



# THE UNIVERSITY *of* EDINBURGH

## **Report of the review of the merger between Edinburgh College of Art and the University of Edinburgh**

### **1. Background**

The merger between the Edinburgh College of Art and the University of Edinburgh came into force on the 1<sup>st</sup> August 2011. The timetable leading up to the merger was governed by very tight timescales that were broadly dictated by the schedule of the Scottish Parliamentary elections in 2011 and the statutory requirements for the Scottish Government to consult on merger proposals.

At its meeting of 20<sup>th</sup> June 2011, the University Court agreed that the University would establish a Post-Merger Working Group to monitor the progress of academic and operational integration and manage any emerging issues over the first year following merger. At a later meeting, in November 2011, Court also agreed to establish a Review Group to undertake a formal review of progress at the end of the first year following the merger date.

In December 2011, a Scottish Funding Council (SFC) group visited the University / the new ECA to assess early progress on the merger. That group's report to the Cabinet Secretary concluded that overall the merger was progressing well, and that, while there were challenges, the University was addressing them. The SFC indicated that it planned to update the Cabinet Secretary in late 2012 and the University agreed to keep the SFC up to date with the review it was undertaking.

This paper provides information for Court on the Review Group findings concentrating on the period following the merger date and with reference to the remit of the group as agreed by Court. Specific operational recommendations coming out of the Review Group findings will be taken forward by the senior staff responsible.

### **2. Review Remit and Methodology**

The remit of the University Review Group, as agreed by Court on 7<sup>th</sup> November 2011 was to undertake a formal review of progress on the merger with particular reference to:

- The aims and objectives, as set out in the Merger Proposal document.
- The operational integration of ECA into the University, with a particular emphasis on the extent to which:
  - the student experience is supported by the University's student support services;
  - the procedures relating to HR, finance, research and commercialisation and strategic planning are being implemented and supported;
- The governance, management and administration of the new ECA;
- The development of an external profile and brand identity for the new ECA;
- How the estate is supporting the objectives of merger.

The review group met in June 2012 to agree the timetable and methodology for the review and conducted the review from July to September 2012. The group considered all key documentation including:

- The proposal for merger;
- SFC's report to the Cabinet Secretary on progress implementing the merger (April 2012);
- A summary of key actions taken to implement the merger (which included an assessment regarding whether the actions were completed on time and other relevant issues);
- The minutes of the University's Post-Merger Working Group's meetings in 2011-12;
- Comments raised by representatives of the trade unions (including the Educational Institute of Scotland) in February 2012.

In July 2012 the review group's convener, Senior Vice Principal Professor Nigel Brown, emailed all current staff and students at the University to inform them of the review and to invite them to submit comments. Twenty-one staff (nine academic and twelve support staff) and twenty-two students submitted comments.

Senior Vice Principal Professor Brown also wrote to prominent alumni to invite them to contribute to the review, two alumni submitted positive comments.

In addition, during July to September 2012, sixteen meetings were held with the following stakeholder groups/individuals:

- Trade unions;
- Undergraduate students in the new ECA;
- Postgraduate students in the new ECA;
- The 2011-12 ECA Student President;
- Academic staff in the new ECA;
- Support staff in the new ECA;
- The new ECA Management Group;
- Professor David Fergusson (University Vice-Principal with responsibility for the merger prior to 1 August 2011);
- Assistant Principal Professor Ian Pirie (ECA Assistant Principal with responsibility for the merger prior to 1 August 2011);
- Human Resources;
- Finance;
- IT staff (within Information Services Group and the new ECA);
- College of Humanities and Social Science (CHSS) and central University staff with admissions and recruitment responsibilities;
- Registry, CHSS and new ECA staff with student administration responsibilities;
- Student Services (Institute for Academic Development, Student Disability Service, Careers Service, Disability Service);
- Communications and Marketing.

