The highest number of public policy impacts was recorded in September. In this six month sample December and January appear to be 'fallower' impact months with totals notably below the monthly average of 21 (14 and 16 respectively).

The College of Humanities and Social Science (CHSS) scores highest with 54 PPIs and 44% of the total, followed by the College of Medicine and Veterinary Medicine (CMVM) with 42 PPIs and 34% of the total and the College of Science and Engineering (CSE) with 28 PPIs and 23%.

When broken down by School, the School of Social and Political Science (SSPS) emerges in first place with 27 PPIs. This makes up more than half of the impacts recorded in CHSS.

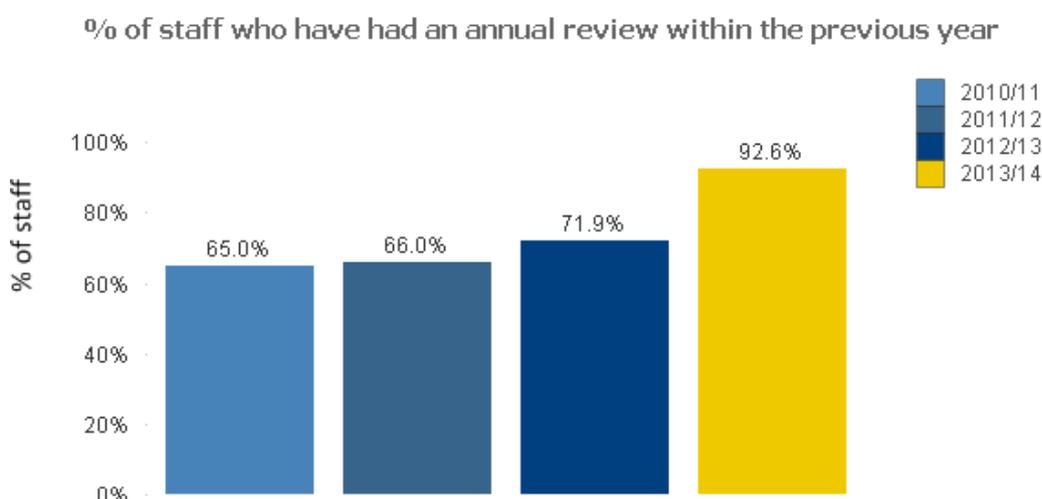
Contemporary events and current affairs have an effect on the number of public policy impacts. In this respect, the high score of SSPS during this period can be partly attributed to the September 2014 Scottish Independence referendum. The year leading up to this vote saw extensive media coverage of the issue and high demand for expert comment and relevant research to inform the debate. 12 of the 27 PPIs recorded for SSPS during these 6 months (44%) were related to the referendum debate. The historic nature of this event and its significant public policy implications, fuelled a particular demand in the media for informed analysis of the issue. PPIs relating to the referendum were therefore more likely to constitute 'expert comment' with over half - 7 out of 12 - meeting this criterion (b).

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

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

Status: performance improving

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



Note on performance

The University’s Annual Review (AR) Policy Statement (November 2011), sets out a clear University-wide policy requiring every eligible member of staff to have an annual review (recognising that other external processes operate in some areas, for example, for staff on NHS contracts).

The University has made significant progress during 2013/2014 in comparison to the previous year as evidenced below.

The Principals’ Annual Review Task Group recognise that whilst significant progress has been made on completion rates in 2013/2014, the focus now needs to turn to improving the quality of the conversations that take place during Reviews so we can enhance the overall value of the process to the individual and to the organisation.

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

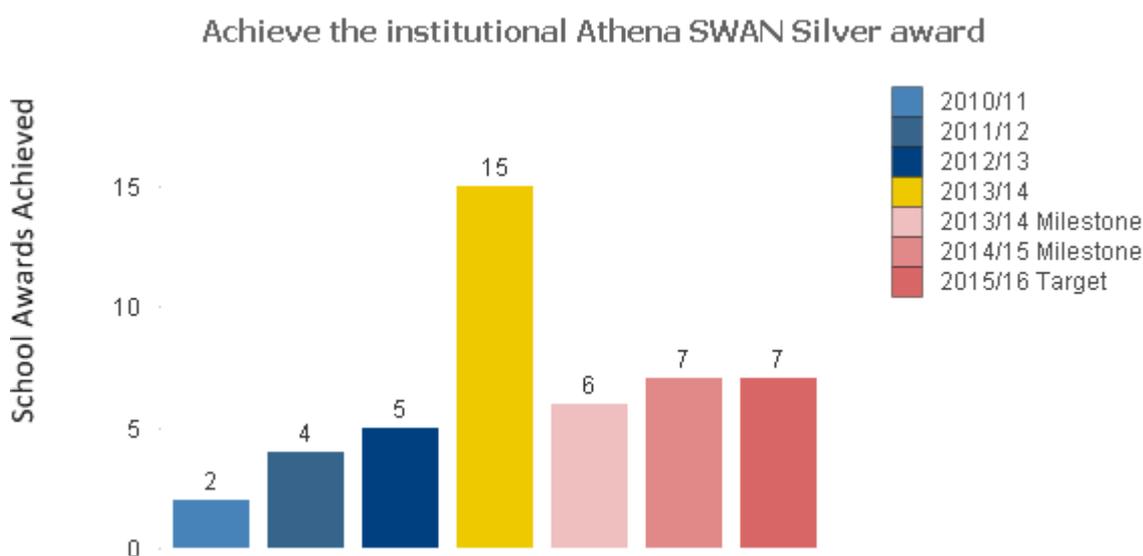
Strategic Plan 2012-16: Targets and KPIs Progress Report

Year 2: 2013/14

College/Support Group	Eligible employees	Completed	Incomplete	2013/14 % Completed	2012/13 % Completed
Humanities and Social Science	1653	1507	146	91.2%	68.5%
Medicine and Veterinary Medicine	1994	1879	115	94.2%	77.0%
Science and Engineering	1656	1430	226	86.4%	43.2%
Corporate Services	1421	1329	92	93.5%	90.3%
Information Services	641	641	0	100%	91.0%
Student and Academic Services	402	402	0	100%	87.1%
Total	7767	7188	579	92.6%	71.9%

Target 4.1: Achieve the institutional Athena SWAN Silver Award

Status: on track



Note on performance

Significant success is being achieved, and a great deal of work continues, University-wide. During academic year 2013/14 the following departments gained an Athena SWAN award: The School of Physics & Astronomy received Silver status. The Schools of Molecular, Genetic and Population Health Sciences, and Clinical Sciences achieved a Joint Bronze Award; Edinburgh School of Architecture and Landscape Architecture, the School of Health and Social Science, and the Department of Psychology each successfully achieved Bronze Awards. The Roslin Institute upgraded from Bronze to Silver, and the School of Biomedical Sciences renewed its Silver status.

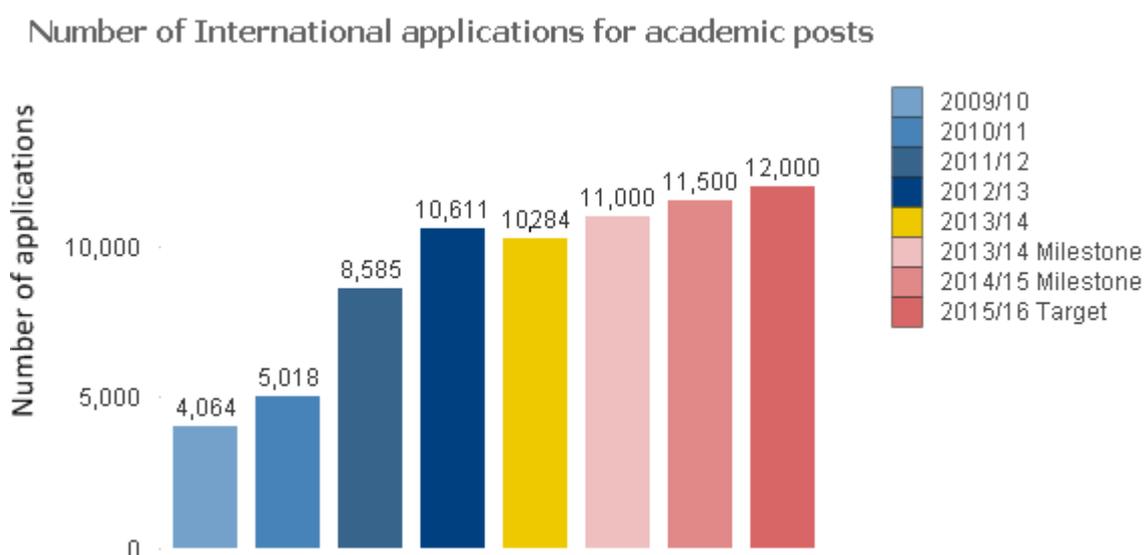
The minimum requirement for a University to apply for a Silver Award is for half of its STEM 'departments' to hold Athena SWAN awards, some of which must be at Silver level or above. As of 1 October 2013, the University had already achieved that requirement.

Edinburgh was also one of the Universities chosen to pilot the Gender Equality Mark, which is based on the principles of Athena SWAN but aims to address gender imbalance and underrepresentation in the arts, humanities and social sciences. The School of Divinity, and the Institute of Sport, Physical Education and Health Sciences were each successfully awarded Bronze Awards.

All institutions and arts, humanities and social science departments will be able to take part in the charter mark in 2015 and the College of Humanities and Social Science are currently working on submissions for the Business School, School of History and Classics, and the School of Law.

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

Status: further work needed



Note on performance

The University 2013/14 milestone has not been met. In 2012/13 significant success was achieved with an increase of 23.5% more international applicants applying to advertised academic posts. The number of international applicants for academic posts has decreased by 3%/327 applicants whilst the total number of academic vacancies advertised increased from 400 to 601 advertised vacancies. It would be expected that given the increase in vacancies the number of international applicants would reflect this.

There are two possible external reasons for the lack of increase 1) The Scottish Referendum; 2) media coverage of the new Immigration Bill and perception that UK is not open to migrants.

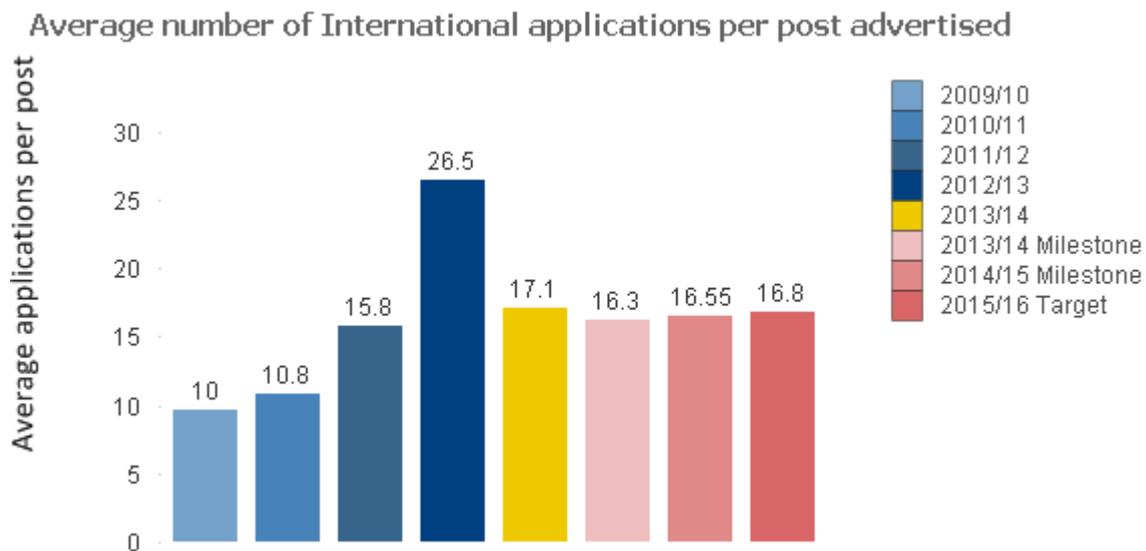
In addition, 2012/13 may have been much higher than expected because of the particularly successful recruitment of Chancellor's Fellows - 62% of appointments were international which reflects the volume of international applicants. The campaign for 2013/14 was much smaller with 50 appointments which may have affected the proportion of international applications.

To ensure that the 2014/15 milestone is reached three actions will be taken: 1) Launch new advertising templates which will promote the university distinctiveness with globalisation at the

centre of the campaign to attract international candidates; 2) complete a review of the advertising media, particularly on-line and social media, will be carried out to identify improved approaches to attract international applicants; and 3) promote and market the Relocation and Partner Career Transition services more widely as a tool to attract international applicants.

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

Status: on track (against milestone but drop compared to last year)



Note on performance

The milestone for 2013/14 has been met, with the average number of international applicants per vacancy being 17.1. However, this is a decrease compared with 2012/13. The University has advertised 201 more vacancies but the total number of applicants has not increased. It is likely that the same factors affect the proportion as the numbers reflected in 4.2a – namely the impact of the referendum and the immigration bill.

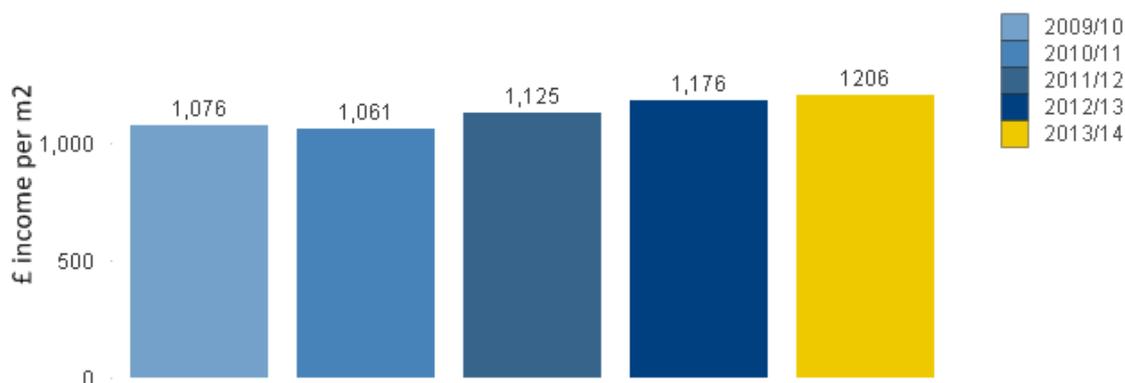
People	
5.0 Total income per square metre of GIA	↑
5.1 Increase the proportion of our building condition at grades A and B on a year-on-year basis, aiming for at least 90% by 2020.	
5.2 Increase student satisfaction with learning resources (library, IT resources, study space and equipment) to at least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

KPI 5.0 Total income per square metre of GIA

Status: performance improving

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

Total income per square metre of gross internal area (£)

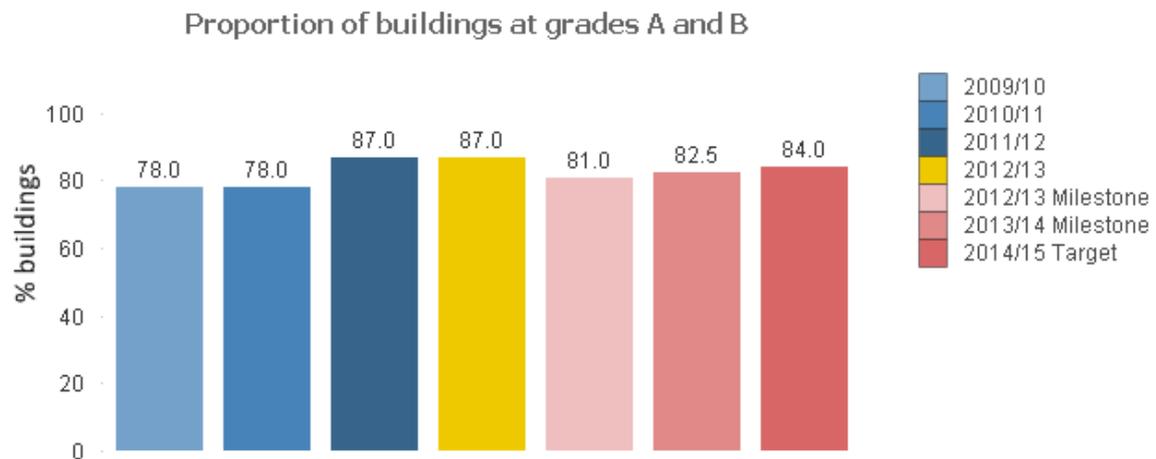


Note on performance

In 13-14 it is estimated that the University total income per square meter grew 2.55% to £1,206 up from £1,176 (the estimated figure of £1,197 quoted in the previous year's report has been refined). Based on the gross internal area of our non-residential estate, this indicates that the University is using its non-residential estate more efficiently. This exceeds the +/-1% target set in the Strategic Plan.

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

Status: on track



Note on performance

The target has remained the same as last year at University level. A refreshed Estates Condition survey has been commissioned this year and new survey data should be available by the end of the calendar year.

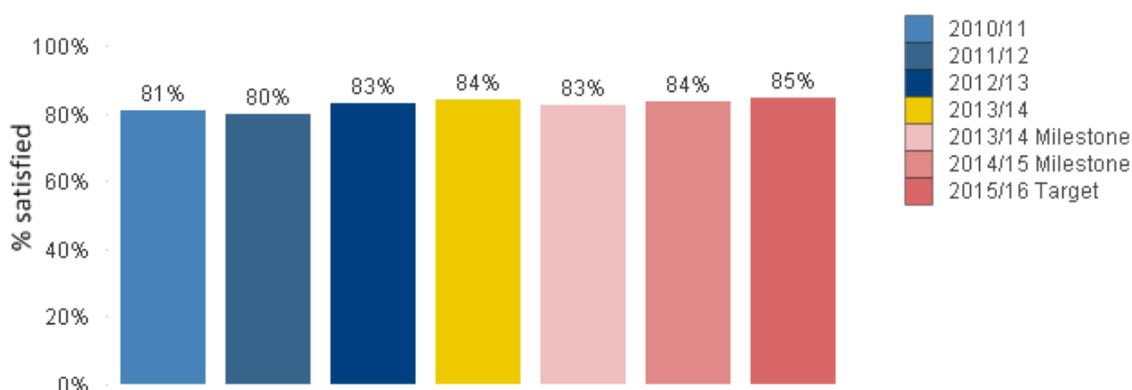
The high proportion of estate in Condition A and B reflects the substantial investment made in the estate in terms of new developments, refurbishments and major maintenance.

