



UNIVERSITY EXECUTIVE  
Conference Room, ECC1  
17 December 2018, 10.30 am

**AGENDA**

- |          |  |               |
|----------|--|---------------|
| <b>1</b> | <b>Minute</b><br>To <u>approve</u> the Minute of the previous meeting held on 20 November 2018 | <b>A1</b>     |
| <b>2</b> | <b>Matters Arising &amp; Action Log</b><br>To <u>raise</u> any matters arising                 | <b>A2</b>     |
| <b>3</b> | <b>Principal's Communications</b><br>To <u>receive</u> an update from the Principal            | <b>Verbal</b> |

**DISCUSSION ITEMS**

- |           |  |                           |
|-----------|--|---------------------------|
| <b>4</b>  | <b>Edinburgh Futures Institute: Vision for Teaching</b><br>To <u>receive</u> a presentation from Professor Siân Bayne, Assistant Principal Digital Education           | <b>Verbal</b>             |
| <b>5</b>  | <b>Planning Round Update</b><br>To <u>receive</u> an update from the Deputy Secretary Strategic Planning and <u>note</u> a paper by the Director of Corporate Services | <b>Verbal</b><br><b>L</b> |
| <b>6</b>  | <b>Brexit Update</b><br>To <u>discuss</u> an update from the Deputy Secretary Strategic Planning   | <b>Verbal</b>             |
| <b>7</b>  | <b>King's Buildings Shuttle Bus Service</b><br>To <u>consider</u> a paper from the Director of Corporate Services  | <b>B</b>                  |
| <b>8</b>  | <b>Plan S</b><br>To <u>consider</u> a paper from the Chief Information Officer   | <b>C</b>                  |
| <b>9</b>  | <b>Strategic Plan Performance Measurement Framework</b><br>To <u>consider</u> a paper from the Deputy Secretary Strategic Planning                                     | <b>D</b>                  |
| <b>10</b> | <b>Staff Survey Update</b><br>To <u>consider</u> a paper from the Director of Human Resources  | <b>E</b>                  |
| <b>11</b> | <b>Finance Director's Update</b><br>To <u>consider</u> and <u>agree</u> a paper from the Director of Finance   | <b>F</b>                  |

**ITEMS FOR NOTING OR FORMAL APPROVAL**

- |           |   |          |
|-----------|---|----------|
| <b>12</b> | <b>Annual Procurement Report</b><br>To <u>approve</u> | <b>G</b> |
|-----------|---|----------|

- |           |  |               |
|-----------|--|---------------|
| <b>13</b> | <b>UoE Utilities Supplies Company Ltd – Revised Governance Arrangements</b><br>To <u>approve</u> | <b>H</b>      |
| <b>14</b> | <b>Disclosure of Intimate Relationships Policy</b><br>To <u>note</u>                             | <b>I</b>      |
| <b>15</b> | <b>AI and Data Ethics</b><br>To <u>approve</u>   | <b>J</b>      |
| <b>16</b> | <b>European Strategic Partnerships Update</b><br>To <u>note</u>                                  | <b>K</b>      |
| <b>17</b> | <b>University Executive Communications</b><br>To <u>note</u> the key messages to be communicated | <b>Verbal</b> |
| <b>18</b> | <b>Any Other Business</b><br>To <u>consider</u> any other matters by UE members                  | <b>Verbal</b> |
| <b>19</b> | <b>Date of Next Meeting</b><br>Tuesday 15 January 2019 at 10 am in Raeburn Room                  |               |



UNIVERSITY EXECUTIVE

20 November 2018

[Draft] Minute

- Present:** Peter Mathieson (Convener)  
David Argyle, Eleri Connick, Chris Cox, Gavin Douglas, Hugh Edmiston, Gary Jebb, Charlie Jeffery, Gavin McLachlan, Wendy Loretto, Theresa Merrick, Dorothy Miell, Jane Norman, Dave Robertson, James Saville, Jonathan Seckl, Sarah Smith and Moira Whyte.
- In attendance:** Anne Payne (for item 7), Lisa Dawson and Colan Mehaffey (for item 8), Lee Hamill, Fiona Boyd and Kirstie Graham.
- Apologies:** Leigh Chalmers, David Gray, Richard Kenway, Phil McNaull, Andrew Morris, Tracey Slaven and James Smith.

**1 Minute Paper A1**

The Minute of the meeting held on 22 October 2018 was approved.

**2 Matters Arising Paper A2**

The Action Log was noted.