The review group approached the consultation meetings in an open and collaborative spirit, circulating draft agendas to stakeholders in advance to allow them to add topics, and giving stakeholders a chance to comment on the records of the meetings. At these meetings, the review group focused on identifying issues that needed to be addressed and lessons that the University should learn.

The records of the meetings were treated as confidential to the attendees and the Review Group in order to encourage open dialogue.

### **3. Outcomes**

The full range of evidence was considered and examined in detail during the consultation meetings. While acknowledging that the merger is a process, and not an event that can be judged on any given day, it was generally felt that the merger had gone well. This was mainly due to the tremendous effort put in by all of those involved which has resulted in the reconstituted ECA operating in a stable and supportive environment able to concentrate fully on progressing the academic vision.

The following points cover in more detail progress against the specific areas the Review Group were asked to consider by Court, including the aims and objectives as set out in the Merger Proposal document.

The fundamental aim of the merger noted in the merger proposal document was to realise the strong academic potential afforded by a full integration of activities across all disciplines.

Within this aim the strategic objectives were; to strengthen education and research in Art, Design, Architecture and Landscape Architecture, History of Art and Music; to develop existing and strategic new cross-disciplinary research synergies and create new cross-disciplinary opportunities for research students; develop new taught postgraduate programmes; increase flexibility and breadth in undergraduate programmes; realise a more diverse student body with a richer student experience; deliver greater public impact and knowledge exchange activity; attract a greater number of international students; generate new income streams and place ECA academic activities in a more financially sustainable position.

#### **3.1 Academic Vision**

It was clear that staff, and students, remain committed to and excited by the academic vision for merger. This was based on the conviction that combining the former ECA's studio-based culture with the studio-based and scholarly activities of the former ACE (former University School of Arts, Culture and Environment) disciplines, and with disciplines across the University, would create exciting new developments in teaching, research and knowledge exchange. In order to create these interdisciplinary opportunities, it is essential to maintain the strength and reputation of the individual subject areas throughout the ECA. During the review, academic staff emphasised the importance of this latter point.

The new ECA management team have worked hard to promote exemplary traditions within each discipline and to enhance pedagogical and research practices that are distinct to the studio cultures of Architecture, Art and Design. This effort continues to pay off as the studio based culture remains strong within ECA.

In the year since merger, the reconstituted ECA has made progress in articulating and delivering its academic vision. Its annual plan 2012-13 (the first planning document covering all the new ECA) gives a strong sense of its direction, for example in terms of planned developments in UG and PG programmes, potential areas for new developments between disciplines in the ECA (eg Music and Film), and potential areas for developments between the ECA and other parts of the University. In partnership with the School of Informatics, and with funding from SFC, the ECA has established a Centre for Design Informatics. Other collaborations are also being developed, for example between Art and Medicine and Veterinary Medicine. Inevitably the merger process has consumed a lot of academic management capacity and has resulted in the ECA's academic staff having less time for new academic developments and research than would have been hoped. The Merger Proposal document had set out plans for academic developments in 2011-12 and in retrospect, those plans appear to have been rather aspirational.

During 2011-12, however, the ECA made some key appointments that will help take forward its academic vision. It appointed to a new Chair in the Reid School of Music whose cross-disciplinary research in the psychology of music and improvisation will make the best of cross-ECA and ECA / wider University collaborations. It also used the Chancellor's Fellowships initiative to appoint five early career staff with excellent international profiles whose work will contribute to the development of strong cross-disciplinary themes, particularly in the areas of curatorship, social engagement, narrative, materiality and the digital environment. During 2012-13 the ECA plans to appoint to Chairs in Architecture, Design Informatics and History of Art (Since the review meetings the Chair in History of Art has been appointed and Design Informatics and Architecture are about to be advertised). These Chairs will be informed by the needs of individual subject areas and cross-disciplinary possibilities in the ECA, and their primary role will be to provide leadership in research relating to these areas and the development of new teaching programmes.