The agreed development programme and the proposed programme over the next five years will see further investment across all areas of the estate and, subject to continued funding, will see all colleges and, in turn, the whole estate meet the 90% target.

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

Status: on track

Increase student satisfaction with learning resources to at least 85%



Note on performance

Student satisfaction in these areas has increased to 84%, exceeding the 2013/14 milestone.

Student satisfaction is highest in the NSS which shows a large improvement for the second year running to 89%, up from 83% in 2011/12.

The questions asked in these surveys changed in 2013/14, particularly in the Postgraduate Taught Experience Survey, making strict comparisons difficult. Our analysis groups questions according to themes and we have made the comparisons on this basis.

Data is not available for the IS and LibQual surveys for 2013/14.

Survey	% satisfied 2012/13	% satisfied 2013/14	% Change
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	80%	83%	3%
National Student Survey (undergraduate final year)	86%	89%	3%
Postgraduate Taught Experience Survey	79%	81%	2%
Postgraduate Research Experience Survey	74%	-	-
LibQual	-	-	N/A
IS Survey	90%	-	N/A

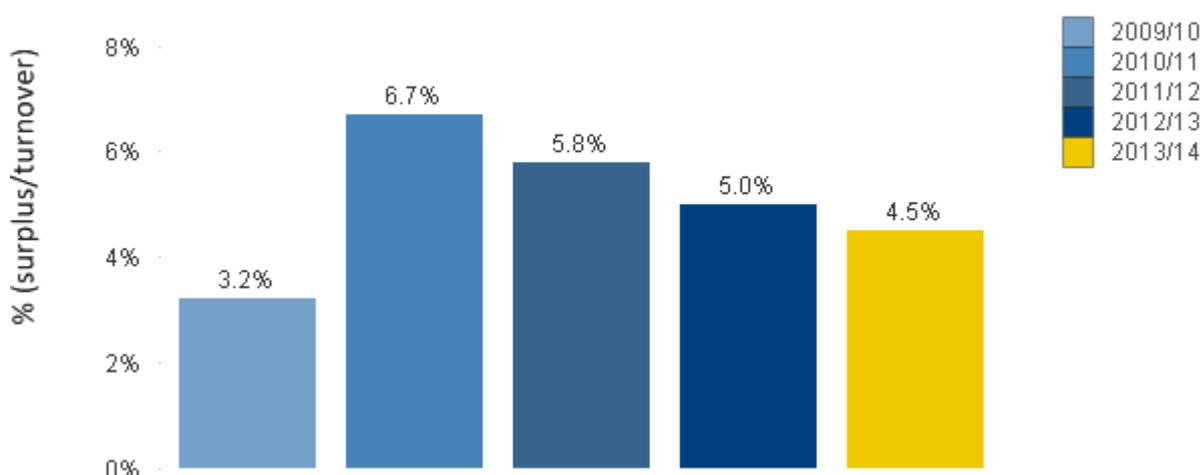
Finance	
6.0 Operating surplus as a % of turnover	↑
6.1 Increase our total income per staff FTE, aiming for an increase of at 10% in real terms	
6.2 Increase our ROCE	

KPI 6.0 Operating surplus as a % of turnover

Status: Performance improving

Aiming for 3 to 5%

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



Note on performance

The University Court on 18 February 2013 agreed that in the context of the Finance Strategy that the University should aim for an operating surplus of 3 to 5% of turnover. Performance is now in this range and therefore the KPI is classed as improving.

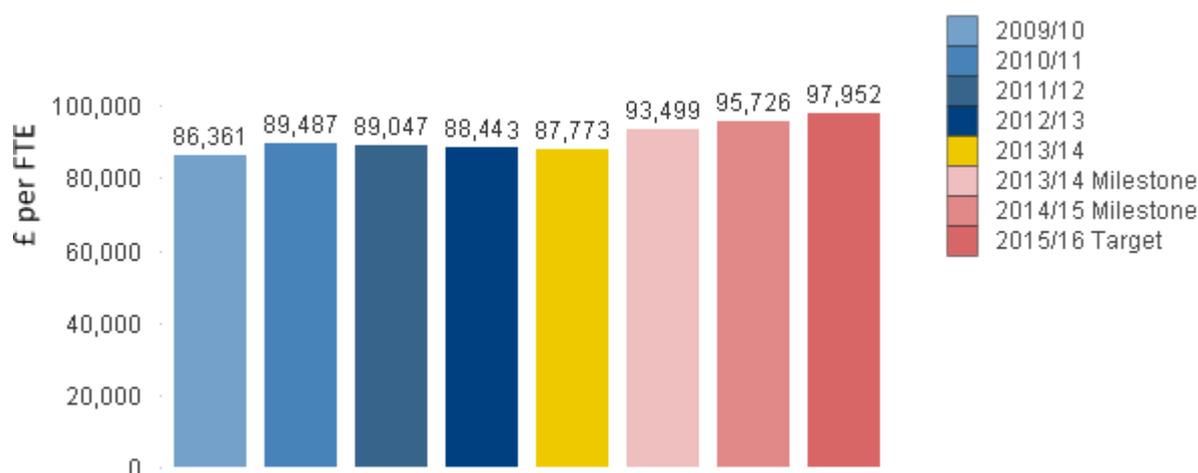
Selected Russell Group Operating Surplus as percentage of turnover ¹ (data not yet available for 2013/14)	2011/12	2012/13	% Change
Average	5.2%	3.4%	-1.8%
University of Edinburgh	5.8%	5.1%	-0.7%

¹ This includes 12 out of the 24 Russell Group institutions, selected as they are the most comparable peer group to Edinburgh in terms of income and expenditure. This group comprises Birmingham, Glasgow, Imperial, Kings College London, Leeds, Manchester, Nottingham, Sheffield, Southampton, UCL and Warwick, as well as Edinburgh.

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

Status: further work needed

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



Note on performance

The total income per staff FTE has decreased slightly by 0.8% compared to 2012/13, which means that the 2013/14 milestone of 5% against a 2011/12 baseline has not been reached. This performance is due to staff FTE growth in 2013/14, following on from growth in 2012/13, driven by the Chancellor’s Fellowships scheme and the REF. Benefits in income are expected to be realised from this staffing growth in the medium term.

University of Edinburgh	2011/12	2012/13	2013/14	% change from 2012/13
Total income (£millions)	£700.9	£738.8	£783.7	5.7%
Total staff (FTE)	7871	8342	8929	6.6%

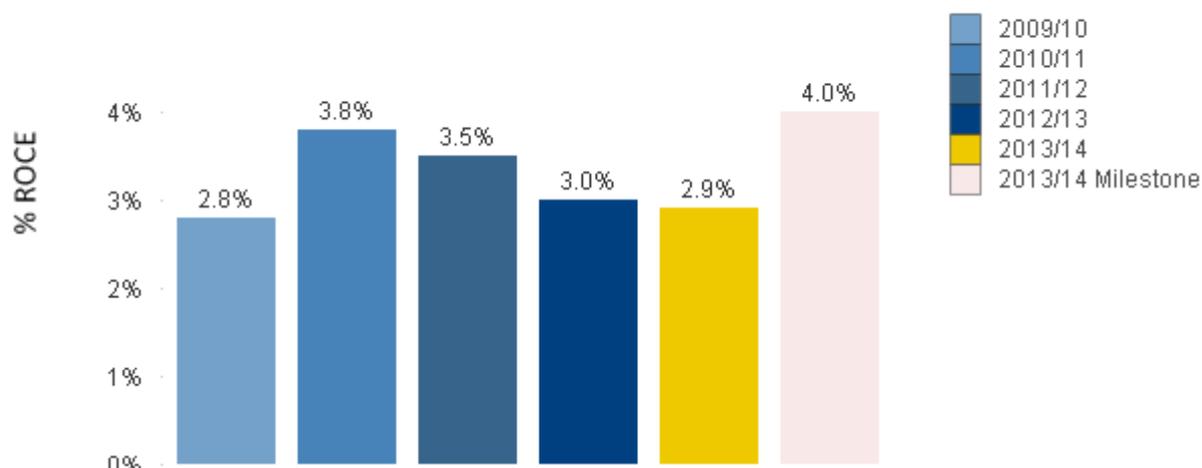
Selected Russell Group ² : income per staff FTE (data not yet available for 2013/14)			
	2011/12	2012/13	% change
Upper Quartile	£106,908	£109,024	2.0%
Average	£91,814	£92,584	0.8%
University of Edinburgh	£89,047	£88,443	-0.7%

² This includes 12 out of the 24 Russell Group institutions, selected as they are the most comparable peer group to Edinburgh in terms of income and expenditure. This group comprises Birmingham, Glasgow, Imperial, Kings College London, Leeds, Manchester, Nottingham, Sheffield, Southampton, UCL and Warwick, as well as Edinburgh.

Target 6.2 Increase our ROCE (Return on Capital Employed)

Status: further work needed

Increase our Return on Capital Employed (ROCE)



Note on performance

The ROCE tends to fluctuate in line with how the operating surplus rises and falls. The surplus fell slightly this year, but the Net Assets grew by a much steadier average annual increment. The operating surplus target of 3-5% will be key to achieve an increase in ROCE.

University of Edinburgh	2011/12	2012/13	2013/14	% change from 2012/13
Earnings before interest, tax, depreciation and amortisation (millions)	£59.5	£54.5	£53.6	-1.5%
Net Assets	£1675.7	£1764.3	£1821.3	3.1%

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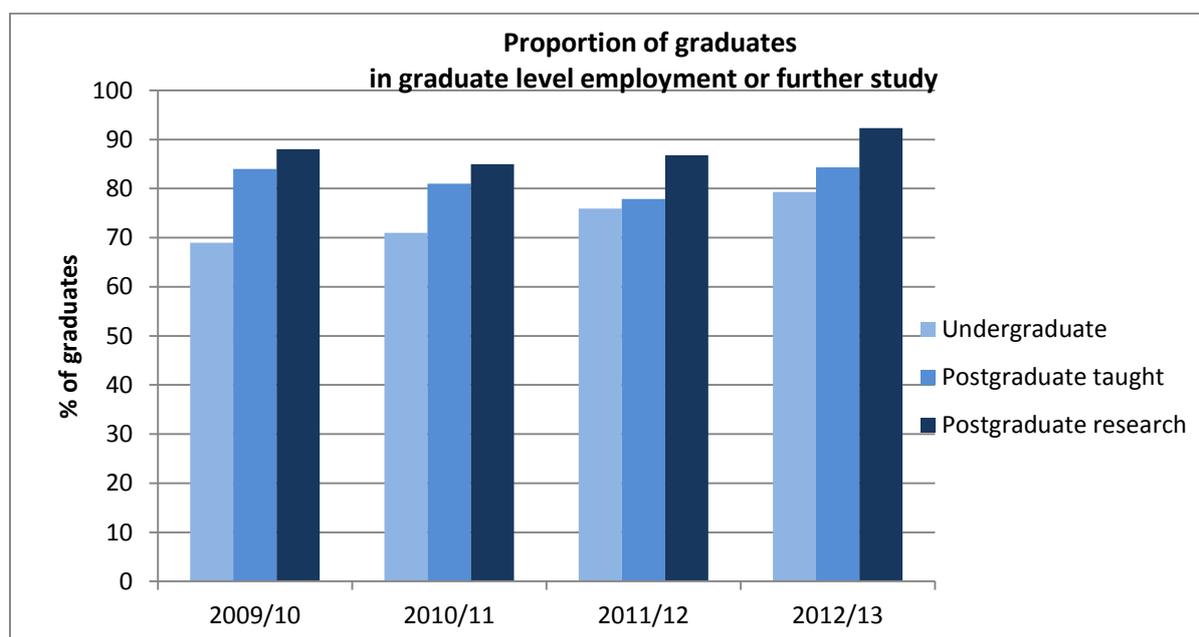
Year 2: 2013/14

Outstanding student experience	
7.0a Proportion of graduates in graduate-level employment or further study (undergraduates)	2012/13 data ↑
7.0b Proportion of graduates in graduate-level employment or further study (postgraduate taught graduates)	2012/13 data ↑
7.0c Proportion of graduates in graduate-level employment or further study (postgraduate research graduates)	2012/13 data ↑
7.1 Increase the level of overall satisfaction expressed in responses to the NSS, PTES and PRES student surveys to at least 88%	
7.2 Increase the number of our students who have achieved the Edinburgh Award to at least 500	
7.3 Create at least 800 new opportunities for our students to gain an International experience as part of their Edinburgh degree.	

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

Status: Undergraduates – improving, Postgraduate Taught graduates – improving, Postgraduate Research graduates –improving

Tolerance: 2 percentage points (+/-) from previous year



Note on performance

This data is based on the Higher Education Statistics Agency (HESA) Destination of Leavers of Higher Education (DLHE) Survey. This self-report survey takes a snapshot of student destinations approximately 6 months after graduation. The year indicates the academic year in which the students graduated. The response rate for the survey varies between cohorts and slightly across years. In 2012/13 the response rates were 74% for UG, 57% for PGT and 70% for PGR.

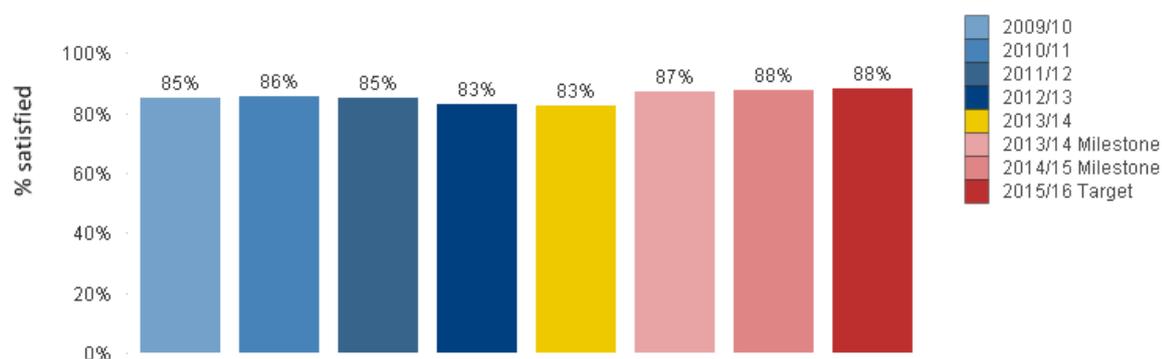
A number of changes were made to the survey in 2011/12 - 'Graduate level employment' is now based on the simplified Standard Occupational Classification Groups 1-3, i.e. Managers and Senior Officials, Professional Occupations and Associate Professional and Technical Occupations; students from outwith the EU were included for the first time; and the survey questions also changed to merger the questions about 'employment' and 'further study'.

Different programmes have quite varying graduate outcomes, but all three colleges and surveys have seen increases in the proportion of graduates in graduate level employment or further study between 2011/12 and 2012/13.

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

Status: further work needed

Increase overall satisfaction in student surveys to at least 88%



Note on performance

Satisfaction as reported in these surveys was maintained at 83% in 2013/14.

Significant changes in the question in the Postgraduate Taught Experience Survey mean that it is difficult to make a meaningful comparison from 2013 to 2014. We need to review the use of the PTES question in this target for future years.

Data at School level for both ESES and NSS shows wide fluctuations from one year to another. A large school can have a significant effect on our overall scores, both positively and negatively.

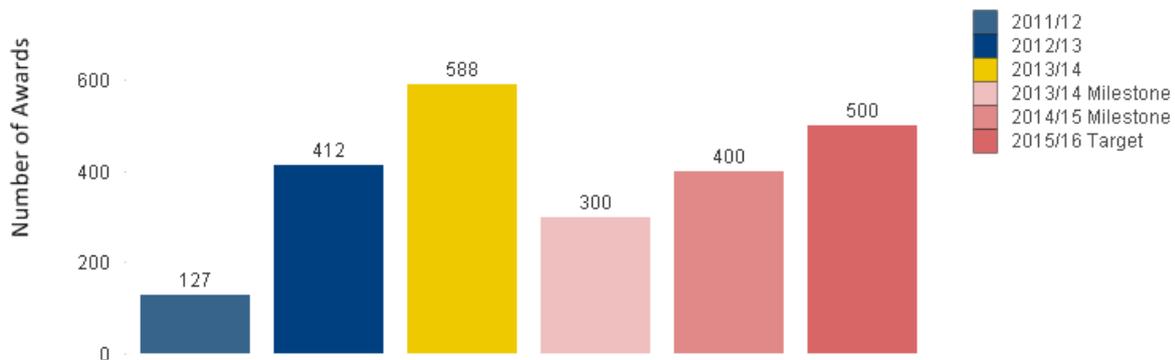
Significant resource is already allocated to improving student satisfaction and to improving our NSS outcomes. It appears to be having an effect on NSS, albeit slowly. Although the data are too sparse to be clear, it appears that there is a lag time of two to three years between the beginning of significant 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. Work will continue on our major strands of student experience and NSS improvement, with a focus on communication of our achievements to all students and an additional emphasis on support for our most negatively impactful Schools or teaching units.