**2.1 Core Systems Procurement Update Verbal**

The Chief Information Officer provided an update on progress and timelines, with final approval anticipated via Court Exception Committee in January.

**3 Principal's Communications Verbal**

The Principal reported on the following: an update on the senior team away days on 1 and 2 November, particularly the refocusing of the direct reports group as the 'Senior Leadership Team', discussions on strategic priorities and on the creation of community; the staff survey results, the findings of which would be initially discussed at the Leaders Forum; the ongoing uncertainty around Brexit; plans to refocus the 'International Ventures Group', to consider overseas partnerships across the University; a recent visit to USA which identified potential for enhanced alumni engagement; and success in research awards, which were now over £400m for the first time.

## **DISCUSSION ITEMS**

### **4.1 Student Experience Project Plan**

**Paper B1**

At its September meeting, the Executive considered a draft 'student experience action plan' in response to the disappointing 2018 National Student Survey results. Members had welcomed the draft but were concerned that the actions alone may not be sufficient to deliver the deep seated culture change required. The action plan had been further worked up into a multi-year project plan with four main areas of work: actions to enhance the student experience; actions to enhance the staff experience; an underpinning strand of communications; and an underpinning strand that strengthens leadership capacity to deliver culture change. The Executive was asked to consider whether it had the appetite to take on such a comprehensive programme and to recognise the time and resource implications of this.

There was strong support for the proposal, recognising there was further work required on focus and prioritisation and issues around leadership across all levels. The plan will go to December Court for noting and the next steps will be to establish a Standing Committee of University Executive to oversee delivery, chaired by the Senior Vice-Principal and to develop associated costings. It was agreed that this is a key strategic priority and revenue investment will be required. This additional call on surplus will inform the capital prioritisation discussions. A more focused Project Plan, with costed proposals, will return to the Executive early in the new year.

### **4.2 Teaching and Academic Careers Project**

**Paper B2**

In May 2018 the University Executive agreed to establish a Teaching and Academic Careers task group to review recognition, reward and support for teaching in academic careers. The task group consulted extensively and while there was strong support for the objective of giving teaching parity with research, there was a lack of support for a separate teaching track, with the preferred option a more flexible mainstream academic pathway where staff could move from teaching, to teaching and research, or research only, at different points in their career. Based on the results of the consultation, a revised set of Principles were developed to use as the basis for looking at policies and procedures.

There was discussion of the consultation findings, with a concern that by excluding a teaching track, there was a risk of 'more of the same' and this therefore placed focus on implementation, with a clarity of expectation and evidence. The Executive approved the Principles, enabling the task group to begin phase two of its work, which will involve coordinating a review of how the Principles should be translated into policy/procedures and academic development practice, whilst noting the concerns about achieving meaningful change of perceptions. A final report will be

submitted to the University Executive seeking approval for any proposed changes by the end of 2018-19.

#### **4.3 Areas for development from Quality Reviews**

**Paper B3**

The Executive noted the areas for further development identified through annual monitoring, review and reporting processes, noting these echoed the themes in the Student Experience Project Plan.

#### **5 Family Friendly Employment Policies**

**Paper C**

The Executive considered the findings of a desk-based review of Russell Group university 'family friendly' policies to decide its comparator stance (median, upper quartile or upper decile) and agree any corresponding enhancements to its 'family friendly' policies.

The Executive approved the increase in Maternity/Adoption and Surrogacy Pay from 16 weeks full pay to 18 weeks, to reflect the Russell Group median. It was agreed that Shared Parental Leave would also increase in line with Maternity/Adoption and Surrogacy Pay, whilst noting the low take up of this across the University. There was also discussion of a proposed change to Time Off for Dependents/Carers Leave and it was agreed that this would require further consideration of the appropriate wording before it returned to the Executive.

#### **6 Staff Survey**

**Verbal**

The Executive noted that 6,600 staff members had responded to the first staff survey and the results provided a wealth of data that had been disseminated across the University, with the first stage of consideration to be a discussion at the Leaders Forum.

#### **7 Partnership with the Government of Gujarat: Gujarat Biotechnology University**

**Paper D**

At the June 2018 Executive meeting, members had early sight of an outline proposal for a Biotechnology Knowledge Complex initiative with the Government of Gujarat (GoG). This had now developed into a proposal for a strategic partnership between the University and GoG to create a new, small, specialist HEI to deliver industry-focused training and research that will help to stimulate economic growth in Biotechnology. The GoG want to engage the University to deliver the academic programme and overall leadership to establish the new institution, with the aim of building capacity to create an institute of excellence that can eventually stand alone, or evolve into a more equal collaborating partnership with University.