The ECA has made progress in promoting and supporting research activities across all disciplines. Feedback from the review suggests that academic staff in the former ECA are now generally aware of and taking advantage of the research support on offer and feel that they have increased support as a result of merger. The ECA's Research, Knowledge Exchange and Outreach Office, along with Edinburgh Research and Innovation (ERI), have run various workshops and provided other forms of support for academic staff in relation to pre-award research support and knowledge exchange activities. Staff from former ECA disciplines have also been able to access the Institute for Academic Development's (IAD) researcher development support. The ECA has also been able to access the CHSS (College of Humanities and Social Science) Research Challenge Fund, which supports capacity building for inter and / or multi-disciplinary working.

ECA is now also operating a research fund (based on a model that previously operated in ACE) to provide research funds to individual academic staff – while the amounts on offer are relatively modest, they are significant compared to arrangements in the former ECA. In addition to benefitting from these formal support arrangements, the merger is enabling more academic staff in the former ECA to mix with staff in former ACE disciplines and other parts of the University, and, therefore, to be exposed to different research cultures.

It is pleasing that the new ECA has achieved very healthy levels of new external research awards in the year since merger (about £3.7M), to which former ECA disciplines have made a major contribution. This level of externally-funded awards is higher than that achieved by former ECA and ACE in the year prior to merger. It is however unfortunate that the timing of the Research Excellence Framework (REF) relatively soon after merger is unlikely to allow enough time to see the full benefit of merger in terms of research rankings of former ECA subject areas.

Beyond the potential for new curriculum and research developments, the merger has enabled staff in the University and from former ECA disciplines to learn from each other's innovations in teaching and research practices. The involvement of ECA staff in the College of Humanities and Social Science and University committees, and other CHSS and University enhancement-related activities, has assisted with this. There is some evidence of this interchange on enhancement issues during the first year after merger. For example, academic staff have showcased the former ECA Learning Management System (a bespoke virtual learning environment utilised in Art and Design to manage feedback on assessment) to other academic areas of the University. The IAD will continue to be involved and to identify additional ways to engage with former ECA disciplines on enhancement issues, for example by having former ECA academic staff on secondment.

While the new cross-ECA Graduate School at Lauriston Place will make it easier for staff and students to work across disciplinary boundaries, it is clear that the lack of physical proximity and insufficiently close working relationships between the administrative staff and academics in some disciplines (especially at Minto House) have presented challenges in the first year. It may be possible to address this through adopting elements of multi-site delivery while retaining a cross-ECA administrative structure. The latter issue is also likely to be a consequence of administrative staff not yet having developed a knowledge of the particular requirements of the different disciplines in the new ECA, and will resolve itself as relationships mature. ECA will monitor the delivery of Graduate School services and consider if a multi-site delivery model is an option.

### ***3.2 Recruitment and admissions***

Overall intakes to the ECA in 2012-13 are at about the same level as the combined intakes for former ECA and former ACE programmes were in 2011-12 (recruitment for 2011-12 programmes was undertaken in 2010-11 prior to the merger), despite changes of tuition fee arrangements for applicants from the Rest of the UK (RUK). While the hoped-for expansion in PG and overseas recruitment has not been realised as yet, the outcome is reasonable under the circumstances. While there is variation between programmes, there is no evidence that the merger has impacted adversely on overall recruitment either to the former ECA or former ACE UG and PG programmes.

During the first year following merger, CHSS made progress in streamlining arrangements for admissions to UG Art and Design programmes (reducing the proportion of applicants invited to Applicant Days) and aligning entry requirements with normal CHSS requirements, while ensuring that the procedures remained appropriate to the needs of the disciplines. CHSS intends to work with ECA academic staff during 2012-13 to make further progress on this issue.