Survey	% satisfied 2012	% satisfied 2013	% satisfied 2014
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	-	82%	82%
National Student Survey (undergraduate final year)	83%	82%	82%
Postgraduate Taught Experience Survey	87%	87%	83%
Postgraduate Research Experience Survey	86%	81%	-

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

Status: on track

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



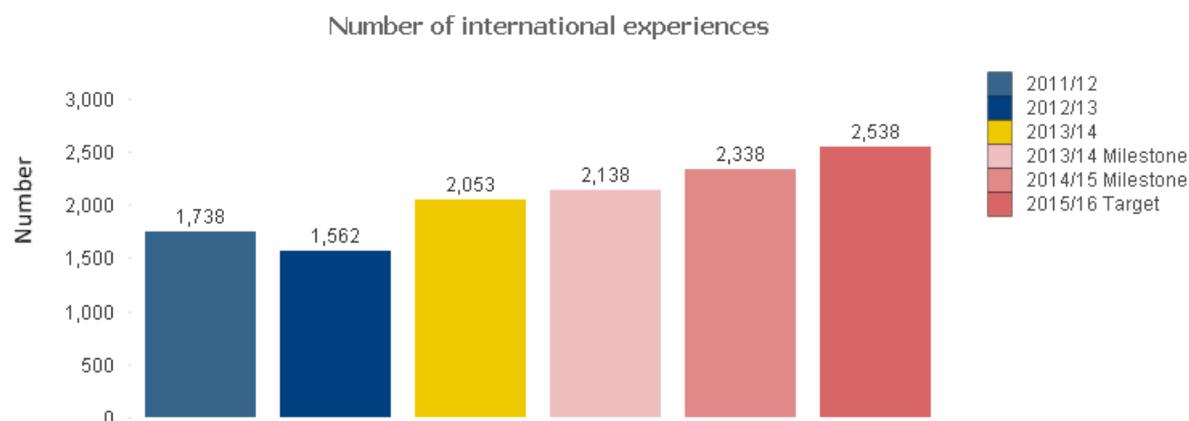
Note on performance

The Edinburgh Award wraps around co- and extra-curricular experiences, supporting our students to strive towards excellence wherever they find themselves, now and in the future. Since piloting in 2011/12, the Award has grown from recognising and supporting four types of student activity to 32 in 2013/14. Initially targeting some of the major student activities, growth will likely become shallower as further focus is given to ensuring diversity and equality of access. At the same time, effort is being given to ensure continued quality enhancement as expansion continues. Originally delivered through a secondment, during 2012/13 an Edinburgh Award Coordinator (1.0 FTE) was appointed to support the continued running, expansion and enhancement of the Award.

The distribution across Colleges broadly reflects the total student population proportions for 2013/14. Top-level and more granular evaluation data remain positive with 94.7% of respondents feeling they were better off having taken part in the Award and 96.1% saying they would recommend it to a friend. With Target 7.2 exceeded in 2013/14, attention will need to be given to future plans for the scale of the Award and how this is supported.

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

Status: further work needed



Note on performance

The overall number of international experiences has increased by 24% from a total of 1,562 in 2012/13 to 2,053 in 2013/14.

The largest proportion of international experiences is undertaken by undergraduate students which are reflected in the overall numbers of undergraduate students participating in an international experience growing from 58% in 2012/13 to 79% in 2013/14.

All types of international experiences are showing an increase with the exception of a reduction from 26 students in 2012/13 to 21 students in 2013/14 opting to take a nursing elective. The nursing elective decrease can in part be attributed to an increase in student numbers for the medical elective growing from 235 to 309 in the same period.

The Departmental/ International Exchanges and the Erasmus+ exchanges have increased by 19% and 16% respectively. This can be primarily attributed to an increase in student demand which at this time can only be partly met as the increase in student demand outstrips the availability of exchange places. This is an area for further development.

Further Work

Looking forward, under the banner of the Student Experience, the University is committed to increasing the number of international experiences that students undertake. In order to combat a number of barriers to a year or semester of study abroad, a range of short-term Go Abroad international experiences have been created under the banner of 'The Principal's Go Abroad Fund' and other sources of funding including Scottish Government and US development Trust. This has resulted in a significant increase of 95% from 10 students participating in a short-term international experience in 2012/13 to 214 students in 2013/14.

We are seeing growing demand for both Erasmus Exchange and International Exchange opportunities across the University. For 2014/15 we received 617 Erasmus exchange applications (up from 534 applications in the previous year), and are currently expecting to send 409 students in 2014/15. For International Exchange, applications rose by a modest 10%, from 448 applications in 2013/14, to 501 in 2014/15. However, without the resources and infrastructure in place to significantly increase available places, any greater rise in applications would have only led to more

Strategic Plan 2012-16: Targets and KPIs Progress Report

Year 2: 2013/14

disappointed candidates. As it was over 250 eligible students were unsuccessful in securing an International Exchange place.

Type of International Experience	Number of experiences	% of total	Change from 2012/13
Departmental exchange (languages)	64	3%	2%
Departmental/International exchange	281	14%	19%
Edinburgh award	8	0%	100%
Erasmus Exchange	371	18%	16%
Erasmus Work Placement	46	2%	2%
Extra Mural Studies (Vets)	322	16%	17%
Industrial experience	41	2%	34%
Medical elective	309	15%	24%
Nursing elective	21	1%	-24%
Other study abroad	376	18%	7%
Short term international experience	214	10%	95%

Level of study	Number of experiences	% of total
PGR	211	10%
PGT	219	11%
UG	1623	79%

College	Number of experiences	% of total
CHSS	1229	60%
CMVM	663	32%
CSE	161	8%

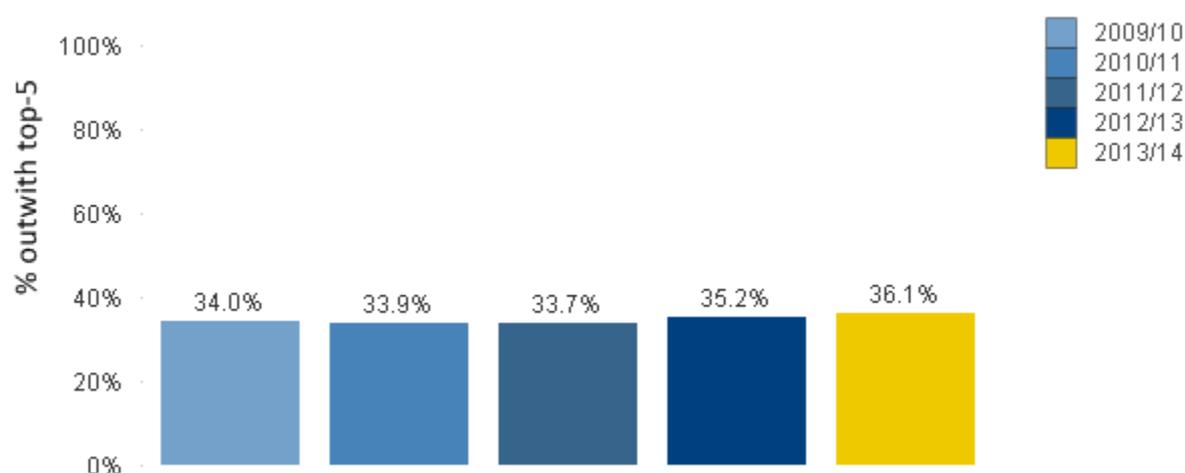
Global impact	
8.0 Proportion of international students from beyond our five most well-represented countries	↑
8.1 Increase our headcount of non-EU international students by at least 2,000	
8.2 Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile	2012/13 data
8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500	

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

Status: performance improving

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

Proportion of international students from beyond our five most well-



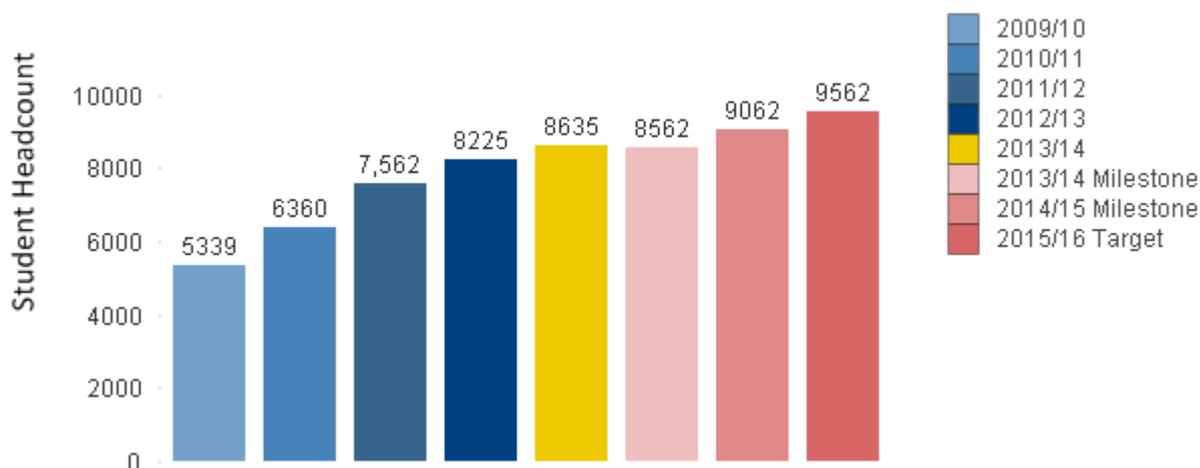
Note on performance

The proportion of students domiciled from non-EU countries has grown since 2012/13, from 35.2% to 36.1%. The top 5 overseas countries that the University attracts students from has remained consistently the same for the past five years (China, USA, Canada, Malaysia and India).

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

Status: on track

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



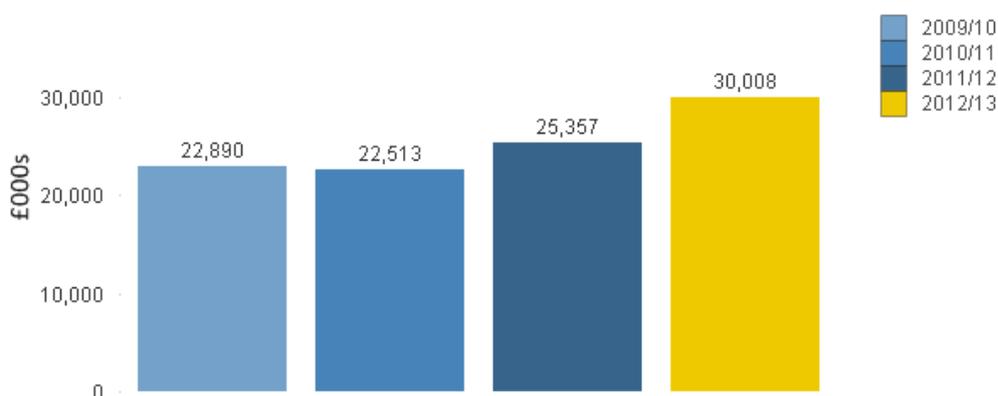
Note on performance

The headcount of International students domiciled outside the EU has increased by 4.9% since 2012/13 and consequently this target is on track to achieve an extra 2,000 students by 2016. The increase does not appear to be focused in any particular one country.

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

Status: on track

Research income from EU and other overseas sources



Note on performance

The University's research income from EU and overseas sources in 2012/13 increased by 18.3% from 2011/12. The average income for the Russell Group upper quartile also increased by 17.5% over the

Strategic Plan 2012-16: Targets and KPIs Progress Report

Year 2: 2013/14

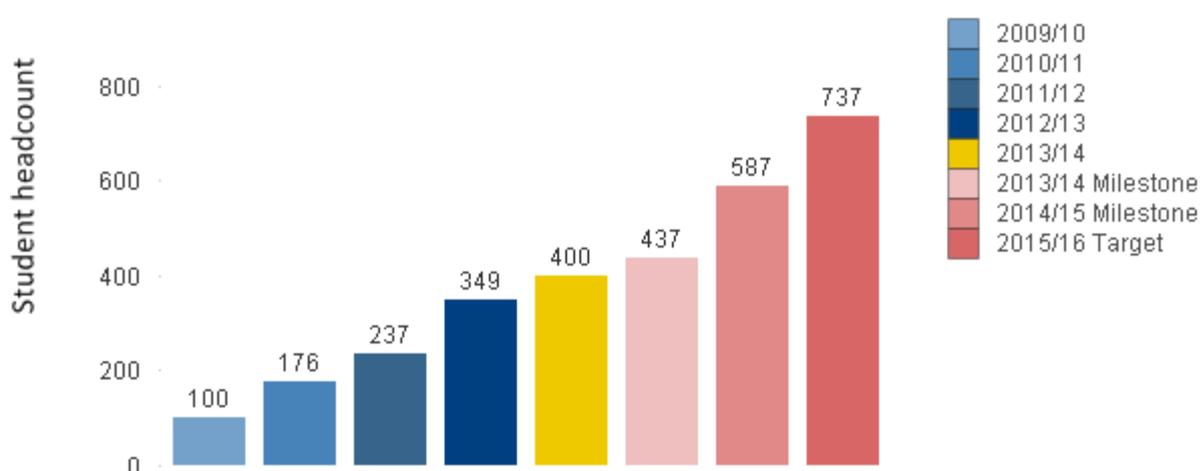
same period. The University remains just outside the Russell Group quartile on this measure, at 7th in the Russell Group.

Research Income	2009/10	2010/2011	2011/12	2012/13
Russell Group Upper Quartile average (£000s)	£21,074	£22,733	£25,862	£30,381
University of Edinburgh (£000s)	£22,890	£22,513	£25,357	£30,008
% difference from Russell Group Upper Quartile	8.60%	-1.0%	-2.0%	-1.2%

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

Status: further work needed

Increase no. of masters students on progs established through Global



Note on performance

The overall increase in this target has been driven by the expansion of on campus and online distance learning provision across the Global Academies, and increased recruitment into both modalities of learning. Challenges continue to be scaling up the number of students on each programme; refining the portfolios of programmes in line with demand; positioning Edinburgh as a 'destination' for online learners; and to bring in more scholarships funds (thereby opening access to learners from developing nations).

In the context of growing masters provision, the Global Academies assist Schools and Colleges to form new interdisciplinary programmes; and position a wide range of masters programmes for student recruitment. 5 new programmes are starting in 2014/15 and more are planned in 2015/16 including an online Masters in Public Health.

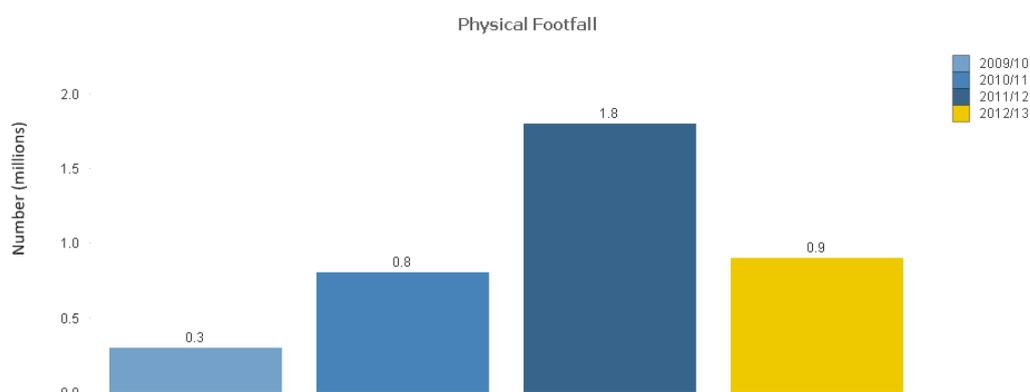
Lifelong community	
9.0a Physical footfall	↔ 2012-13 data
9.0b Virtual footfall	↑
9.1 Increase the number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters.	

KPI 9.0 Physical and virtual footfall

9.0a Physical footfall

Status: performance worsening

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



Note on performance

This is the first year for which data is available (for 2012/13) to allow the physical aspect of this KPI to be monitored.

This KPI is an amalgamation of a number of different data sets. In 2011/12, the data selected to use as a baseline was unusually high, particularly in relation to exhibitions. It is therefore difficult to make a meaningful comparison between the years. In

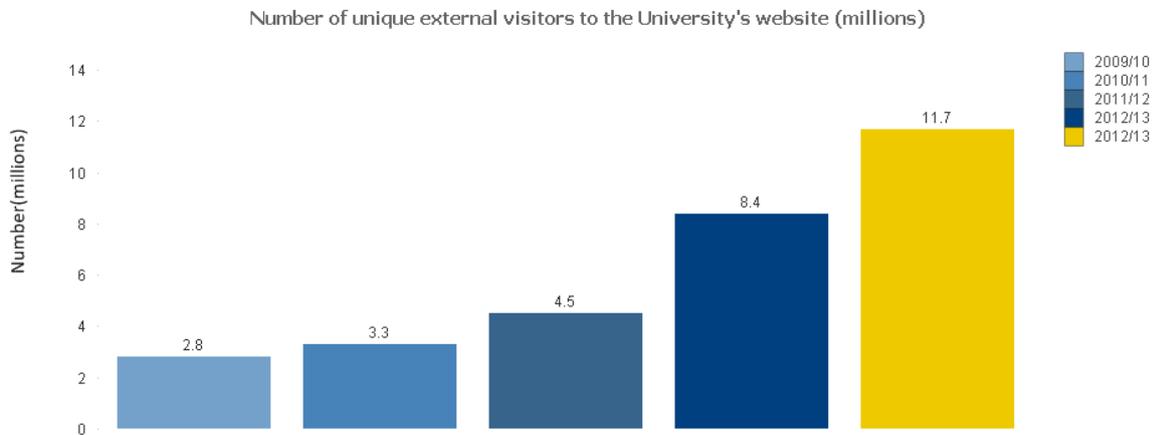
2014/15, we will carry out work to establish a more robust means of assessing performance against this KPI.

Physical footfall	2010/11	2011/12	2012/13
Attendees to public lectures	47,385	63,287	62,291
Performance arts	11,515	71,103	19,091
Exhibitions	149,758	970,097	64,982
Museum events	9,972	12,276	8,119
Numbers of lifelong learning students	4,963	5,481	5,665
Attendees to open doors days	-	-	8,500
CSE Pleasance users (swipe entries)	16,434	15,261	46,796
CSE Pleasance and St Leonards Users	501,148	555,103	566,509
CSE Peppermill users	86,330	89,000	144,000
CSE Firbush bednights	7,000	7,052	6,587
Total	834,505	1,788,660	932,540

9.0b Virtual footfall

Status: performance improving

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



Note on performance

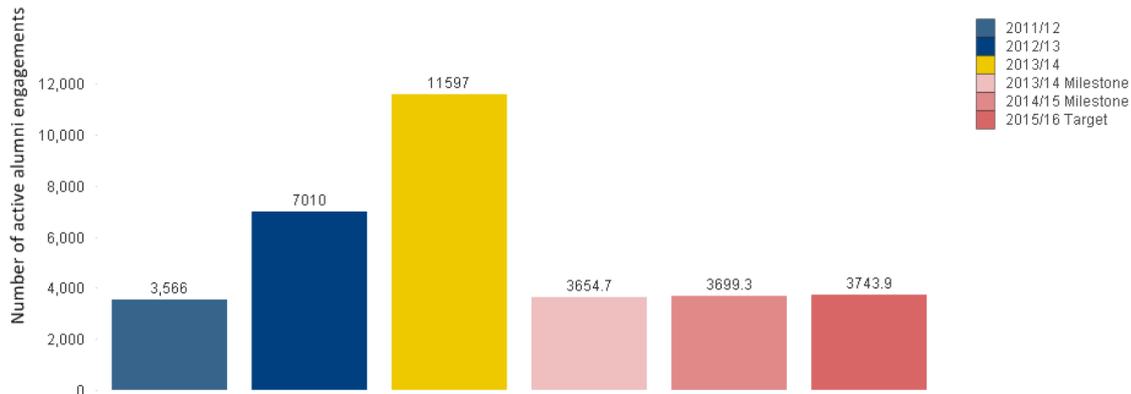
In terms of virtual footfall there has been a dramatic increase in the number of unique external visitors accessing the University website. The virtual footfall for the whole site, as measured by Google Analytics (GA), continues to rise dramatically year on year. This audience is external to the University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

Social media is having a clear effect on driving traffic to the University website.