It was noted that the proposed partnership was in line with emerging strategy and ambitions in biotechnology teaching, research and industry engagement. Members welcomed the industry engagement and noted

the support from the College of Science and Engineering, with biotechnology an identified area of growth for the College, which would also welcome the foothold in India. Recognising the opportunities, the need for further due diligence and a fully costed business case was agreed, and this should be scrutinised by the International Ventures Group in the first instance. As this was a novel and potentially contentious arrangement, it would also require Court approval if it progressed to a formal proposal.

## **8 Digital Transformation**

**Verbal**

The Executive received a short presentation from Information Services Group and Student Systems and Administration on significant developments in digital transformation with specific focus on MyEd. The Executive welcomed the more personalised approach being taken with MyEd, putting the student in control and ensuring they are in receipt of the right information at the right time, with the project due to be rolled out by mid 2019.

## **9 Finance Director's Report**

**Paper E**

The Executive approved the University's first Anti-Money laundering policy, in compliance with the Money Laundering, Terrorist Financing and Transfer of Funds (information on the Payer) Regulations 2017.

The draft Annual Report and Accounts to 31 July 2018 were noted, noting the operational surplus had reduced and there would need to be an increase in income generation to fund all the strategic priorities. The progress in moving towards integrated reporting, to position finance as an enabler for the University's academic mission was noted and members commended the quality of the report. Phil McNaul was thanked for his service to the University as Director of Finance.

## **10 Any Other Business**

It was noted that there were a number of items on the 'formal approval or noting' section of the agenda that would benefit from consideration and it was agreed to hold an additional meeting in December to enable this. *Post meeting note:* the following items subsequently progressed to 3 December Court and were approved: Update on University Social Investments- Progress, Timelines and Next Steps; Modern Slavery Statement.

## **11 Date of Next Meeting**

The date of the next meeting was subsequently confirmed as Monday 17 December at 10.30am in the Conference Room in ECCI at High School Yards.



UNIVERSITY EXECUTIVE

17 December 2018

**King's Buildings Shuttle Bus Service**

**Description of paper**

1. Following a request from the University Executive this paper provides a short update in relation to the King's Buildings Shuttle Bus Service and an outline of the benefits and risks associated with increasing the frequency and capacity of the King's Buildings (KB) Shuttle Bus Service. It also provides a table for the other transport services the University provides to students and the costs associated.

**Action requested/Recommendation**

2. It is recommended that University Executive:

- Note the update provided within this report;
- Note that the long term plan relating to the development of the King's Buildings Shuttle Bus service is subject to a review of the wider University wide public bus study being undertaken by Peter Brett Associates due during March 2019; and
- Note that further updates will be provided in due course.

*Paragraphs 4-19 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

20. There will be equality and diversity implications to consider and a clear policy to develop if access to free transport is enhanced for KB students but not for other students.

*Paragraph 21 has been removed as exempt from release due to FOI.*

**Consultation**

22. Over course of last 12 months the Estates Department has consulted widely on the topic of transport for students with: EUSA; College of Medicine Veterinary Medicine; College of Science and Engineering; College of Humanities and Social Sciences; Director of Corporate Services, Director of Finance, Gavin Douglas, Timetabling Services. More recently, to prepare this paper, the Estates Department has consulted with Lothian Buses.

**Further information**

23. Author

Grant Ferguson  
Director of Estates Operations  
Estates Department  
10 December 2018

Presenter

Hugh Edmiston  
Director of Corporate Services

**Freedom of Information**

24. Closed - an open paper would substantially prejudice the commercial interests of the University.







UNIVERSITY EXECUTIVE

17 December 2018

Plan S

**Description of paper**

1. This paper describes the likely impact of a new initiative to accelerate the transition to full and immediate Open Access (OA) to research publications which was announced by Science Europe, under the name of 'Plan S'<sup>1</sup>. Launched on 4 September by the Open Access Envoy of the European Commission, it was further developed by the President of Science Europe. Endorsed by a group of thirteen European National research funders (including UKRI, ERC and EU Commission) and two charitable foundations (the Wellcome Trust and the Bill Gates foundation) – a full list in appendix 1. Plan S puts forward a number of fundamental principles for developing Open Access to publications more fully. The ERC Scientific Council has decided to support the initiative.