While acknowledging that there have been challenges in admissions from students from a widening participation background in the year following merger, steps have been taken to increase support in this area. In December 2011 the University reviewed the post-merger arrangements for widening participation to former ECA programmes. Building on that work, early in 2012, the new ECA convened a working party to review widening participation strategy and activities across its subject areas. As a result ECA has appointed a Widening Participation Co-ordinator and is taking a range of steps to strengthen its widening participation activities, for example by encouraging more direct involvement in widening access initiatives by academic staff.

### ***3.3 Financial Stability***

A combination of work undertaken in the period directly leading up to the merger coupled with the immediate integration of ECA financial matters with the University's financial systems and structures from the merger date has meant that ECA is now operating on a financially stable basis with the benefit of the formal control and expenditure approval mechanisms of CHSS.

As a result of this the ECA has delivered a modest surplus (£50,000, or 0.25%) in the first year (2011-12) of operation since the merger. In addition to delivering a surplus budget, the ECA has been able to invest about £500,000 in new and replacement equipment.

On present projections, the ECA should deliver a balanced budget in 2012-13, followed by recurrent annual deficits of around £400,000 from 2013-14 onwards. The ECA management is working with CHSS to put measures in place to address these projected deficits, using

either a growth strategy to increase attributable income or, alternatively, plans to reduce expenditure, or a combination of both approaches.

Financial challenges do remain which centre mainly on the challenges of the Lauriston Place estate and the nature of space usage within ECA. University senior management and Court, particularly through the Estates Committee, will of course have close involvement in developing the longer term strategy for the Lauriston Place Estate.

### ***3.4 Operational Integration***

The merger proceeded on the basis that from the merger date, 1 August 2011, the ECA would be operating entirely under University procedures, regulations and support services.

This did present challenges, mainly around the very tight timescales, but on the whole the integration of services including registry, admissions, library services, HR, payroll, IT and financial systems and the legal aspects of the merger went extremely well. The commitment and diligence of all of the staff involved was, and still is, commendable.

### ***3.5 Human Resources Issues***

Very tight timescales were at the root of many of the difficulties encountered in the period immediately before the merger and workforce planning for administrative functions proved to be particularly challenging. There was inevitably some slippage in a few areas which meant that information going to some staff about their detailed roles happened relatively late in the process and some individuals were not appointed to their posts until July 2011.

It is recognised that there was a loss in corporate knowledge particularly around registry functions at this time and this resulted in former ECA Academic Registry staff, who had transferred to new roles elsewhere in the University, needing to provide more time assisting the new functions than anticipated.

To help tackle some of the on-going issues ECA appointed temporary change facilitators to provide additional capacity and trouble shoot practical problems. These staff were appointed in January 2012 and with hindsight it would have been useful to have them in post earlier in the process.

Technical services staff have also been faced with challenges in adapting to new management structures and financial, ordering and procurement systems. Despite this the new technical services team achieved a great deal in the first year of merger including a major contribution to the procurement and installation of about £500,000 of new workshop equipment and the delivery of a very successful Degree Show. Positive work continues to be undertaken to ensure that the new arrangements continue to mature and deliver benefits and that the technical staff have appropriate support.

Although there was a planned and extensive communication plan for staff at both institutions during the time of the merger not all staff felt that they had all of the required information at the right time. This is an area where improvements can always be made and it would undoubtedly have been beneficial to introduce the “merger bulletin” at an earlier stage. This would have enabled staff to be familiar with the key decisions and some practical aspects at an earlier point in the process.

There is an outstanding action re pension provision as detailed actuarial information is still to be made available to staff who have transferred to the University from the former ECA. Without this the staff in question are unable to make an informed decision about whether to

transfer to the Universities Superannuation Scheme or to remain in the Lothian Government Pension Scheme. The University of Edinburgh Pensions Department continues to make every effort to get confirmed figures from both schemes.

### **3.6 Student Issues**

From a student perspective the feedback has been positive with only very minor disruption at the time of the merger reported. As we move on, for most students, it is “business as usual” with no adverse impact to the studio-based ethos reported.