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

Status: on track

Number of active alumni engagements via the Alumni website, social media and e-newsletter



Note on performance

Building on the successful changes implemented in 2012/13, there has been another large increase in the average number of engagements with communications with alumni. Exceptionally performing content over this period includes features giving alumni profiles and regarding alumni and honorary degrees, such as that awarded to Malala Yousafzai, and a Christmas video depicting snow falling outside New College. All are universal concepts and experiences communicated in a way that our alumni will feel a particular affinity towards and on platforms that enable them to respond accordingly.

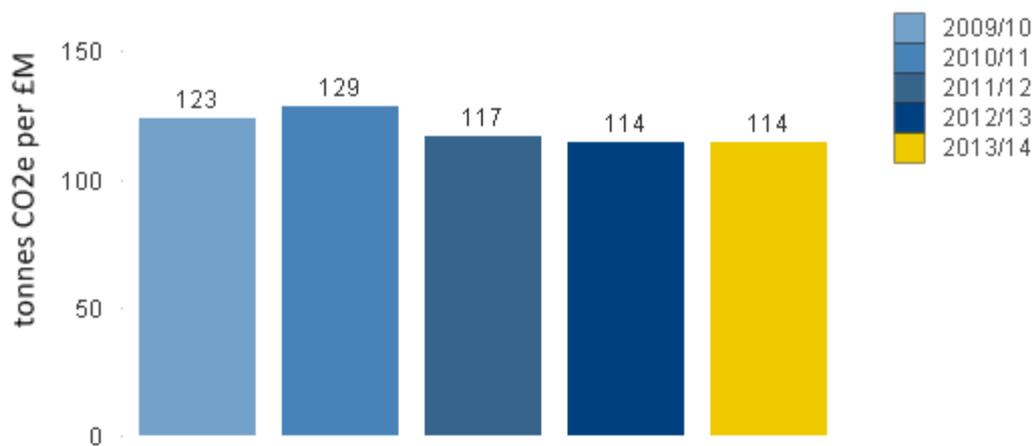
Social Responsibility	
10.0 Carbon emissions per £ million turnover	↔
10.1 Reduce absolute CO2 emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)	

10.0 Carbon emissions per £ million turnover

Status: performance maintaining

Tolerance: 3% (-/+) from previous year

Carbon emissions per £ million turnover

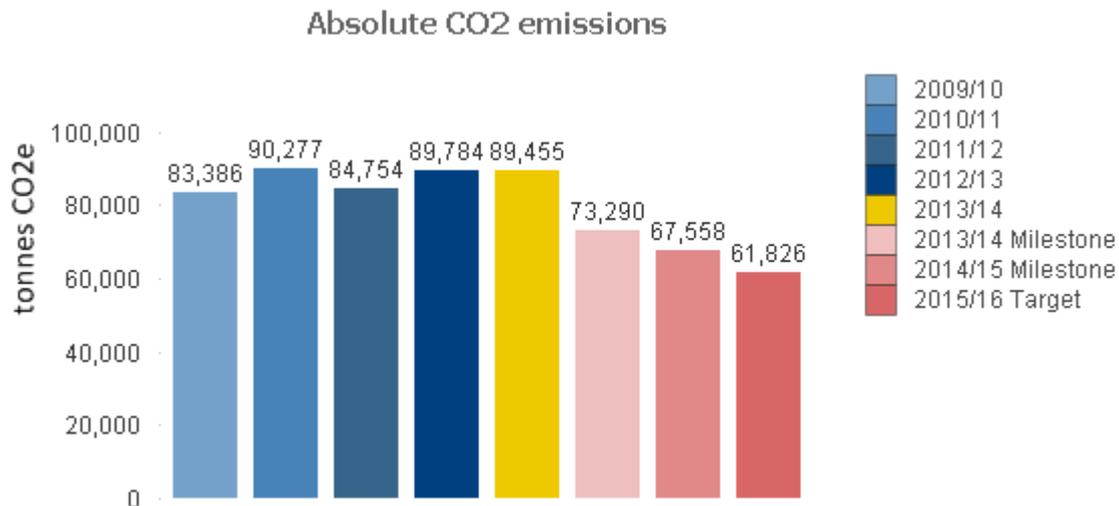


Note on performance

This measure contextualises the University’s carbon emissions relative to our financial growth. The University is maintaining its performance on this measure.

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

Status: further work needed



Note on performance

The University recognises its responsibility to take action on climate change, including reducing the carbon emissions from our direct operations as well as our indirect emissions.

The Climate Action Plan 2010-2020 set a goal of achieving a 29 percent carbon saving by 2020 against a 2007 baseline – with an interim target of 20 percent savings by 2015. At the end of July 2014, the University had not achieved the set targets - partially due to its own success in growing its teaching and research activities and implementing a number of mergers.

The University continues to invest in energy efficiency measures, providing low carbon solutions to the University’s energy requirements. Opportunities to reduce energy wastage continue to be identified through current engagement activities with building users.

In 2014/15 a structured review of the Climate Action Plan is taking place to: make recommendations for future targets, actions and investment to secure leadership in carbon reduction and management; and identify opportunities to enhance the University’s reputation and activities, whilst ensuring the key business of the University is maintained.

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

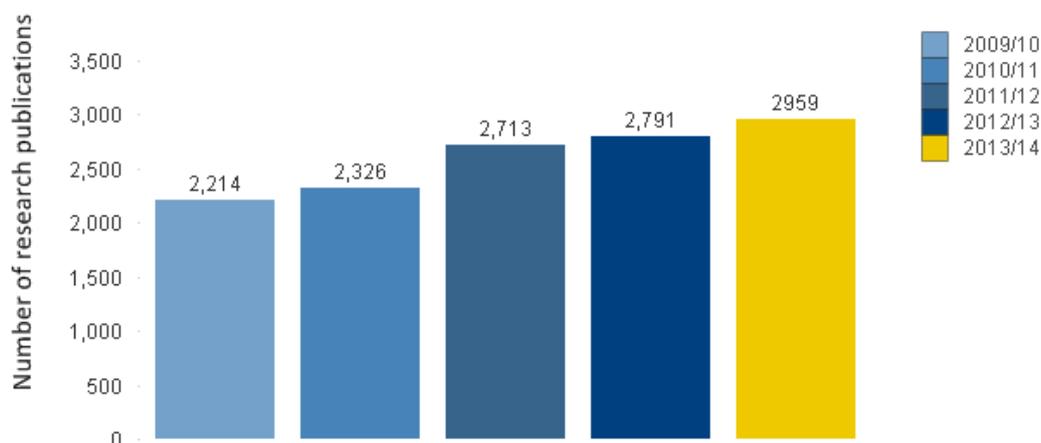
KPI 11.0a and b Number and proportion of our research publications which are internationally co-authored

Status: performance improving

Tolerance 11.0a: 1% (+/-) from previous year

Tolerance 11.0b: 1 percentage point (+/-) from previous year

Number of internationally co-authored publications: 2009/10 to 2013/14



Note on performance

Using InCites, there were 2959 internationally co-authored papers in 2013, 48.4% of the 6113 University of Edinburgh papers recorded in Web of Science. This compares to a Russell Group average of 42.1%.

We identified errors with the figures included in last year’s report and the

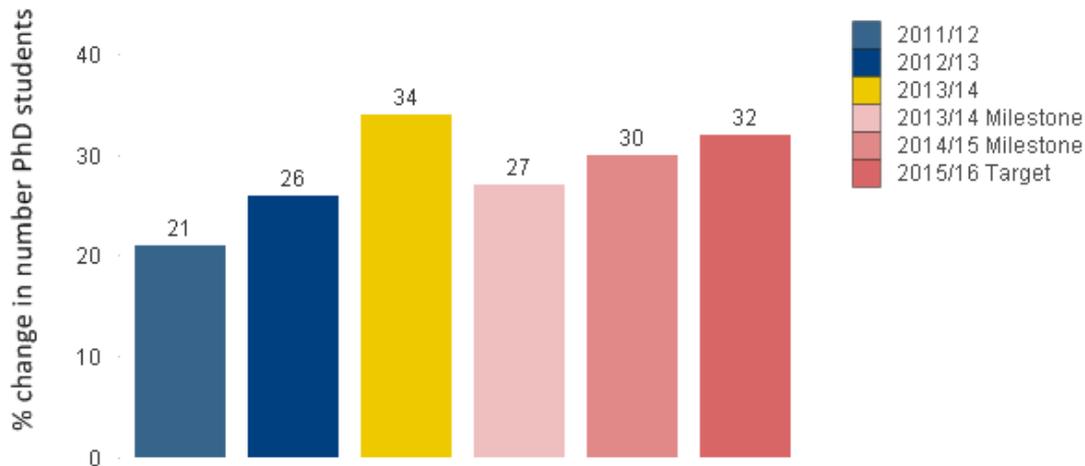
baselines set for this KPI. Principally, the method used double counted individual papers. The definition used in InCites is well aligned to what we are seeking to measure in this KPI. As such, there has been a continuous upward trend since 2009, though not as dramatic as that reported last year.

Publication year	Internationally co-authored papers	Total papers	%
2009/10	2214	5477	40.4%
2010/11	2326	5570	41.8%
2011/12	2713	5931	45.7%
2012/13	2791	6193	45.1%
2013/14	2959	6113	48.4%

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

Status: on track

Number of students on International joint PhD programmes



Note on performance

In AY 2013-14, the University of Edinburgh had 24 bilateral or multilateral international jointly awarded PhD agreements in place, spanning 47 countries and 52 universities. There were 34 on programme students.

New agreements have recently been signed with Valenciennes, Paris AgroTech, Beihang, China Graduate School of Theology and Aarhus. The Aarhus agreement will provide 6 students per annum in Neuroscience, African Studies and Arctic Geosciences from AY 2014-15.

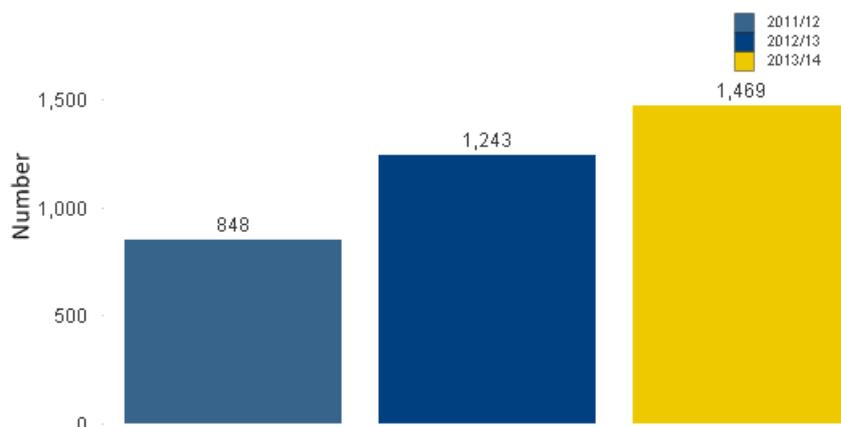
Equality and Widening Participation	
12.0a Undergraduate entrants from under-represented groups: widening participation	↑
12.0b Undergraduate entrants from under-represented groups: low income households	↑
12.0c Undergraduate entrants from under-represented groups: ethnicity	↔
12.0d Undergraduate entrants from under-represented groups: disability	↑
12.1a Converge on our state schools and colleges participation benchmark	2012/13 data
12.1b Converge on our low social classes participation benchmark	2012/13 data
12.2a Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels	
12.2b Reduce the gender pay gap for University staff	

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

Status: performance improving

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

Undergraduate entrants from under-represented groups - widening participation



Note on performance

As predicted the context of the different applicant pools (Scotland/EU and RUK) with the advent of fees for the RUK market has impacted on applicant behaviour and conversion rates. The HESA state school performance indicator demonstrates that the proportion of the young entry cohort from state schools has fallen to 67.3% for 2012/13 from 70.3% in the previous edition although our absolute number of entrants from state schools and colleges increased.

In order to mitigate this potential trend we have reviewed our admissions policy. The University of Edinburgh was one of the first in the UK to introduce the use of contextual data in admissions in 2004. We have now developed an enhanced approach to our methodology and systems for the

2015/16 admissions cycle to ensure that we give the appropriate recognition to applicants who have the potential to be successful in their studies at the University and who have experienced the greatest socio-economic disadvantage. Additional consideration in the selection and offer making process is given to: applicants with one or more geodemographic and educational contextual factors, care leavers, and applicants who have participated in a recognised widening participation programme. The full briefing on the University's use of contextual data in undergraduate admissions is available at: <http://edin.ac/1q2aPLE>

The widening access theme in the SFC Outcome Agreements is now backed by legislation. Conversion activity has been enhanced to include targeting applicants from SIMD 40 postcode areas and the University again exceeded the target for the extra funded places. We continue to influence work in the sector to identify a range of measures beyond SIMD. Our contextual admissions policy continues to reflect this.

Recognising the difficulties that care leavers face, and to encourage them to apply to study with us, we have introduced a new care leavers' policy to underpin our care leavers action plan. This commits the University to admit care leavers if they achieve the minimum entry requirements for their course, wherever that is possible. We also guarantee a bursary to all care leavers.

Entrants via the LEAPS project continue to demonstrate an upward trend with the University admitting more than any other university.

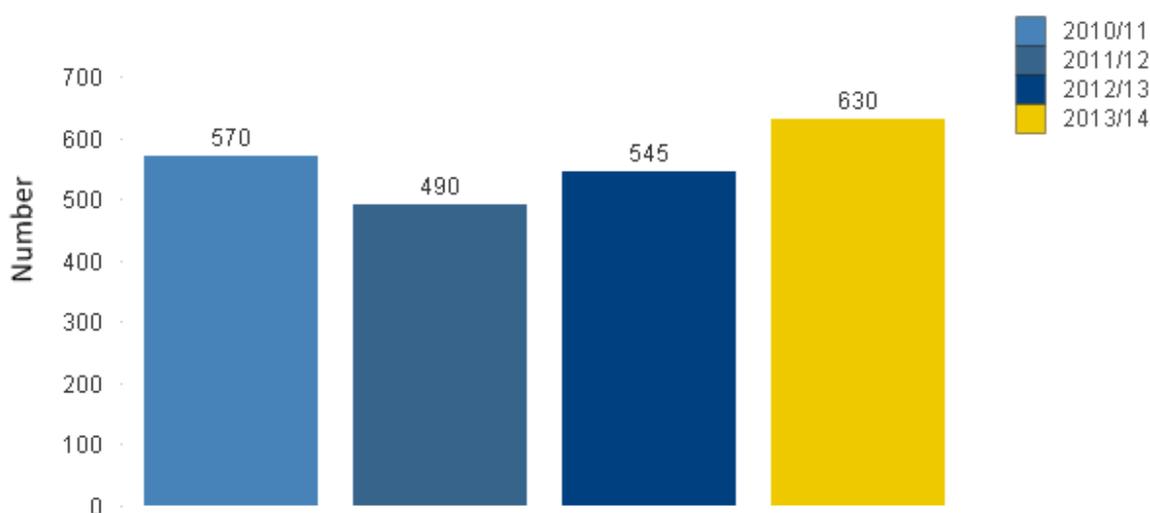
A review of the impact of bursary provision on both recruitment and retention of those from under-represented groups is proposed in 2015/16.

KPI 12.0b Undergraduate entrants from under-represented groups: low income households

Status: performance improving

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

Undergraduate entrants from under-represented groups - household income



Note on performance

The number of Scotland domiciled entrants from households with an income of below £34,000 has increased for the third year running. We have re-stated this measure based on those eligible for

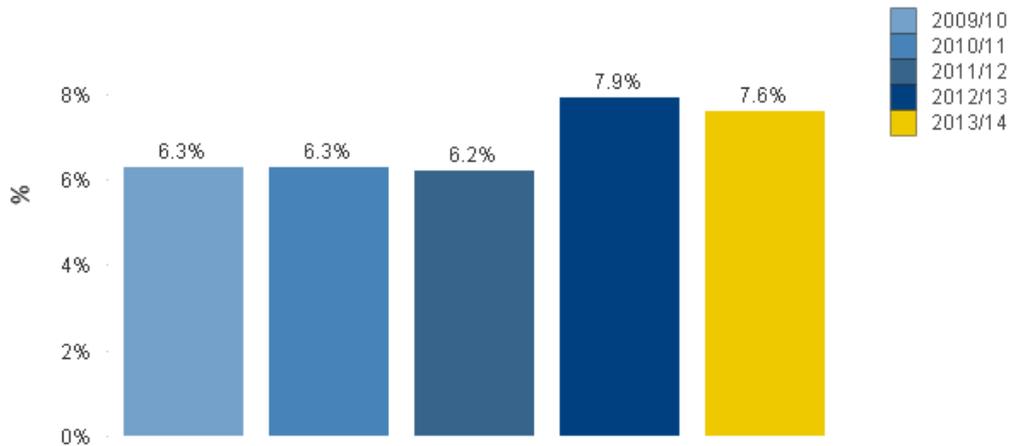
income assessed awards from the Student Award Agency for Scotland, as recent changes to their policy mean that the SAAS data collection has changed.