*Paragraph 2 has been removed as exempt from release due to FOI.*

**Action requested/Recommendation**

3. University Executive is invited to discuss the implications of the Plan S initiative, understand the risks and to approve the draft outline consultation and compliance plan, set out in section 19.

4. University Executive is invited to establish the University's position on Plan S, and to provide input to the two questions posed in the feedback request from Coalition S:

A. Is there anything unclear or are there any issues that have not been addressed by the guidance document?

B. Are there other mechanisms or requirements funders should consider, to foster full and immediate Open Access of research outputs?

*Paragraphs 5-19 have been removed as exempt from release due to FOI.*

**Risk Management**

20. The main risks associated with Plan S are:

- i. Failure to engage with Plan S and ensure awareness amongst researchers could result in poor funder compliance rates – resulting in loss of research funding.
- ii. Additional cost to the University. When this Plan is implemented across Europe the major EU-based publishers will shift to OA and APCs only for all their journals. But publishers may increase their APC costs as they defend their profit. In addition, The University may have to bear the costs of Open monograph and other open access publishing costs.

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<sup>1</sup> Plan S [https://www.scienceurope.org/wp-content/uploads/2018/09/Plan\\_S.pdf](https://www.scienceurope.org/wp-content/uploads/2018/09/Plan_S.pdf)

- iii. Failure to comply with the requirements of Plan S could result in sanctions for researchers and reputational damage to the University.
- iv. Potential issues with some world rankings, if our research articles are not published in traditional High Impact journals.
- v. Academic unhappiness with some aspects of Plan S, including the academic freedom to publish in the journal of their choice and potential changes/clarity on the copyright ownership of published research articles.

### **Equality & Diversity**

21. There are no impacts on equality and diversity associated with this report.

### **Next steps/implications**

22. The Library Research Support Team will support the implementation of Plan S by:

- Updating the University's publications policy to permit immediate Green open access by adopting parts of the UK-SCL.
- Cascading information via Deans of Research to Heads of School.
- Directly assisting UKRI funded researchers to be Plan S compliant.
- Working with the Russell group and LERU to understand and clarify the Pan S implementation rules and compliance rules.
- Working with a group of UK and European Universities to meet with the ranking companies to discuss the implications of Plan S.
- Working with colleagues in GaSP and RSO regarding the University's proposed position of immediately signing up to DORA in our own right.

### **Consultation**

23. This paper has been reviewed by Vice Principal Jonathan Seckl, Library & University Collections Senior Management Team and the University of Edinburgh LERU theme leads. Content in this paper will also feature in reports to Research Policy Group, College Research Committees, University Library Committee, Knowledge Strategy Committee, Academic Strategy Group and College Library Committees.

### **Further information**

24. *Authors*

Dominic Tate  
Head of Library Research Support

Theo Andrew  
Scholarly Communications Manager  
Library and University Collections

Gavin McLachlan  
Chief Information Officer and Librarian to the University  
Information Services  
8 November 2018

*Presenter*

Gavin McLachlan  
Chief Information Officer and  
Librarian to the University

### **Freedom of Information**

25. This paper is closed, as it contains commercially sensitive information which could affect library negotiations with publishers.



UNIVERSITY EXECUTIVE

17 December 2018

**Strategic Plan 2016 Performance Measurement Framework**

**Description of paper**

1. A performance measurement framework has been developed to assess the University's performance against the Strategic Plan 2016. This is an overview of the performance measures progress for 2017-18.

**Action requested**

2. University Executive is requested to discuss and provide comments on progress against the measures for 2017-18. The lagging and strategic indicators were presented to Court at its meeting on 3 December 2018.

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

**Risk Management**

15. Performance measurement is essential in allowing the university to monitor its exposure to various risks. Measures reported to Court focus on those that are highest impact and therefore a risk for the University.

**Equality & Diversity**

16. The strategic performance framework dashboards and other online or printed material comply with accessibility requirements.

17. The measures relating to 'Diversity of Staff Population' and 'Diversity of Student Population' are partially intended to monitor the impact that delivering the strategic plan has on different groups.

*Paragraphs 18-19 have been removed as exempt from release due to FOI.*

**Resource implications**

20. The collation and reporting of measures is managed by Governance and Strategic Planning with input from colleagues from across the University. Reporting on measures and refining the framework represent ongoing workload for these staff members.

**Consultation**

21. Colleagues from across the University contribute the underpinning data for the performance measures.

**Further information**

22. Author

Pauline Jones/Lynda Hutchison  
Governance and Strategic Planning  
9 December 2018

Presenter

Tracey Slaven  
Deputy Secretary, Strategic Planning



**Freedom of Information**

23. This paper is closed as the final version of the performance measures will be published after review by Court in December.