The review suggests that students within the new ECA and the broader University can see how the merger offers exciting future opportunities for new approaches to curricula. One of the academic opportunities of merger is to enable undergraduate students on former ECA programmes to access courses elsewhere in the University (for example, Languages or Business) and although this will take time the benefits are clear to the student community.

In addition to seeing potential opportunities for developing new programmes and developing existing programmes, the review suggests that many students within the ECA can see exciting opportunities for the merger to enable them to build other types of creative relationships with students and academic staff in other disciplines within the reconstituted ECA (and within the broader University), for example through undertaking joint projects and informal networks, utilising facilities and resources in other discipline areas, and so on.

Student representation changed with the merger as from the merger date the ECA student body was represented by EUSA. There was a transitional period in 2011-12 when the formal ECA student body was wound up. There are acknowledged challenges associated with representing such a wide and diverse body of students and the issue of whether current arrangements are satisfactory is something that student representatives and EUSA are aware of and monitoring.

### **3.7 Governance, Management and Administration**

The two institutions agreed a set of committee structures for the ECA to replace those that applied prior to merger in the former ECA and ACE. During the course of 2011-12, the ECA made some modifications to these committee structures. It recognised the need to rationalise considerable overlap between the membership and focus of its Management Group and Strategy Group and has disbanded its Strategy Group. It has established a Planning and Resources Committee to address planning and strategic issues across the ECA. Its expanded membership (compared to the previous Strategy Group) and direct reporting relationship to committees within the ECA and CHSS allows for clearer and wider communication and more focused planning activities.

A new Public Programmes Committee is enabling the ECA to consolidate and connect the diverse range of exhibitions, performances and events that take place across all areas throughout the year and to make more effective and proactive links with external partners in the University and the city of Edinburgh. While some of these committees are still bedding in, they are in general operating effectively. By bringing staff together beyond the confines of the former ECA and ACE academic groupings, they are assisting the ECA to build its new academic and support staff community and to generate ideas for new programmes and research. Annex B summarises the ECA's current committee structure.

In addition to establishing an internal committee structure, during 2011-12 ECA established an Advisory Group with members drawn from the Scottish and UK arts, cultural and creative communities, to advise on overall strategy, fund-raising activities and so on. The Advisory Group held a successful first meeting in the Spring of 2012 and is scheduled to meet again

in Autumn 2012. This second meeting will focus particularly on the ECA's Research Strategy in relation to REF and Impact/Knowledge Exchange. Future meetings will focus on issues including Internationalisation, Estates, Postgraduate Expansion and Undergraduate Teaching Programmes. (Since the review meetings the Advisory Group has had its second meeting with a third scheduled for Spring 2013).

While it is clear that the transition to the new administrative structures for the ECA has been, and continues to be, challenging in some respects, this review has elicited relatively little evidence of staff or student concern with the overall design of the support structures themselves. That said the Group's recommendations do propose some elements aimed at helping to address any residual staff concerns that may exist relating to administrative workloads or anxiety.

### ***3.8 Development of an external profile and brand identity***

The ECA recognises the need to develop the former ECA brand in order to communicate ECA's status as part of the University and project the ECA's academic vision, as well as maximise the benefits of the strength and international reach of the University's own brand.

In summer 2011, Communications and Marketing (CAM) commissioned market research company, Ipsos MORI, to undertake research to support the development of the ECA's new brand identity. While that research was useful in informing discussion, it was felt that the ECA was in too much flux (eg in terms of structures and long-term strategy) to make major progress in developing a long-term brand identity or strategy. As a result, 2011-12 has been a transitional period for the ECA, in which it has taken stock and dealt with its marketing needs as they arise. Considerable progress has been made with its visual identity however by, for example, agreeing a logo.

To take forward the broader issues further discussions have taken place and a series of consultations are planned between September 2012 and February 2013. ECA is also making some crucial appointments to assist it with its brand identity for example a Graphic Designer (now appointed).