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

Status: performance maintaining

Tolerance: 0.5 (+/-) percentage points from previous year

Undergraduate entrants from under-represented groups - ethnicity



Note on performance

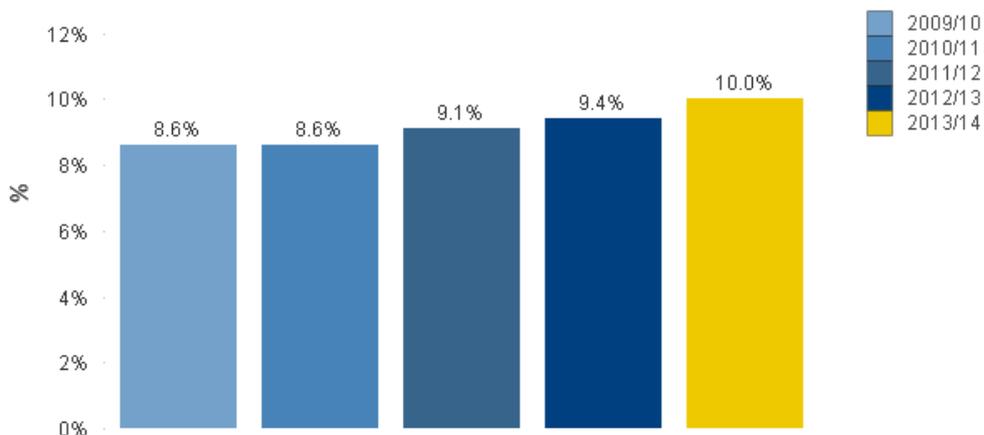
Numbers of entrants from BME backgrounds remained within 0.3% of the 2012/13 high of 7.9%, maintaining the increase seen in the previous year.

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

Status: performance improving

Tolerance: 0.5 (+/-) percentage points from previous year

Undergraduate entrants from under-represented groups - disability



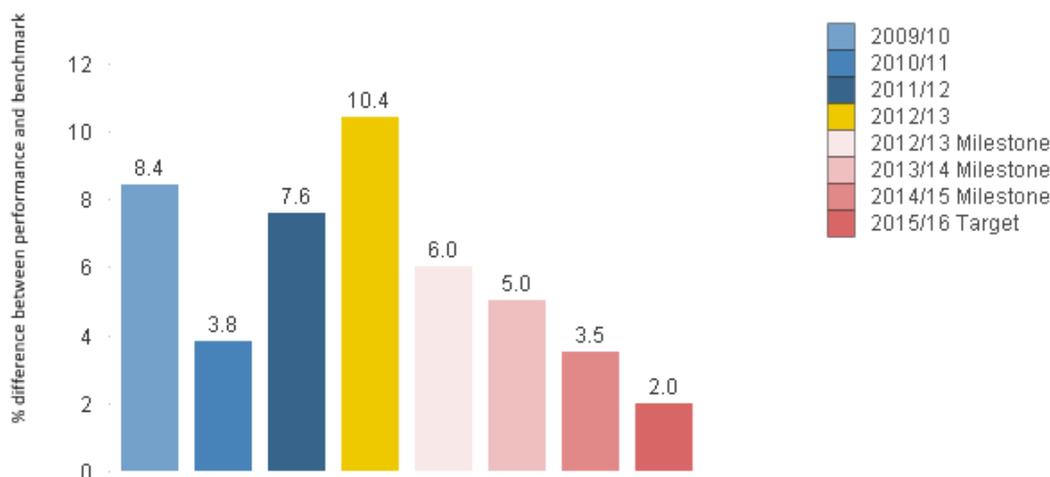
Note on performance

Number of entrants who declared a disability increased slightly in 2013/14 to 10.0%. This seems to point towards a longer-term trend where more students are reporting a disability.

Target 12.1a Converge on our state schools and colleges participation benchmark

Status: further work needed

State schools colleges: converge on participation benchmark



Note on performance

In 2012/13, the latest year for which comparative data is available, we diverged further from the state school benchmark and are now 10.4% from our benchmark. The absolute number of (young, full-time, first degree) entrants actually rose, but the proportion of our overall entrant population did not.

The introduction of higher-rate RUK fees in 2012/13 is likely to have had an impact on our proportion of state school entrants.

There is no direct Russell Group or Scotland comparison as benchmarks apply to individual institutions, but the figures for state school entrants across Scotland have fallen by 1% (to 86.9%) compared to our 3% fall (to 67.3%), but across the Russell Group the percentage has risen slightly (by 0.8%, to 75.4%).

% entrants from state schools and colleges	2009/10	2010/11	2011/12	2012/13
University of Edinburgh	70.4%	74.4%	70.3%	67.3%
Benchmark	78.8%	78.2%	77.9%	77.7%
Russell Group*	75.2%	74.6%	74.6%	75.4%
Scotland*	86.8%	88.3%	87.9%	86.9%

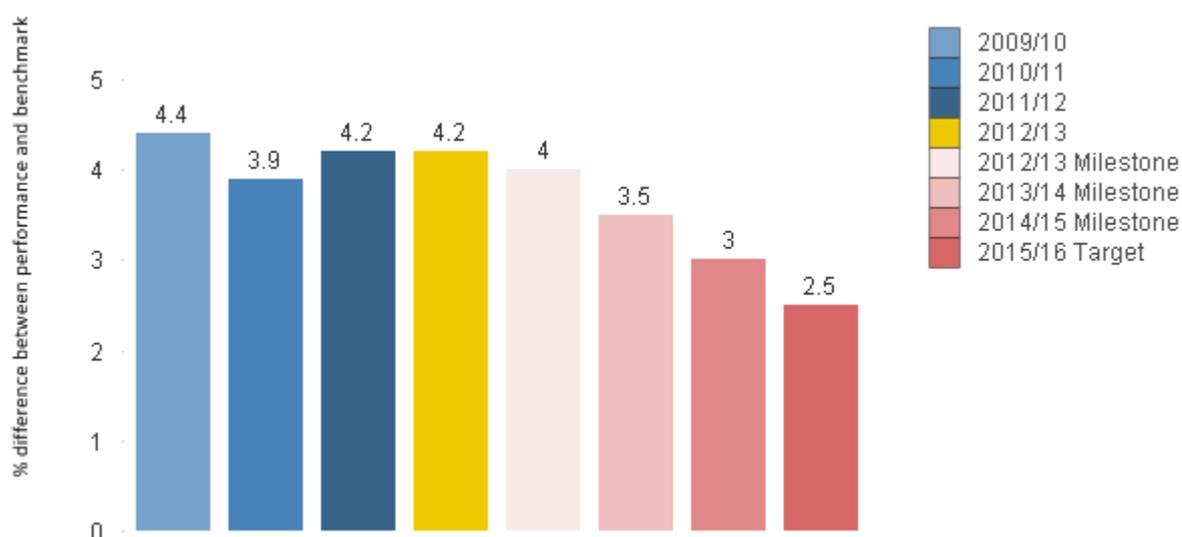
*average weighted by population

St Andrews is the only other Scottish institution further from its benchmark (58.9% vs 74.1%). In the Russell Group, Newcastle, Oxbridge, Queen's, Bristol, Durham are further from their benchmarks than we are from ours.

Target 12.1b Converge on our low social classes participation benchmark

Status: further work needed

Low social classes: converge on participation benchmark



Note on performance

The University's percentage of young, full-time first degree entrants from lower social classes rose 0.1 to 16.6%, though we remain at 4.2% from our benchmark. At the same time, the Russell Group weighted average rose 1.3 to 20.2%. Across Scotland, the weighted average fell 0.3 to 26.2%. Several Scottish HEIs (Dundee, Aberdeen, GSA, St Andrews) have all moved further from their benchmarks than we have, and this is also true for a number of Russell Group members.

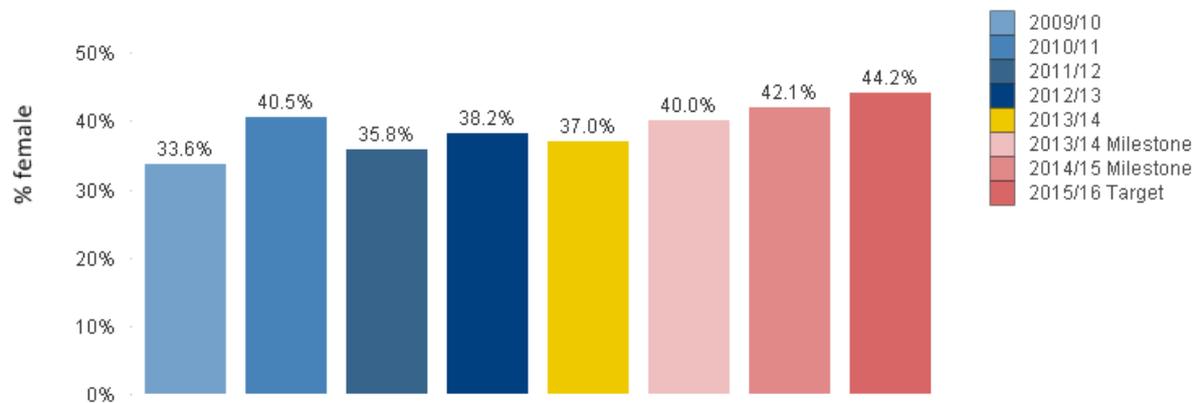
% entrants from low social classes	2009/10	2010/11	2011/12	2012/13
University of Edinburgh	16.5%	17.1%	16.5%	16.6%
Benchmark	20.9%	21.0%	20.7%	20.8%
Russell Group*	19.3%	19.3%	18.9%	20.2%
Scotland*	25.8%	27.2%	26.6%	26.2%

*average weighted by population

Target 12.2a: Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels

Status: further work needed

Increase proportion of female academic staff appointed and promoted



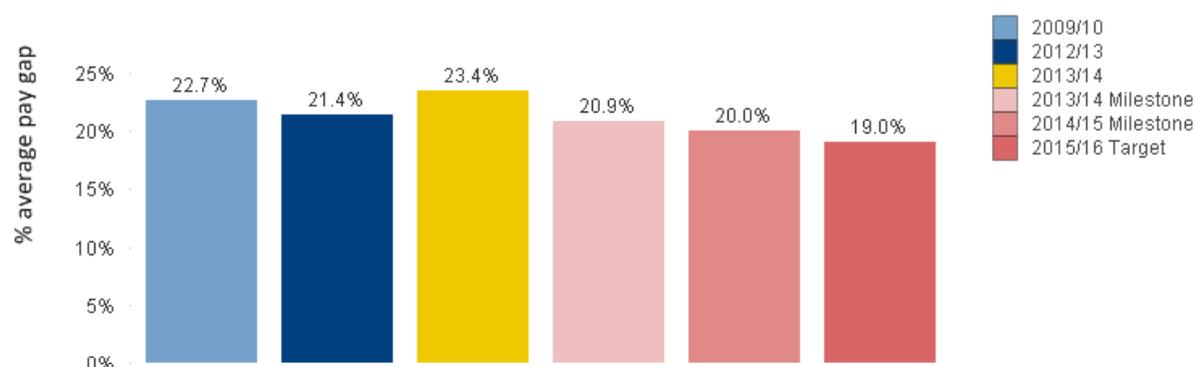
Note on performance

We have not met our milestone in this area and further work is needed to understand the data behind these headline figures. One potential factor relates to the Chancellor’s Fellowships scheme. Although the shortlisting and appointments process was gender neutral (males and females had equal chance of being appointed and shortlisted) only 33% of the first round of applicants were female. If this continued to the second and subsequent round, it may account for the lack of progress in increasing the proportion of appointments / promotions to women.

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

Status: further work needed

12.2b Reduce gender pay gap for University staff



Note on performance

The gender pay gap appears to be driven partly by the different proportions of women and men at different grades, with proportionately more men at higher grades. The gender pay gap within each grade is small, with the exception of UE10, where there is a significant pay gap, which is not declining. The reasons for the pay gap at this grade are not clear, but it is likely that differences in age, and recent increase in the number of newly promoted women in UE10 play a role. A working group has been set up to examine this issue and to determine the 'causes' of the gender pay gap at UE10, which will inform possible solutions.



UNIVERSITY COURT

8 December 2014

Murchison House Acquisition

Description of paper

1. The paper reports on the benefits of acquiring Murchison House.

Action requested

2. Court is asked to approve the Estates Committee recommendation to purchase Murchison House.

Paragraphs 3 – 14 have been removed as exempt from release due to FOI.

Risk Management

15. The key risk is paying over-inflated prices for the acquisition or prejudicing the relationship with NERC/BBSRC. This risk is being mitigated by engaging an agent for the negotiations in relation to Murchison House and in carrying out independent valuations for the acquisitions.

Equality & Diversity

16. No issues are identified that may require highlighting in an Equality and Diversity context.

Paragraph 17 has removed as exempt from release due to FOI.

Consultation

18. This paper was presented and endorsed by the Estates Committee at its meeting on 3 September 2014.

Further information

19. Authors

Jane Johnston
Estate Development Manager
Cliff Barraclough
Estate Development Manager
Christine Harper
Estates Manager

Presenter

Gary Jebb
Director of Estates

Freedom of Information

20. The paper should be closed until all negotiations are concluded.



UNIVERSITY COURT

8 December 2014

Annual Review articles

Description of paper

1. This paper comprises the final draft of the long articles to be included in the University's corporate publication *Annual Review 2013/14*. The *Annual Review* will be published and available on the University website from January 2015.

Action requested

2. Court is invited to provide final approval of the *Annual Review* articles. A decision is required in December 2014 for publication in January 2015.

Recommendation

3. Communications and Marketing (CAM) recommends approval.

Background and context

4. The University is required by statute to publish a review of its activities to include information on student and staff numbers, income and benefactions. In addition, the University expands the content of its review to provide information on some of the extensive activities undertaken by the University during the year, adding colour and context.

Discussion

5. In consultation with CAM, the Principal has chosen eight articles as representative key areas of development and interest from the past twelve months. The theme for this year's publication relays how the University's international reach brings benefits to our student body.

Resource implications

6. Resources have already been allocated within CAM's budget.

Risk Management

7. There are no risks associated with this paper.

Equality & Diversity

8. Equality and diversity are considered in all corporate publications and content will continue to be reviewed through this lens during the proofing stages of this publication.

Next steps/implications

9. Any changes requested by Court will be implemented by CAM prior to moving to final proofing stages and publication.

Consultation

10. The following people have reviewed this paper:

- The academics and students within the articles.

- University Secretary, Sarah Smith
- Vice Principals: Professor Mary Bownes, Professor Dorothy Miell, Professor Jane Norman, Professor Sue Rigby, Professor Sir John Savill, Professor Jonathan Seckl, Professor James Smith, Professor Sue Welburn, Professor Lesley Yellowlees.
- Senior Vice Principal, Professor Charlie Jeffery
- Principal, Professor Sir Tim O'Shea

Further information

11. Author

Barbara Laing
Publications Manager
28 November 2014

Presenter

Dr Ian Conn
Director, Communications and Marketing

Freedom of Information

12. This paper is open.

Bringing cultural insights to the city

More than 2,000 years ago in what is now Xi'an Shaanxi province, the first Chinese emperor, Qin Shi Huang, was buried alongside 8,000 life-size warriors made from terracotta. These fearsome effigies had a defensive purpose: to repel evil spirits and protect the emperor in the afterlife. A few millennia later, in January 2014, dozens of similar figures appeared in the University's Old College quadrangle with quite the opposite intent.

The modern, multi-coloured artworks came from China to attract people. Over the course of 10 days, more than 30,000 people swapped South Bridge's midwinter bustle for the bright lights and magical atmosphere of the Lanterns of Terracotta Warriors exhibition. It was the most popular event ever held in the quad.

Created by Chinese artist Xia Nan, the figures were commissioned for the 2008 Beijing Olympic Games. Their installation in Edinburgh to mark Chinese New Year was their first appearance in Scotland.

All art is symbolic, and the warrior lanterns are no exception. Not only do they cast light back and illuminate their ancient origins, their magpie effect on contemporary Scotland shows how the University's cultural links with China are not purely academic. They are for all to enjoy and benefit from.

"There were huge numbers of visitors in the evenings especially," says Professor Mary Bownes, Vice-Principal Community Engagement. "One of the nicest things was that it was mainly family groups that visited. They were amazed they were able to come in, get on the grass and walk between the figures.

"We wanted to show the quadrangle to good effect, share it with the public, get people to come in and have closer links with the University. The University is very much part of the city. That's our history and heritage. And we need to be much better at sharing what we have with the city.

"We also wanted to bring the city and China closer together. The University is home to more than 1,600 Chinese students. We wanted to make that connection. The terracotta warriors seemed perfect to do all that."

Just like the building of Qin Shi Huang's tomb two millennia ago, the exhibition involved many partners. Prime among them was the Confucius Institute for Scotland in the University of Edinburgh. Opened in 2007, it was the first of its kind in Scotland. Hanban, the Chinese cultural agency that oversees more than 400 Confucius Institutes globally, has since recognised it – five times – as the best in the world.

The terracotta warriors were not the Institute's only Chinese cultural connection in Edinburgh this year. To mark the tenth anniversary of the first Confucius Institute, the city centre was transformed into a mini Beijing for a day, when more than a thousand members of the public had a Chinese lesson. More than 5,000 people visited through the day. Adults

drank cups of Chinese tea, while children received temporary tattoos.

In June the University and the Confucius Institute struck another first with the launch of an exhibition, *Poster Art of Modern China*, featuring 130 propaganda posters from a period of tumult and revolution of the last century. This was the first time these images had ever been seen outside China.

The posters came from the Propaganda Poster Art Centre in Shanghai. Many were hidden underground to survive a government cull in the 1980s. The exhibition, held in the University's Adam House on Chamber's Street, was a huge success. More than 5,000 people came to see what was in effect a pictorial history of modern China, told through the era's cheapest and most ubiquitous art form.

For Professor Natascha Gentz, curator of the exhibition, Director of the Confucius Institute for Scotland, and the University's Dean International (China), it served two purposes.

"You could come and see the posters for their beauty," she says. "But you also learn a lot about Chinese history. I wanted to show the continuity from the republican period before the People's Republic of China, through the 1950s and 1960s until today.

"When we think about propaganda posters we have a very clear image of the Cultural Revolution posters, which are stereotyped and very violent. But there is a broad range of posters, which is why we also wrote a historical guide to accompany the exhibition."

If all art is symbolic, it can also be challenging. One of Professor Gentz's aims in putting on these public cultural events is to question people's assumptions around China.

"We want people to get a sense of what's going on in China," she explains. "If you study China you can see the challenges they have. I would like people to be more knowledgeable about China and take an internal perspective, and to engage with it. That's what we're trying to do with these events."

Professor James Smith, the University's Vice-Principal International, believes that the Confucius Institute's cultural work allows a mutually enriching dialogue between China and all of Edinburgh.

"These events give us the opportunity to understand such a complex and diverse country as China," he says. "The terracotta warrior lanterns worked really well in the winter greyness of the quadrangle, combined with the bright colours of the lanterns, that, metaphorically, says something about internationalisation. In the University we think about internationalisation as a global activity, but it's very important to bring that back to the city."

Strengthening links with the world's biggest democracy

The University's work with partners across India is expanding, as the country undergoes rapid change, and 2014 saw the official launch of its Edinburgh India Institute.

The University has engaged with India for more than 200 years. Its early Principal, William Robertson, wrote the first modern-style history of India in 1791, and the first Indian student graduated from Edinburgh in 1876.

The past five years have seen huge changes in India, as the economy expands and demand for high-quality university education increases. In the same period, the number of Indian students at Edinburgh has doubled.

The Edinburgh India Institute provides a focus within the University for the work being done across our Schools and Colleges, and with both our International Office in Edinburgh and India Liaison Office in Mumbai. Its creation will ensure a strategic approach is taken to this hugely important region, and our aim to encourage student recruitment, student and faculty exchanges, and joint research programmes.

Professor Roger Jeffery, the founding Director of the new Edinburgh India Institute, believes that work being done across the University will allow Edinburgh to position itself as the UK university-of-first-choice for Indian students and institutions.

"Our job is to support and encourage those activities, and to showcase the contribution that Edinburgh can make, both in Scotland and in India," Professor Jeffery explains.

The Institute's first conference, held in Edinburgh in May 2014, was one outcome of this initiative. Led by Dr George Palattiyil, Deputy Director of the Institute, and Dr Dina Sidhva, Honorary Fellow, the conference was attended by partners from both the UK and India, who discussed a wide range of topics, from how to assist farmers in India, to raising the standard of rural health care.

Dr Palattiyil believes partnerships are creating some exciting opportunities.

"The University is doing some fantastic work in India, right across disciplines and with some top-quality institutes and universities," Dr Palattiyil explains. "This was demonstrated by the array of subjects discussed at our first conference. It provided a great opportunity to reinforce our commitment to engaging with educational partners across India."

Guest of honour at the conference was Dr APJ Abdul Kalam, the former President of India. His keynote speech centred on the need to ensure that talent from all strata of Indian society is utilised. Dr Kalam commended the work being carried out by the University:

"The University of Edinburgh's India Institute is working with India to ensure a prosperous society by utilising technology and also a good society by work in the humanities."

The Edinburgh conference offered opportunities for many research partners to renew acquaintances. A large group had met earlier in the year, in Bangalore, at an animal health conference organised by Professor Natalie Waran, Director of the University's Jeanne Marchig Centre for Animal Welfare Education.

The five-day Bangalore conference discussed research collaborations between the University's Roslin Institute and the Royal (Dick) School of Veterinary Studies, and several partners in India. The concept of 'one health' featured prominently – the idea that human and animal health is closely related, and that by addressing the needs of one species, others can benefit.

Professor Waran explains: "We have been working with the Indian veterinary profession to support an evidence-based approach to animal medicine that will incorporate critical thinking and ethical analysis to underpin a thorough understanding of techniques for tackling infectious disease control, improved breeding of livestock for productivity, and animal welfare science."

The past year has seen several other events taking place both in Scotland and India.

The University's close ties with the University of Delhi were marked when its Vice-Chancellor, Dr Dinesh Singh, received an Honorary Doctorate from Edinburgh in July 2014.

July 2014 saw the India Women's Hockey squad training at the University's Peffermill sports complex, home to Scotland's National Hockey Academy, ahead of their involvement at the Commonwealth Games in Glasgow. The University of Delhi's men's hockey team also visited, playing a series of matches against University teams.

Early in the academic year 2014/15 a group of Edinburgh students with disabilities met the Indian President, Pranab Mukherjee in Delhi to share experiences as part of an innovative collaboration between Edinburgh, the University of Delhi and the British Council.

The Edinburgh India Institute, along with the University's Centre for South Asian Studies, its International Office and the South Asian Students' Association staged a series of events to mark the University's first 'India and South Asia Week'. Alongside music and poetry events was a talk by Lord Meghnad Desai. The birthday of Mahatma Gandhi on 2nd October was selected to mark the first India Day at the University. Gandhi's grandson, Gopalkrishna Gandhi, delivered an inspiring inaugural speech to a packed McEwan Hall.

As Professor Jeffery comments: "We will be working hard to ensure that the next 12 months – and beyond – maintains this momentum for the University and its many relationships with India."

Uniting to fight disease in Africa

The University has been leading a unique collaboration to tackle deadly infections that impact on the health of millions of humans and animals each year, and in February 2014 this work was recognised by the government of Uganda.

Staff and students have been working as part of a project called ICONZ - a consortium of 21 international partners who are combatting a range of neglected zoonotic diseases that can be transferred from animals to humans.

ICONZ (which stands for Integrated Control of Neglected Zoonoses) is concerned with eight diseases in particular: anthrax, bovine tuberculosis, brucellosis, cysticercosis, echinococcosis, leishmaniasis, rabies and human African trypanosomiasis, which together represent a huge threat to the health and wellbeing of people and animals across Africa. At the heart of the ICONZ project is a belief in the 'one health' concept and approach: the idea that human and animal health is closely related and that by addressing the needs of one species, other species will benefit.

Having established four Global Academies, the University is ideally positioned to lead the ICONZ project. The Global Academies - of Health, Development, Justice, and Environment and Society - seek to overcome traditional academic boundaries by bringing together researchers from a variety of disciplines. They provide learning and research opportunities, with online learning forming a key component of the ambition to share knowledge on a global scale.

Professor Sue Welburn, the University's Assistant Principal Global Health, who leads the ICONZ project, and was the founding Director of the Global Health Academy explains: "What's significant about ICONZ is its truly interdisciplinary nature. Participants include professionals across different disciplines – vets, medical doctors, scientists, epidemiologists and social scientists, to name but a few. These people are working together to bring neglected but deadly infections under control."

Professor Welburn, alongside other Edinburgh researchers, is working to deliver interventions that are culturally appropriate, economically viable, and ready for adoption into the policy frameworks of affected countries.

Christine Amongi from Uganda, who gained her PhD at Edinburgh and is now a postdoctoral fellow working to eradicate sleeping sickness in her home country, is in no doubt as to the damage caused by zoonotic diseases: "Sleeping sickness is a huge, huge burden on the population of my country. I have seen people who have fallen victim and they do not know they have the disease. When they go to the health centre, they are treated for malaria, as the two have similar symptoms."

The work carried out by Edinburgh staff, in collaboration with the University of Makerere, Kampala University and the Coordinating Office for the Control of Trypanosomiasis in Uganda (COCTU) was recognised by the Ugandan government for its 'outstanding

contribution to sleeping sickness control' and received a Collaboration and Networking Across Government Award.

Professor James Smith, the University's Vice-Principal International, believes advances made in sleeping sickness research could also be applied to other deadly infections: "Information gathered from ICONZ on the transference of infection between animals and humans will be useful in tackling Ebola. Lessons learned in regards to sleeping sickness – early detection, breaking the zoonotic link and having a health system capable of handling these outbreaks - could prove crucial."

Dr Anna Okello joined ICONZ as a University of Edinburgh PhD student in 2009, becoming Case Study Project Manager in 2010. Since completing her PhD she has remained a member of the ICONZ Secretariat and is also managing a large zoonoses project in Laos.

Dr Okello agrees that significant progress has been made. "I feel we have achieved a tremendous amount, particularly given the highly ambitious nature of the project to start with," she says. "Aside from the scientific knowledge gained, by mapping the prevalence of zoonoses and their impact in Africa, ICONZ has also enabled capacity building by training dozens of young researchers in both Europe and Africa. We've raised the political profile of the work, and argued for greater effort towards the development of innovative ways to address zoonotic diseases in developing countries."

Other work by Edinburgh researchers is having a significant impact in improving people's health. One example is a project headed by Dr Francisca Mutapi from the School of Biological Sciences. Her work investigating treatments for schistosomiasis, also known as bilharzia, has contributed to recommendations from the World Health Organization on how to treat the disease among children, and has been expanded into a nationwide control programme in Zimbabwe.

Edinburgh is also helping to pioneer new financial models to tackle zoonotic diseases. In a UK first, the University is working as part of a unique partnership with Social Finance Ltd to investigate how private investment could help provide the money to tackle sleeping sickness in Uganda.

Professor James Smith says Edinburgh's involvement in ICONZ and in other projects has come at a crucial time: "Our researchers have played a key leadership role shaping the way forward for neglected zoonoses at a time when we're trying to decide what will follow on from the Millennium Development Goals. A large part of that has been to say 'yes, there's been big investment in HIV, malaria, and tuberculosis, all of which has been very important, but what comes next?' The legacy of ICONZ will flag these neglected zoonotic diseases as a key focal point from 2015 onwards."

Investing in healthy futures

Leading-edge technology is adding a new dimension to the student experience in one of the University's most historic buildings.

A virtual cadaver is transforming teaching in the 130-year-old Anatomy Lecture Theatre in the Old Medical School at Teviot Place. The device, one of the first of its kind in the UK, allows medical and anatomy students to investigate the human body by virtually dissecting it. The new teaching tool, which shows life-sized male and female bodies, has been created from CT scans that allow the body to be seen from front to back, side to side, and upside down. Personalised CT and MRI scans can also be imported to the device and used in a teaching package designed for a specific purpose.

Commissioned by the University's School of Biomedical Sciences, the virtual cadaver complements another novel teaching tool introduced this year at Edinburgh – an animated 3D hologram of the human body. The full-colour hologram – the first of its kind in the world – is a life-sized device that lets students probe muscle, bone, internal organs, blood vessels, and nerves from different angles. Edinburgh anatomists produced the device in collaboration with Scottish company Hologica, one of the world's leading producers of 3D displays.

The hologram gives a depth that the cadaver cannot recreate. Dr Justine Aka, a former MSc student in human anatomy, now teaching at Edinburgh, thinks the hologram provides a unique perspective.

"It helped me understand how muscles, organs, skeleton, nerves and vessels relate to each other by looking at it from different angles," explains Dr Aka.

"Looking at the arteries and veins, it is truly amazing to see the whole cardiovascular system in one life-sized image – the hologram greatly aids understanding of the human anatomy, as well as being fun to look at!" she says.

For Gordon Findlater, Professor of Translational Anatomy at Edinburgh, the hologram and virtual cadaver are the most exciting teaching developments since he started lecturing 30 years ago.

"This is 21st-century teaching in a 19th-century setting," says Professor Findlater. "Students look down from steeply banked rows of seats on to this giant, life-sized iPad in the same way as their Victorian predecessors would view a real body.

"We use it in the same way as an ordinary cadaver, introducing students to anatomy without any of the health and safety issues associated with real bodies," he explains.

Students are not the only beneficiaries – visitors to the University's world-renowned Anatomy Museum and groups of local school pupils have also gained hands-on experience.

The virtual cadaver proved popular at an open day hosted by the University's widening participation initiative Pathways to the Professions, which supports local, state school students seeking to apply for medicine, law, veterinary medicine or architecture.

One such young visitor Douglas Henderson from Dunbar was an enthusiastic participant: "I've been round the medical museum at Teviot Place a few times before, but being able to use the virtual cadaver really added something to my visit. I'd give it 10 out of 10."

Anna Brown, of Firrhill High School in Edinburgh, found it easy to familiarise herself with the positioning of organs, nerves, and blood vessels. She says: "It was really easy to see where everything was as the computer made it a lot clearer. You were given a 3D view that you could rotate, cut and manipulate in any way you wanted."

For Natalia Rocha of Drummond Community High School in Edinburgh, it proved a useful learning tool: "This type of technology has had a greater impact on my memory than a textbook. I can still remember vividly what I saw! It is very easy to understand human anatomy when you have the possibility to see a whole system captured in a single picture."

For Professor Findlater the technology is an aide to learning.

"Technology provides knowledge," he states, "but understanding comes from handling a real body – becoming familiar with the textures, structures, and spaces between body parts.

"No two bodies are exactly the same – we teach our students to expect the unexpected. In a computer-generated image, you see exactly the same image every time. Real cadavers will always be the cornerstones of anatomy teaching, but we no longer have to spend hours huddled round a body dissecting it. There are other ways of gaining knowledge."

Such has been the success of these technological innovations that Professor Findlater is helping to develop a 3D atlas that brings the human body to life at the touch of a fingertip. Plans are afoot to incorporate moving images of blood flowing through chambers of the heart, lungs expanding, and joints moving. He is also working with a digital agency, Luma to produce a cross-platform, augmented reality app, which provides a virtual tour of the body. The technology will be trialled in a new online course starting next year, where it is envisaged that, for example, images of the heart in Edinburgh could be accessed in 3D by a distance-learning student in Africa, who is able to rotate the image 360 degrees on screen.

Professor Findlater concludes: "Students these days are on tablets practically from the day they are born. We have got to meet them where they are. For so long, anatomy has been focused on using dead bodies. We don't want to sit back and do things the way we've always done them. My philosophy has always been to make anatomy more accessible. We have to be imaginative in our approach."

Language learning for long-term health benefits

What keeps our brains healthy in older age is complex and mysterious, but innovative research at Edinburgh is providing vital clues.

In the past year, two studies that suggested bilingualism boosts thinking skills in later life, not only provided new insights into the ageing brain, but also the cognitive functions that facilitate language learning. The first showed that being bilingual may delay the onset of dementia; the second suggests that those who speak an additional language are more likely to stay sharp in old age.

The findings by the Centre for Cognitive Ageing and Cognitive Epidemiology (CCACE) are the latest by Edinburgh researchers to highlight the benefits of learning languages – not just in later life, but at any age. For lead researcher Dr Thomas Bak – a neurologist and a psychiatrist, who is fluent in four languages – it is invigorating work, of increasing relevance as more of us live longer.

Working with researchers in India on the first study, Dr Bak looked at more than 600 dementia patients in the city of Hyderabad and assessed when each one had been diagnosed with the condition. He found that people who spoke two or more languages experienced a later onset of Alzheimer's and two other types of dementia. Symptoms started on average four and a half years later than those in monolingual patients.

It is the largest study to gauge the impact of bilingualism on the onset of dementia, independent of a person's education, gender, occupation and location – all of which had been considered as influencing factors. Dr Bak says further studies are needed to determine the mechanism that causes the delay.

“The most popular theory about this protective effect of language is that bilingualism is a kind of permanent experience of switching between languages and suppressing the one you aren't using,” explains Dr Bak.

“If switching languages is the reason, it could explain why we saw no additional benefits of speaking more than two languages. This switching offers practically constant brain training.”

Dr Bak also wanted to know if people who learn languages later in life reap the same benefits as those who grow up bilingual. Help was close at hand. He approached CCACE Director, Professor Ian Deary, who established his Disconnected Mind Project 10 years ago, to find out why some people's brains age better than others.

Together they scanned the results of standardised intelligence tests, taken by a group of Scottish people who sat a cognitive-ability test at age 11, and compared them with results of tests taken when group members were aged 73. Those taking part were from the Lothian Birth Cohort 1936, a group of individuals from the Edinburgh area who were born in 1936 and took part in the Scottish Mental Survey of 1947.

Results showed that participants who had learned an extra language performed better in cognitive tests at 73 than would be predicted from their childhood scores. The strongest effects were on general intelligence and reading – even if the second language had been acquired in adulthood.

“Having more than one language was thought to give a little protection against dementia,” Professor Deary tells us. “We thought it might also help healthy cognitive ageing. We were able to rule out that the effect of learning a language was not just attributable to the fact that multiple language speakers were those who were brighter to start with.”

For Professor Deary, the conclusion provides another piece in a complex jigsaw: “What we are finding out is that the secrets of healthy cognitive ageing are many, and most are small. It is about getting a lot of little things right.”

The two colleagues have now begun exploring whether having more than one language is associated with brain structure in older age.

For Dr Bak, there are further questions to be addressed at the opposite end of the age spectrum. He has begun collaborating with Edinburgh's acclaimed Bilingualism Matters initiative, set up as a research-based information service focused on early bilingualism.

Bilingualism Matters is now a significant centre for public engagement in the University's School of Philosophy, Psychology and Language Science. Led by Professor Antonella Sorace, who specialises in language learning at different ages, the centre disseminates information about multilingualism based on the very latest linguistic and cognitive research, and works with families, teachers, health professionals, policy makers and businesses. Its work is not constrained to the UK, with partner institutions around the world now learning from the centre.

The project also directly supports people living in Scotland who want to develop their linguistic skills – a well-timed objective as the Scottish government is determined to encourage greater linguistic attainment in society through its 1+ 2 approach to language learning in schools.

Says Professor Sorace: “With government committed to introducing a first additional language in the first year of primary school, this is a very exciting time for all those involved in promoting language learning and the benefits it brings.

“Edinburgh is one of the best places in the world to carry out research on bilingualism. It provides a unique environment in which to study bilingualism across the age spectrum. The synergy that this full lifespan approach creates is what makes our work at Edinburgh so stimulating.”

Gathering to celebrate difference

In March 2014, Edinburgh, the world's foremost festival city, welcomed a new cultural event into its calendar.

Organised by students to celebrate the diverse blend of cultures on campus, the first Gather Festival was held across nine days, where the city experienced everything from a mass Tai Chi session in Bristo Square, fuelled by cups of chai tea, to Estonian folk music wafting from the McEwan Hall. In total the inaugural Gather Festival organised 52 events, attended by more than 2,500 people: staff, students and members of the public.

The festival was designed to reflect change. The University is increasingly international and diverse, and of its 30,000 students, 40 per cent are from countries outside the United Kingdom. The festival reconsidered and celebrated what internationalization now looks like.

Gather not only marked the global diversity and experience on campus, but also the growing collaboration and innovation around it. It looked both beyond Scotland's borders and celebrated what lies within them. It asked not only, 'what can be done over there?' but 'what can be done here?'