Since the merger, the ECA has had a transitional web presence with a new website scheduled for launch in Spring 2013. Following careful planning negotiations with Information Services, CHSS and CAM through 2012, the ECA Management Team have agreed on a distinctive new website template and approach and a web co-ordinator is now appointed and working on the site.

### ***3.9 Maintaining and enhancing the public profile of ECA***

Like all art colleges, the former ECA always had a dynamic programme of art and design events and exhibitions to showcase the work of its students and staff, as well as its collections, and the work of alumni and prominent artists. These events (such as Degree Shows, Fashion Shows and major exhibitions) have been central to the vibrant art college experience and to the public face of the former ECA. They draw in large numbers of members of the public to Lauriston Place, and also build and sustain links with a variety of external stakeholders. Publicly-oriented activities (such as exhibitions and concert series) are also central to the disciplines that were formerly within ACE. Since merger, the ECA has continued to run these externally-facing activities, establishing a Research, Knowledge Exchange and Outreach Office to coordinate them, and a Public Programmes committee to oversee them and to take account of activities in the wider University. At a more strategic level, the new Advisory Group will assist the ECA to develop its publicly-facing activities.



Much focus was given to establishing positive press immediately after the merger and this has been largely successful. Particularly positive press coverage has been seen for specific events such as the 2012 Fashion and Degree Shows.

The ECA has eminent alumni across all its discipline areas (both those formerly within ECA and those within ACE). Many of these eminent alumni hold influential positions in the cultural and creative communities of Scotland and the UK, and their continued support will be essential to enabling the ECA to flourish and enhance its public profile. The review group invited about forty eminent alumni to comment on the new, post-merger ECA and how it is perceived externally, the comments of those that responded were broadly positive.

Since the merger Development & Alumni have been proactive in engaging with ECA Alumni including organising a number of high profile events such as those linked to the General Council meeting in Berlin in June 2012.

### **3.10 Estates Issues**

Thorough and accurate due diligence work meant that there was a good understanding of the Estates issues prior to the merger. Work has started on essential maintenance and compliance issues with the Lauriston Place estate. There are significant challenges ahead to make buildings compliant while maintaining business continuity and an acceptable level of student, and staff, experience.

Decisions about the future development of ECA's estate will need to reflect ECA's academic vision which as noted above is evolving. It is also important that future investment is both strategic and transformational and these matters are being actively considered by Estates Committee.

It is highly likely that, as noted during the original negotiations, future work on the ECA estate will require further funds and assistance from the SFC. This needs to be analysed in the context of the ECA's academic vision.

## **4. Conclusions**

As a result of the review the Group have identified a number of learning points and more detailed operational recommendations:

### **4.1 Lessons Learned**

In addition to the ECA merger the University is also able to consider its experience of three other mergers undertaken in the last fifteen years – with the Moray House Institute of Education (1998), the Roslin Institute (2008), and the Human Genetics Unit (2011). Since it is possible that the University will be involved in other mergers in the future the following points are raised to help guide future mergers.

- Every effort should be made to put change management support in place immediately following formal merger approval to assist staff to engage with the merger process. The exact change management requirements will vary from merger to merger.
- When planning for the staffing aspects of merger, take account of the need to ensure continuity of all aspects of corporate knowledge. In the case of the ECA merger specifically the administrative needs of teaching, research and knowledge exchange activities affected by the merger.

- In advance of merger, provide appropriate levels of HR support to assist individual line managers with training needs assessments for their staff, and to link those assessments to support services' schedules of training.
- To support staff in adapting to new roles and new institutional contexts, make use of informal training and induction activities, in addition to providing formal training.
- When planning training and communications activities to assist staff to adapt to University IT systems, take account of the fact that staff will need to adapt to many different system changes at the same time (due to the integrated and automated nature of many of the University's IT systems).
- Within the practical and political constraints of merger, try to provide staff with as much information on key merger decisions and practical aspects as early as possible in the process.