As the festival's events organiser, Johanna Holtan explains that Gather built a diverse community out of a common theme.

"What do we all have in common?" she asks, "We're all from different parts of the world. We're all arriving, moving, and leaving. What we have in common is the idea that Edinburgh is home. We're all here. Gather came from that."

Ms Holtan and her colleagues in the Edinburgh University Students Association (EUSA) worked closely with the University's International Office to grow this germ of an idea into a fully bloomed festival. They held workshops with staff and students to find out what people wanted. Core ambitions emerged: bringing people together; building community; thinking big and outside the box; cultivating connections; offering a space to share stories; understanding and celebrating culture. Gather Festival's first programme had its building blocks.

Then there was the tea. The organisers decided that the common cuppa was the perfect symbol of people coming together. Tea is the elixir of community.

Art student Maria Stoian was hired to design the visuals for the festival. Its logo became a hanging tea bag. The theme continued with sporting events such as the CammoMILE Run and the Tea Cup football tournament, not to mention the Tai Chi Chai Tea event, which brought together the University's Confucius Institute and India Institute.

Elsewhere on the programme the ACT! Festival for Social Change took place in the Edinburgh venue, Assembly Roxy, with postgraduate students presenting their work on international issues, and an art workshop resulted in creative ways to depict international citizens' stories of coming to Edinburgh.

Mari Woien, a fourth-year undergraduate and one of the festival's team leaders, believes the first programme met its ambitions. She says: "Gather as a festival demonstrated a genuine will to create a meaningful, inclusive, cultural festival that draws on the vast potential in our own student body, by empowering them through each other's culture."

Seventeen events on the programme were organised by members of staff. The International Office, for example, held a potluck dinner, with members of staff bringing dishes that reflected their cultural background. A further 12 events were held by community groups.

"Gather is also about getting the wider community onto campus," says Lorna Bruce, one of the key figures from the International Office involved in the festival's organisation. "Gather is for people who are interested in what's happening, so anyone could get involved," she says.

But it was the students who were at the centre of the festival, and will continue to be as it grows. For Briana Pegado, EUSA President and US citizen, bringing people together from different backgrounds to share ideas and cultures is one of the most empowering aspects of student life in Edinburgh. She believes Gather is a new tool to facilitate and celebrate that.

"This might sound corny," says Ms Pegado, "but to have a better understanding of each other and the world, and to come to solutions when dealing with complex international solutions, it is really important for people from different backgrounds to come together.

"You get a different perspective and you learn more about yourself," Ms Pegado believes. "It makes things more exciting, fun, diverse and interesting. It is certainly what attracted me to this university. That's precisely the experience I wanted.

"Gather is a powerful way for students to come together and talk about social change through dance and art or by simply sharing a meal," she sums up.

For Ms Holtan, the festival acted as an agent for internationalisation's natural effect. It challenges people to move beyond what is familiar and comfortable.

"It puts you in situations that you find almost a wee bit uncomfortable, but in a safe way," she says. "You do well and then you ask, what's next? I hope that's what Gather, EUSA and the University do."

The Gather Festival returns in March 2015 when more events in Roslin, Kings Buildings and Edinburgh College of Art - parts of the University relatively untouched by the first festival - are planned. Already nearly one hundred student volunteers have signed up. External organisations are asking to collaborate. The University has confirmed financial support.

"It all says that Gather is valued," says Ms Holtan. "People getting to know it after one year is a big step. In a year's time, who knows where it will be. All I know is that it will be forward."

Collaborating for world-first discoveries

Edinburgh scientists were at the forefront of a high-profile discovery in 2014 – the identification of a new dinosaur, which was dubbed Pinocchio Rex. The exciting find, based on bones discovered in Asia, was made possible by the international links between University researchers and scientists in China.

The new species of long-snouted tyrannosaur was identified from the near-perfect fossil of an animal that lived during the late Cretaceous period, some 66 million years ago. The remains of the creature – whose official name is *Qianzhousaurus sinensis* – were examined and categorised by Dr Steve Brusatte, a Chancellor’s Fellow in the University of Edinburgh’s School of GeoSciences, and his Chinese collaborators. These included Professor Junchang Lü of the Chinese Academy of Geological Sciences and experts from museums in Ganzhou and Nanchang. Working with the remains enabled the scientists to confirm that it was in fact a new species.

Palaeontologists are excited by what the discovery might lead to – their find confirms that long-snouted tyrannosaurids were widely distributed in Asia, so there may be more fossils waiting to be discovered.

Researchers have created a new branch of the tyrannosaur family tree for specimens with very long snouts, and hope that more dinosaur species can be added as excavations in Asia continue.

Dr Brusatte was thrilled to be involved in the discovery. “My work on Pinocchio Rex began when I met a Chinese colleague at a conference. He knew of my interest in tyrannosaurs, and asked if I’d like to take a trip to China to see this new specimen.”

Dr Brusatte’s links with top palaeontology museums and a network of scientists in the field also led to another recent project - a fresh look at how dinosaurs became extinct.

He teamed up with an international group of academics to look at the most up-to-date evidence on the aftermath of a massive asteroid strike on Earth some 66 million years ago. The group pooled their expertise, re-examining the latest fossil records, and making use of improved analytical tools to construct a detailed account of how dinosaurs died out. Their startling conclusion was that the prehistoric creatures had been hugely unlucky in the timing of the impact. As the 10km-wide asteroid struck what is now Mexico, Earth was experiencing environmental upheaval, with extensive volcanic activity, changing sea levels, and temperature swings.

Additionally, the dinosaurs' food chain was weakened by a lack of diversity among the large, plant-eating dinosaurs, on which others preyed. These factors combined to ensure the species was unlikely to survive in the turbulent environmental aftermath of the asteroid strike.

The team’s approach was maverick according to Dr Brusatte.

“This project was a little bit unusual,” he says. “Some experts in the field hadn’t warmed to the idea that a sudden asteroid impact was really what killed off the dinosaurs. A group of younger people and their supervisors - a European and North American group - got together to undertake a review of the most up-to-date evidence.”

The study attracted worldwide attention. Among the extensive media interest, Dr Brusatte was able to realise his long-held dream: “I was interviewed about my work on CBS News – the news channel I watched growing up in the US.”

As well as pushing the boundaries of scientific knowledge, Dr Brusatte is helping to nurture the next generation of palaeontologists. Among his teaching duties, he helps to facilitate an annual geology field trip in the Scottish Highlands. The week-long excursion gives Chinese students newly arrived in Scotland an introduction to studying here, helps them integrate, and teaches basic field work techniques.

“Chinese students do well. They’re very smart and enthusiastic and it’s interesting to see them develop and integrate. Clearly the city of Edinburgh is part of the appeal in choosing to study here,” says Dr Brusatte.

Some Chinese students come to Edinburgh via the 2+2 undergraduate programme, run in collaboration with several Chinese universities. Students spend two years at a Chinese university then two years at Edinburgh, to earn their honours degree. Some then choose to continue their studies here with a masters’ programme.

Dr Brusatte also supervises three PhD students, one of whom is Italian. “The School of GeoSciences has a flourishing international cohort. The department is very attractive to international students,” he explains.

He also teaches a first-year course called Evolution of the Living Earth, which examines the history of life on Earth, to about 100 students with a mix of nationalities – from the UK, Europe, and the US.

For Dr Brusatte, it’s important to make connections with students as early as possible in their academic career. He personally knows the benefits this can bring: “I had a great undergraduate supervisor from whom I learned a great deal. He took me on a research trip to Tibet, and from there I started my collaborations with Chinese scientists. I’ve been building my network of collaborators ever since.

“I came to the UK on a Marshall Scholarship, and since then I’ve travelled as much as I can, visiting museums and meeting other researchers,” he says. “I’ve recently visited Russia for the first time, and I’m about to go to New Zealand to see a Tyrannosaurus exhibition that I contributed to.”

Edinburgh’s global outlook brings benefits for students and staff alike. As Dr Brusatte points out: “Even within the University, there is an incredible wealth of expertise from around the world. All science these days depends on international collaboration – science doesn’t operate within borders, and neither should scientists.”

Visualising a cure for cancer

In 2014 a team based in the Edinburgh Cancer Research UK Centre, led by Dr Neil Carragher, hit the headlines by being among the first experts in the world to work in a potentially revolutionary field called phenotypic drug discovery.

Phenotypic drug discovery involves highly specialised biological screening technologies, including advanced imaging of patient-derived cancer cells – techniques in which Edinburgh excels. The team's cutting-edge approach also involves testing the effect of a drug on the disease as a whole, rather than the conventional approach of examining a drug's impact on an individual target protein within a tumour.

Since Dr Carragher joined the University from the pharmaceutical industry in 2010 the scope of the Edinburgh Cancer Discovery Unit (ECDU) has expanded. Patents have been lodged on promising cancer-fighting compounds discovered by the ECDU, collaborations formed with the pharmaceutical industry worldwide, and partnerships are up and running with other academic institutions across the UK, Europe, the US, and Australia. Interest from others in the field has never been greater.

Recent scientific publications – including one from Dr Carragher's lab, published in the journal *Nature Reviews Cancer* – have served to stir serious academic and industry engagement with the ECDU.

“During the past two years, this area has become a really hot topic,” says Dr Carragher. “It seems that the phenotypic strategy we have been working on is becoming more accepted as a solution to increasing the productivity of drug development in the pharmaceutical industry.

“It is getting harder for pharmaceutical companies to make drugs through the traditional route of targeting treatments to particular proteins linked to cancer. It is very expensive to do this and, ultimately, it is very hard to predict the critical protein targets.

“Phenotypic drug discovery provides a more cost-effective and unbiased solution to identifying valuable candidate drugs and their protein targets,” says Dr Carragher. “We think that, in time, we will get better candidate drugs that do not fail at late stages of development.”

Currently, just five per cent of drugs tested in clinical trials for cancer are approved for patient use. The majority of drugs in trials fail due to either toxicity or poor efficacy. Using imaging tools allows Dr Carragher and his team to rapidly screen thousands of compounds and drug combinations against different cancers, and using automated microscopes they can track fluorescent dyes within cells.

“We use image analysis tools to automatically record changes in the cancer as a whole in response to drug treatment. We can see how experimental drugs are working inside the cells – in real time. And we're working with the School of Informatics to deepen our

understanding and use of these imaging techniques, which in turn gives us a better understanding of how the drugs work.” Dr Carragher explains.

As well as leading this potentially life-changing area of research, Dr Carragher currently supervises five PhD students, who are learning at the very heart of these new developments. Another exciting initiative in the Unit’s work is the creation of a new chemistry lab within the ECDU. Led by Dr Asier Unciti-Broceta, it is one of only a handful in the world to be based on a hospital site.

“The chemistry lab is a three-way collaboration between chemists, biologists and doctors,” explains Dr Carragher. “Chemical molecules are tested against biological models. Biologists feedback their findings to the chemistry lab, and the process is repeated to improve the drug design. It is a very quick and agile process.”

Cancer is not the only disease in the sights of these innovative drug discovery experts. Dr Carragher and colleagues are currently setting up the Edinburgh Phenotypic Assay Development Unit in the University’s Queen’s Medical Research Institute. The team there will transfer approaches used in cancer to other disease areas such as neurodegenerative diseases, which are similar to cancer in their complexity.

Working with Professor Siddharthan Chandran and Professor Charles French-Constant, of the Medical Research Council’s Centre for Regenerative Medicine, the collaboration will test drugs to treat the fatal Lou Gehrig’s disease, or amyotrophic lateral sclerosis, which affects nerve cells in the brain and the spinal cord.

Collaborations are already proving fruitful, which Dr Carragher attributes to strong links with NHS colleagues.

“One of the reasons that international pharmaceutical companies want to work with us is because we are close to patients,” Dr Carragher explains. “It is one of our unique selling points. Secondly, we have access to patient cell samples – both healthy cells and cancer cells – so we can gain a better understanding of what drives cancer to develop and spread. It also enables us to hypothesise which drugs will beat the disease – and which will not.”

Having access to such samples means that academics can first test new drug combinations on patient-derived cells to prioritise the most promising therapeutic strategies for clinical trials in patients.

For Dr Carragher it always comes back to collaboration: “Our proximity to hospitals in Edinburgh provides clinical insight on a daily basis, which is so important. Although we are working in the lab, we can find out what the key clinical issue is and then quickly develop our translational programmes to address it.”



UNIVERSITY COURT

8 December 2014

Court Open Forum

Description of paper

1. The paper notes the University's plans to run a pilot Open Forum event for staff and students following the Court meeting on 9 February 2015. The event will be designed to increase the visibility of Court across the University, to explain what Court does, to give an overview of recent University activities and to outline future University plans.

Action requested

2. Court is asked to note the information presented and to provide comment on the proposal.

Recommendation

3. Court is invited to approve the proposed arrangements.

Background and context

4. The Scottish Code of Good Higher Education Governance was published in July 2013 following the work of the Steering Group appointed by the Committee of Scottish Chairs. The final report included a clause on openness and noted that some Universities undertook AGM style events to share their plans and performance with key stakeholders. The Court Sub-Group, appointed by Court to consider the Code and the implications for the University, were positive about the University piloting such an event.

Discussion

5. In considering how best to take the pilot event forward the following points have been noted:

The University engages with the public and the wider communities it serves in addition to other stakeholder groups such as local authorities, political groups and sector bodies. We also undertake annual meetings style events with alumni through the General Council half yearly meeting and a Principal's Q&A hosted by EUSA. The Principal also undertakes regular meetings with Schools – meeting senior staff and talking to all available School staff about current activities and plans for the University.

6. Although all of this information is relevant, we have not undertaken a University wide event in the past focussing on the annual review and report that is aimed at staff and students. We propose to pilot such an event in February 2015.

7. Such an event would also provide a good opportunity to raise the profile of Court and it is envisaged that it would be jointly hosted by the Vice-Convener of Court and the Principal.

8. The content is likely to focus on:

- A brief history of the University and the role of Court within it;
- A summary of our current position using the Annual Review and Report as a prompt;
- An opportunity to showcase our achievements.

9. The overall aim is to engage with our staff and students, to demonstrate our open approach to governance and the leadership of the University, to provide an opportunity for staff and students to come together, to increase the visibility of Court and showcase our successes.

10. If the pilot were positively received then it could be repeated and the audience extended to include other stakeholders and external groups.

Resource implications

11. The cost of the event would be minimal and covered from within existing budgets.

Risk Management

12. Although the University is already compliant in this area within the terms of the Scottish Code of Good HE Governance the pilot event is an opportunity to enhance our position and to show greater commitment to engaging with our staff and student.

Equality & Diversity

13. No specific Equality and Diversity issues are identified.

Next steps/implications

14. Further planning will be undertaken by the relevant people including Court Services, Principal's Office and Communications and Marketing.

Consultation

15. The groups noted in point 14 above have already been consulted.

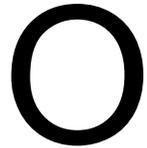
Further information

16. Author
Ms F Boyd
Head of Stakeholder Relations
28 November 2014

Presenter
Ms Sarah Smith
University Secretary

Freedom of Information

17. Open Paper.



UNIVERSITY COURT

8 December 2014

Joint Zhejiang-Edinburgh Programme in Biomedical Sciences

Description of paper

1. To ask Court to note the progress made in agreeing formal terms between Zhejiang University and University of Edinburgh to deliver a dual undergraduate programme in Biomedical Sciences starting in 2016.

Action requested

2. To ask Court to note that all appropriate due diligence and legal arrangements have been completed and that the Principal should be authorised to sign the Co-operation Agreement.

Recommendation

3. The Court is asked to authorise the Principal to sign the Co-operation Agreement and allow the project to move into the implementation phase. (ZJU will approach the Chinese Ministry for Education in March 2015 to register the joint programme. The Programme will commence in 2016).

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

Risk Management

8. Please see risk report.

Equality & Diversity

9. An Equality Impact Assessment (EIA) has not been completed. This will be undertaken once the policies and procedures are agreed between ZJU and University of Edinburgh.

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

Consultation

11. Legal advice has been provided by Pinsent Masons, and financial advice by Deloitte. Internal consultation has included the Head of Legal Affairs, School of Biomedical Sciences and Biomedical Teaching Organisation, CMVM College Registrar, CMVM Head of College, Senate Curriculum and Student Progression Committee, Director of the International Office, Director of Scholarships and Student Administration.

Further information

12. Further information on the project can be supplied by contacting the Author as detailed below.

13. Author

Assistant Principal Professor Jeremy
Bradshaw
20 November 2014

Presenter

Mr Hugh Edmiston
Director of Corporate Services

Freedom of Information

14. This paper should be a closed document until Co-Operation Agreement it is signed off formally by ZJU and University of Edinburgh. Its disclosure at this time would substantially prejudice the commercial interests of both the organisations.



UNIVERSITY COURT

8 December 2014

Consultation on Higher Education Governance Bill

Description of paper

1. On 7 November 2014, the Scottish Government initiated a consultation on proposed new legislation on the governance of Scottish universities with a closing date of 30 January 2015 for comments to be received. The paper provides further information on the consultation and sets out proposed arrangements to take forward the University's response.

Action requested

2. Court is invited to consider the paper.

Recommendation

3. Court is invited to approve, in principle, the key points to be included in the University's response to the consultation and delegate authority to the Vice-Chancellor of Court, the Principal and the University Secretary to finalise the University's submission.

Background and context

4. In February 2012 the Von Prondzynski Report on university governance was published. The then Cabinet Secretary for Education and Lifelong Learning announced in June 2012 his intention to accept the majority of the recommendations in the report which had been drafted by a Review panel appointed by the Scottish Government and confirmed that further legislation may be required. It was also agreed that the Committee of Scottish Chairs would lead a group to look at governance which resulted in the Scottish Code of Good Higher Education Governance being published in July 2013 with effect from 1 August 2013. The proposals in the current consultation are to take forward the remaining areas within the Von Prondzynski Report considered not to be covered fully within the Scottish Code.

Discussion

5. The consultation document sets out six areas of focus for new legislation:

1) The current role of the Privy Council in approving certain governance changes to be replaced by a new Scottish based-committee for higher education comprising the First Minister of Scotland, the Lord Advocate and (for the ancient universities) the Lord President of the Court of Session;

2) Specific definition of academic freedom to include a provision explicitly stating that academic freedom includes the freedom to encourage the exploration of new ideas, testing of received wisdom and expressing points of view whether controversial or otherwise; and Universities to adopt statement on how we are implementing statutory protection of academic freedom;

3) Confirming the role of the Principal as Chief Executive Officer;

4) Transparent and open arrangements for the appointment of Chairs of Institutions including an end stage election process; and a 'reasonable' attendance allowance or stipend for chairs;

5) Membership of governing bodies to include representative positions ie a minimum of 2 students nominated by the student association/union; at least 2 directly elected staff members; and 1 member nominated by academic and related unions and 1 nominated by administrative, technical or support staff unions.

6) Composition of Senate to be capped at a membership of 120 and for members to be elected.

The full consultation document can be accessed at the following URL:

<http://www.scotland.gov.uk/Resource/0046/00462633.pdf>

6. It is suggested that the University's overall response would recognise the importance of good governance and of continually refining our approach to ensure we continue to model best practice; would note the recent changes we have brought about as a result of our focused internal review over the past 12 months; and, while not objecting to the principle, suggest further thought is needed on each of these six areas as follows:

1) *Privy Council*

While we would welcome simplification, it is important to maintain appropriate checks and balances in any new process and the independence of the members of any proposed new committee.

2) *Academic Freedom*

It is unclear on the need to have a definition of academic freedom in legislation.

3) *Chief Executive*

The University already recognises the Principal as Chief Executive Officer.

4) *Chair of Institution*

There are a number of issues arising from this section in the consultation. There is potential for confusion around the different roles of and processes for appointing the Rector and Vice-Convener of Court. There is a risk that potential future candidates for the Vice-Convener role may be put off applying for the role if they are required to go through an election following the newly agreed transparent and open advertisement and appointment process. If there were to be an electoral element, one option would be to explore putting the name of the successful candidate for Vice-Convener to the Court for 'election'. On the second point, we might respond being open to this suggestion, noting that individual institutions would be best placed to judge how best to remunerate the Chairs and others for their expenses, balancing the fact that membership of Court is seen as a public service and undertaken on a voluntary basis against the fact that we need to ensure that we do not deter any suitable candidates

from applying.

5)Membership of Governing body

The emphasis appears to be on specific representation of internal stakeholders. This could be seen at odds with the fact that, regardless of the route to Court, all members are required to exercise their responsibilities on Court in the interests of the University as a whole rather than as a representative of any constituency or other interest group. There is also a risk that the proposals would lead to an increase in the overall number of members of Court which pulls against good governance in other respects. We could endorse the general principle of ensuring that there is wide representation around the table to include teaching, non-teaching staff, students and alumni but argue that there should be more flexibility in any legislative provision to take account of University's different routes to achieving this (recognising that some (like us) have student, non-teaching, senatus staff and alumni all represented already through our elected assessor positions). It might also be worth noting that we have a wide range of stakeholders and cannot realistically provide a seat for all.

6)Senate

The University wishes to involve academic colleagues in governance arrangements and the proposal to limit membership of Senate seems in direct contradiction to the overarching desire of the legislation on increasing accountability and inclusivity and does not take account of the way the current Senate Committee framework assists in taking forward detailed consideration of specific issues. Our Senate have been clear that they do not wish to reduce in size and representation.

7. In addition to the University's individual response to the consultation, Universities Scotland will be commenting on behalf of the sector. Senate will also be reflecting on the specific Senate and academic freedom proposals in the consultation.

Resource implications

8. There are no specific resource implications associated with this paper.

Risk Management

9. The University's submission will assist in addressing potential risks.

Equality & Diversity

10. The consultation seeks views on equality and diversity to which the University would wish to respond positively.

Next steps/implications

11. The Vice-Convener of Court, the Principal and the University Secretary will complete the University's submission to reflect the views of Court.

Consultation

12. This paper has been reviewed and approved by the University Secretary.

Further information

13. Author

Dr Katherine Novosel
Head of Court Services
November 2014

Presenter

University Secretary, Ms Sarah Smith

Freedom of Information

14. This paper is open.



UNIVERSITY COURT

8 December 2014

EUSA President's Report

Description of paper

1. This paper is to note the developments of Edinburgh University Students' Association since the last Court meeting and any matters arising from previous Court meetings.

Action requested

2. Court is asked to note this paper.

Recommendation

3. That information provided in this paper be considered to support other projects and initiatives to improve student satisfaction at the University of Edinburgh.

Background and context

4. Edinburgh University Students' Association has provided reports to Court on projects, campaigns and developments of the organization as a whole.

Discussion

5. *Edinburgh Student Arts Festival*

Applications for the Edinburgh Student Arts Festival preliminary closed on Friday, 28 November. We received an overwhelming 88 applications for visual arts exhibition space, performance space, our workshop and speaker series and stall market space. The majority of applications were from students studying at Edinburgh College of Art and the University of Edinburgh. Applicants stated reasons for participating in the arts festival in their application forms. Their comments on needing a platform for student artwork, wanting more collaborative initiatives, seeing this as an opportunity to explore art outside of the constraints of a non-art related degree and the excitement for participating in a festival of this scale permeated through students' comments. The quality of art was extraordinarily high. Students have designed board games, created projects, and written poetry slams that are beautiful social commentaries. They are challenging social constructions of gender, body image, traditional philosophical truths, highlighting how to deal with mental health issues, and are redefining traditional ideas of 'art.' This festival will prove to be a great treat for students participating and members of the public looking to connect with undiscovered talent in the city.

6. *Teviot 125*

A minimum of 4,200 people descended on Teviot across Friday, Saturday and Sunday and 443 tickets were sold for the alumni events. The University Challenge event on Sunday was entirely sold out, 363 'wishes' were cast by students, staff and alumni for the future, and stood alongside an exhibition of alumni memories as hosted in Teviot. The event received press coverage from Edinburgh Evening News, STV and various local outlets including Edinburgh Reporter and Edinburgh Spotlight. When the University wished Teviot a happy birthday on their Facebook channel, it received over 3,200 likes – the largest support of any post in recent years, and

significantly more than when Prof Higgs won the Nobel Prize. EUSA and the Ed Uni Alumni team received warm feedback and messages of support, not least from Ruth Davidson MSP, TV personality Stephen Jardine and UK Ambassador to South Korea Scott Wightman.

7. *Academic Representation*

We have extended the reach of our Class Rep Training significantly this semester, training over 400 new class reps (compared to 250 last year) and have established that a further 200 of our reps this year have attended EUSA training previously. We currently have c1200 class reps registered and this means c50% are trained – higher than ever before. We are aiming to increase the effectiveness of local academic representation through developing capacity via training and development events. Our regular learning lunches for class reps have seen between 50 and 70 reps at each event.

8. *Elections*

By – Elections: The EUSA Annual By-Elections took place during October, which ensured our 1st year positions and vacant school rep positions were filled with very few exceptions. Participation in terms of candidates running was excellent. 93 students ran for election in total, compared to 41 last year, primarily, and based on feedback from our candidates' survey, as a result of moving to a system of online self-nomination for many positions. NUS UK announced new procedures for NUS UK delegate elections to support policy on gender quotas for NUS whilst our elections were going on and we were able to implement these prior to our voting period to ensure our delegation would be at least 50% women.

9. Our project to improve student engagement with EUSA elections is making significant progress. At this stage we have:

- developed a new programme of development and support (face to face and online) for potential candidates, including direct insight from previous candidates
- agreed a new set of election dates, which includes a reduced campaigning period in response to candidates' feedback and concerns, but a longer period of pre-campaigning preparation
- developed improved processes around candidate queries and complaints
- planned improvements to our election events
- identified potential required changes to the election regulations (to support the above developments) to be agreed by the Elections subcommittee and Student Council

10. Other initiatives in EUSA this year – for example our sabbaticals weekly 'Meet EUSA' sessions – have hopefully already begun to increase student awareness of student reps and we anticipate they will lead to increased engagement with our elections when they begin.

11. *Students in the Community Event*

Our annual event organised jointly with the Representation and Democracy team and supported by the local Neighbourhood Partnership showcases the work our students do in the community. We have a longstanding relationship with the local Council and

Neighbourhood partnership team and they continue to look to us for new projects. At this event (on 18th November) students and community representatives also developed ideas for student-led community projects which will be voted on with the most popular ideas being funded from £6,000 of Neighbourhood Partnership money.

12. *EUSA financial review*

Overall results for 2014/15 continue the encouraging trend seen earlier. At the end of October 2014 (seven months into EUSA's financial year, which runs April to March) a cumulative surplus of nearly £440k had been generated. This is clearly good news and demonstrates that we are continuing the definitive turnaround of EUSA's financial position started last year. Nonetheless, caution must be exercised as we look ahead to the remaining months of the year. Our current forecasts show that the end of year position will fall to a surplus in the region of £150-200k. This remains a strong position and significantly ahead of the original £61k full year budget. EUSA's balance sheet also continues its year-on-year improvement, in particular with the crucial measure of cash. We will require an overdraft in 2015, however this is forecast to be at a much reduced level from previous years. The longer term goal is for EUSA to be overdraft-free through the year.

13. *Looking ahead*

Between now and March we will be focusing on our 2015/16 budget and tying this in with longer term financial modelling and forecasting. We will focus time on risk management, and undertake a detailed review of some of EUSA's core IT infrastructure including staff time recording and purchase-to-pay systems.

14. **Resource implications**

Not applicable

15. **Risk Management**

Not applicable

16. **Equality & Diversity**

Equality and Diversity considerations are implicitly included in this paper. Edinburgh University Students' Association (EUSA) represents the interests of a diversity of student interest groups and exists to maintain the equal representation of students and student groups.

17. **Next steps/implications**

There are no next steps to be taken as a result of this paper.

18. **Consultation**

Not applicable.

19. **Further information**

Author

*Briana Pegado
EUSA President*

Presenter

*Briana Pegado
EUSA President*

20. **Freedom of Information**

This paper is open.



UNIVERSITY COURT

8 December 2014

Audit and Risk Committee Report

Committee Name

1. Audit and Risk Committee.

Date of Meeting

2. The meeting was held on 20 November 2014.

Action Required

3. Court is asked to note the key points from the meeting.

Key points

4. *University of Edinburgh Group Accounts*

The principal items discussed at this meeting were the Accounts for the year ended 31 July 2014 and associated documents to enable the Audit and Risk Committee to provide assurances to Court on the internal environment and to be able the Committee to recommend to Court the adoption of the Annual Report and Accounts and Letter of Representation.

5. These documents included the following:

- Risk Management Committee Annual Report (main report included in the Audit and Risk Committee Annual Report to Court)
- Information Systems Annual Assurance Report
- Health and Safety Annual Assurance Report
- Value for Money Report
- External Audit Highlights Memorandum 2013/2014 (main report included in the Audit and Risk Committee Annual Report to Court)

6. *Special Investigations – Lessons Learned*

The Committee had previously been notified of incidents of suspected fraud and welcomed this paper setting out the actions of the Central Management Group to ensure that appropriate remedial actions were implemented across the University.

7. *Other items*

In addition to the above, the Committee also considered the Note of the joint meeting with the Risk Management Committee, a voluntary severances report, an internal audit status report, a report from the Risk Management Committee, an IT security report, and documents associated with the sign off of the Andrew Grant Bequest Accounts.

Full minute:

8. All the papers considered at the meeting and in due course the Minute can be accessed on the Court wiki at the following URL:

<https://www.wiki.ed.ac.uk/display/UCC/Audit+and+Risk+Committee>

Equality & Diversity

9. There are no specific equality and diversity issues associated with this report.

Further information

10. Author

Dr Katherine Novosel

November 2014

Presenter

Mr Alan Johnston

Convener of the Audit and Risk
Committee

Freedom of Information

11. This paper is open.



UNIVERSITY COURT

8 December 2014

Nominations Committee Report

Committee Name

1. Nominations Committee.

Date of Meeting

2. The Committee met on 29 September 2014 and conducted business by correspondence which concluded on 20 October 2014.

Paragraphs 3 - 5 have been removed as exempt from release due to FOI.

Equality & Diversity

6. The University wishes to ensure a diverse membership of Court and its Standing and Thematic Committees and action is taken to attract when advertising for members external to Court and the University applications from across the community. To re-enforce its commitment, Court has approved a University Court Equality and Diversity Policy.

Further information

- | | | |
|----|----------------------|---------------------------------|
| 7. | <u>Author</u> | <u>Presenter</u> |
| | Dr Katherine Novosel | Dr Anne Richards |
| | November 2014 | Convener, Nominations Committee |

Freedom of Information

8. This paper is closed.



UNIVERSITY COURT

8 December 2014

Policy and Resources Committee Report

Committee Name

1. Policy and Resources Committee.

Date of Meeting

2. The Committee met on 17 November 2014.

Paragraphs 3 - 9 have been removed as exempt from release due to FOI.

Equality & Diversity

10. There are no specific equality and diversity issues associated with this report.

Further information

11. Author

Dr Katherine Novosel
November 2014

Presenter

Dr Anne Richards
Convener Policy and Resources
Committee

Freedom of Information

12. This paper is closed: Its disclosure would substantially prejudice the commercial interests of the organisation.



UNIVERSITY COURT

8 December 2014

Knowledge Strategy Committee Report

Committee Name

1. Knowledge Strategy Committee (KSC).

Date of Meeting

2. First meeting held on 31 October 2014.

Action Required

3. Court is invited to note the items discussed.

4. Court is invited to note changes to the Knowledge Strategy Committee Delegated Authorisation Schedule.

Paragraphs 5 – 10 have been removed as exempt from release due to FOI.

Equality & Diversity

11. There are no specific equality and diversity issues associated with this report.

Further information

12. Author
Jo Craiglee
Head of Knowledge Management
18 November 2014

Presenter
Professor Ann Smyth
Convener, Knowledge Strategy
Committee

Freedom of Information

13. This is an open paper.



UNIVERSITY COURT

Remuneration Annual Report

8 December 2014

Description of paper

1. This is a report from the Remuneration Committee to Court and provides a summary of the activities of the Remuneration Committee from 1 January 2014 to 30 November 2014.

Action requested

2. The Court is asked to note the content of the report.

Paragraphs 3 – 11 have been removed as exempt from release due to FOI.

Risk Management

10. No risk assessment has been completed for this paper. The consideration of risk in relation to employee reward policy and practice is key to the work of the Remuneration Committee.

Equality & Diversity

11. No equality impact assessment has been completed for this paper. The consideration of matters of equality and diversity in relation to employee reward policy and practice is key to the work of the Remuneration Committee.

Next steps/implications

12. Further reports summarising the activity of Remuneration Committee will be presented to future meeting of Court.

Consultation

13. Zoe Lewandowski (Director of Human Resources) has reviewed this paper and the Remuneration Committee has been consulted in its development.

Further information

14. Further information on the matters contained in this paper is available from Mr Martyn Peggie, Senior HR/OD Partner – Reward and Systems, UHRS

15. Authors

Martyn Peggie, Senior HR/OD
Partner – Reward and Systems
UHRS On behalf of Lady Susan Rice,
Chair of Remuneration
Committee and Ms Zoe
Lewandowski, Director of Human
Resources

Presenter

Lady Susan Rice,
Chair of Remuneration Committee

Freedom of Information

16. Can this paper be included in open business? No, its disclosure would substantially prejudice the effective conduct of public affairs.



UNIVERSITY COURT

8 December 2014

Request for Delegation of Authority for an equipment purchase

Description of paper

1. This document is submitted to request permission for purchasing authority to be delegated to Vice-Principal Professor L Yellowlees for an equipment purchase.
2. The proposed expenditure relates to grant funds awarded by the Biotechnology and Biological Sciences Research Council (BBSRC) to the School of Biological Sciences.

Action requested

3. Court is asked to consider delegating authority to Vice-Principal Professor Yellowlees to purchase BBSRC grant funded equipment to the value of £1.4M.

Recommendation

4. A recommendation is made that the Court approve the stated expenditure, in principle and permit a Vice-Principal Professor Yellowlees to authorise the details of the purchase in question such as verification of proper process followed, supplier and system choice.

Paragraphs 5 – 14 have been removed as exempt from release due to FOI.

Risk Management

15. The principal risk is of delay to the project leading to inability to meet BBSRC expenditure deadlines. Should authorisation not be provided, the Contract shall not be concluded before the next Court session and Estates staff will not be able to liaise with the chosen supplier to undertake works required.

16. This would have an impact on the delivery date and spending grant funds in a timely fashion which in turn raises risks to research in a fast moving environment.

Equality & Diversity

17. All suppliers shortlisted have confirmed their awareness of Equality & Diversity legislation and their responsibilities.

Paragraphs 18 – 19 have been removed as exempt from release due to FOI.

Consultation

20. This paper has been reviewed and approved by
Professor Susan Rosser – Primary Researcher (School of Biological Sciences),
Professor Lesley Yellowlees – Head of College & Vice Principal (Science & Engineering)
Dr Anne Payne – Director of Professional Services (School of Biological Sciences)

Further information

21. Author

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College of Science & Engineering
22 November 2014

Freedom of Information

22. This paper is closed.



UNIVERSITY COURT

8 December 2014

Donations and Legacies to be notified

Description of paper

1. A report on legacies and donations received by the University of Edinburgh Development Trust from 18 October to 20 November 2014, prepared for the Meeting of Court on 8 December 2014.

Action requested

2. Court is invited to note the legacies and donations received.

Recommendation

3. No further action is recommended at this time.

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

Risk Management

8. There are policies and procedures in place to mitigate risks associated with funding activities including the procedure for the ethical screening of donations.

Equality & Diversity

9. There are no specific equality and diversity issues associated with the paper. Cognisance is however taken of the wishes of donors' to ensure these reflect the University's approach to equality and diversity and that these comply with legal requirements.

Next steps/implications

10. The University is grateful for the support provided to enable it to continue to provide high quality learning and research.

Consultation

11. This paper has been reviewed and approved by:
Kirsty MacDonald, Executive Director Development & Alumni Engagement/Secretary,
University of Edinburgh Development Trust and Heather Wallace, Head of Donor Relations, Development & Alumni.

Further information

12. Author

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21 November 2014

Presenter

Kirsty MacDonald
Executive Director, Development & Alumni
Engagement/Secretary, University of
Edinburgh Development Trust

Freedom of Information

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