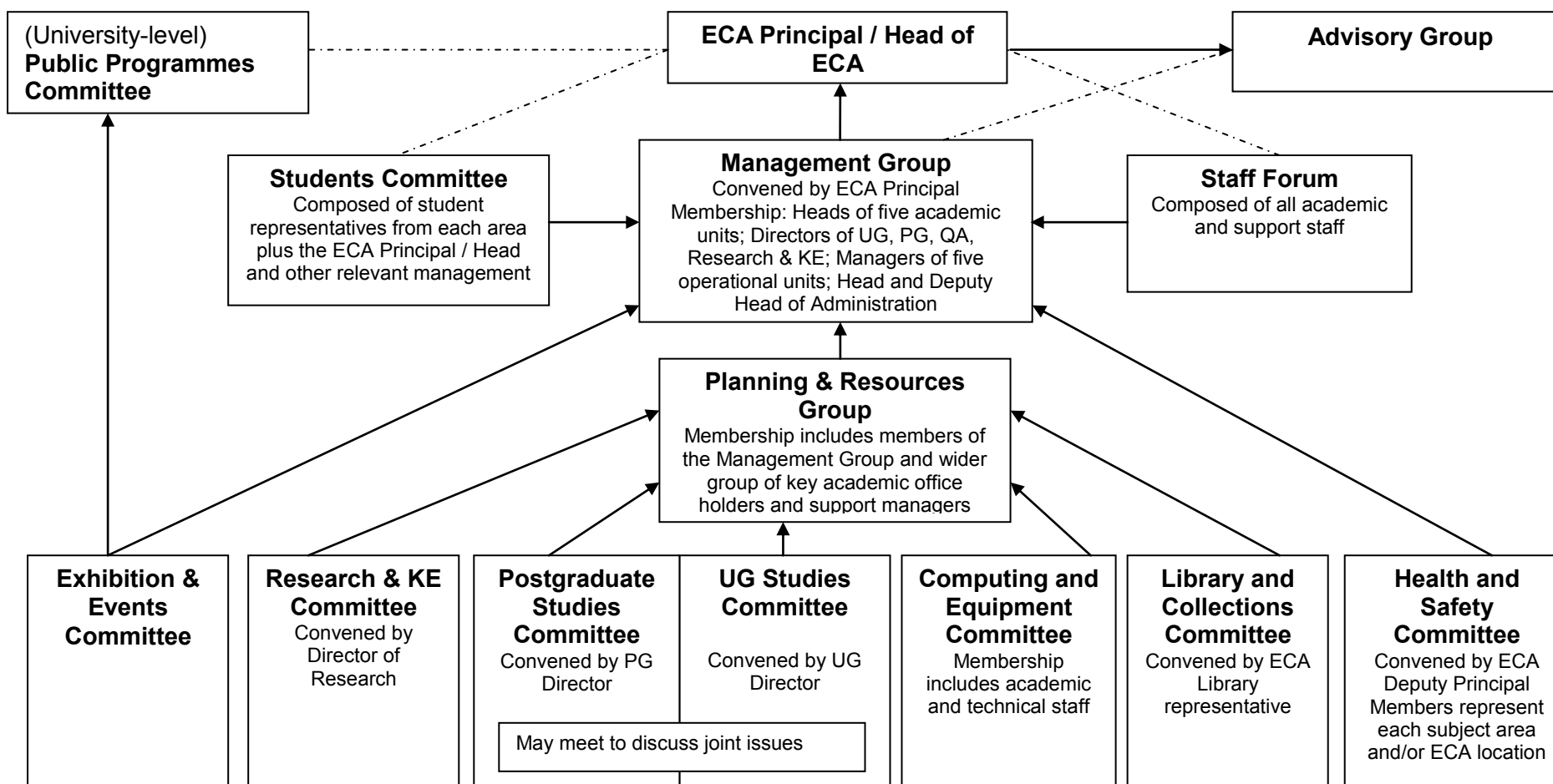
#### ***4.2 Operational Recommendations***

Further to the above points a number of detailed operational recommendations have been noted to be taken forward by the appropriate body see Annex C. The ECA management will take these forward and the College of Humanities and Social Science will monitor progress.

## **Annex A: Membership of review group**

- Professor Nigel Brown (Professor of Molecular Microbiology; Senior Vice-Principal until 31 July 2012) (Convener)
- Prof Ann Smyth (Court lay member)
- Prof Stuart Monro (Vice-Convenor of Court)
- James McAsh (EUSA President)
- Gregory Steckelmacher (ECA student representative)
- Professor Chris Breward (Vice-Principal, Principal of ECA)
- Professor Jeff Haywood (Vice-Principal, Director of Information Services Group)
- Dr Kim Waldron (University Secretary)
- Professor Dorothy Miell (Vice-Principal, Head of the College of Humanities and Social Science)
- Nigel Paul (Vice-Principal, Director of Corporate Services Group and Convener of the University's Post-Merger Working Group)
- Frank Gribben (Registrar of College of Humanities and Social Science)
- Tom Ward (Administrative support to the review)
- Fiona Boyd (Administrative support for the production of the Group's report)

## Annex B: ECA-wide Committees



Note: All relevant committees will have student representation, except those focussing on staffing, research or resource management.

In addition to reporting to the ECA Principal via the Management Group, the ECA Committees will also interact with relevant CHSS Committees. The Exhibitions & Events Committee interacts with the Public Programmes Committee.

## **Annex C**

### **Operational Recommendations**

To be taken forward by the ECA management team in consultation with other areas in the University as appropriate:

- Prioritise any outstanding issues regarding access to data in the former ECA student record system by early 2013.
- Make substantial progress by the end of 2012-13 in facilitating the operation of exchange arrangements for ECA programmes within University structures, and also should work toward ensuring the exchanges are financially viable.
- Agree on a solution for managing the supply of art and design materials to students, and begin to implement it before the end of the 2012-13 academic session.
- In line with the University's Strategic Plan continue to prioritise widening participation to all ECA's programmes.
- Assess if there is a further need for temporary change facilitation support in the ECA.
- Review ECA's administrative support structures to ensure the number and organisation of administrative staff is appropriate by March 2013.
- Monitor the management arrangements for technical staff to ensure that the new arrangements are delivering benefits and providing appropriate support.
- Work with HR to undertake a training needs analysis with all relevant staff (those in the ECA and those that transferred to the wider University) to establish any outstanding requirements by March 2013.
- Work with HR to ensure that all ECA managers are actively engaged with the annual review process.
- As part of taking forward the ECA's academic vision, progress developing proposals to open up opportunities for ECA students to take UG courses elsewhere in the University and for wider University students to take appropriate ECA courses.
- Monitor the arrangements for the 'arms-length' management of the Wee Red Bar and associated facilities.
- Continue to work to understand the research support needs and enhancement related activities of the former ECA academic staff and to raise awareness of the wider support available.
- During 2012-13 explore ways to provide improved multi-site delivery for Graduate School services.
- Consider a two way communications strategy to ensure that staff and students within the ECA understand its structures, procedures and arrangements, and that the ECA's activities are more visible to staff and students elsewhere in the University.

- Develop the ECA's strategy for the future of the ECA Student Portal as part of its broader communications strategy.
- Continue to develop a brand identity and marketing strategy that articulates the new ECA's academic vision while allowing individual subject areas the flexibility to project their own identities.
- Commit sufficient resources to launch ECA's new website by Spring 2013.

To be taken forward by the University Pensions Office:

- Prioritise the provision of outstanding actuarial information from USS and LGPS to enable individuals to reach a decision over transferring their accrued service.

To be taken forward by Edinburgh University Students' Association:

- Review whether the level of student representation arrangements that applies from 2012-13 is adequate.