UNIVERSITY EXECUTIVE

17 December 2018

Staff Survey Update

**Description of paper**

1. This paper updates on next steps following the circulation of the results and (to a more limited audience) the verbatim comments. It also identifies pan-University areas of focus based on discussions of the Senior Leadership Team (SLT) and others.

**Action requested/Recommendation**

2. University Executive is asked to review how the results have landed, to note next steps and consider the areas of focus identified by SLT.

*Paragraphs 3-23 have been removed as exempt from release due to FOI.*

**Risk Management**

24. There is reputational risk should the leadership not respond effectively to the survey's findings. There is a potential attraction/retention and productivity risk if the University does not improve in key areas. There are many strengths identified that can be reinforced and highlighted to help mitigate these risks.

**Equality & Diversity**

25. There are issues to be addressed around bullying, harassment and discrimination. It is possible that the demographic results will identify additional areas of concern. Impact analysis will be undertaken as appropriate on planned initiatives. In the long term it is anticipated that addressing the issues highlighted will improve EDI across the University.

*Paragraph 26 has been removed as exempt from release due to FOI.*

**Consultation**

27. This paper has been shared with the University Secretary and is based on discussion at a recent Senior Leadership Team meeting. CAM have reviewed the communications aspects.

**Further information**

28. Available from James Saville, Director of HR.

Author & Presenter

29. James Saville  
Director of Human Resources  
13 December 2018

**Freedom of Information**

30. Closed paper



UNIVERSITY EXECUTIVE

17 December 2018

Finance Director's Report

**Description of paper**

1. The paper reports on the University Group Q1 Forecast position and also provides latest University management accounts (excluding subsidiaries) position up to the end of October 2018 (period 3)<sup>1</sup>.

**Action requested/Recommendation**

2. The University Executive is asked to note and comment on the Finance Director's report and to agree a series of actions to improve the surplus forecasts.

*Paragraphs 3-16 have been removed as exempt from release due to FOI.*

**Risk Management**

17. The University manages its financial risk by not breaching the Group risk appetite as described in its financial metrics<sup>2</sup>. A key metric is that our unrestricted surplus should be at least 2% of total income (the current Finance Strategy provides a target surplus range of 3% - 5% to remain sustainable).

The 2017/18 Financial Reports demonstrate that we do not expect this indicator to be breached. Quarter One forecast for 2018/19 projects a 0.9% operational surplus (excluding City Deal, see paragraph 8). This will be monitored very closely and we will continue to report this key financial forecast to committees.

**Equality & Diversity**

18. Specific issues of equality and diversity are not relevant to this paper as the content focusses primarily on financial strategy and/or financial project considerations.

**Next steps & communication**

19. We would welcome feedback as outlined in the discussion above.

**Consultation**

20. The paper has been reviewed by Phil McNaull, Director of Finance.

**Further information**

21. Author

Lee Hamill  
Deputy Director of Finance  
Lorna McLoughlin  
Head of FIRST (Financial Information,  
Reporting & Strategy Team)  
7 December 2018

Presenter

Phil McNaull  
Finance Director

<sup>1</sup> At time of drafting, November (period four) accounts were not available.

<sup>2</sup> For reference the University's Risk Appetite statement can be found at the following link:  
[www.docs.sasg.ed.ac.uk/GaSP/Governance/AuditandRisk/RiskAppetiteStatement2018.pdf](http://www.docs.sasg.ed.ac.uk/GaSP/Governance/AuditandRisk/RiskAppetiteStatement2018.pdf)

**Freedom of Information**

22. This paper should not be included in open business as its disclosure could substantially prejudice the commercial interests of the University.



UNIVERSITY EXECUTIVE

17 December 2018

**First Statutory Annual Procurement Report**

**Description of paper**

1. The Procurement Reform (Scotland) Act requires the University to provide a prescribed University Annual Procurement Report (APR). Attached is the final draft for approval.

**Action requested/Recommendation**

2. The University Executive is asked to consider and approve the proposed draft Annual Procurement Report.

**Background and content**

3. This is the first report of its kind under this legislation and, due to the financial years of our sector, requires to cover two reporting periods, as follows:

Year 1 = 1 January to 31 July 2017 (seven months<sup>1</sup> of 2016/17 financial year)

Year 2 = financial year to 31 July 2018 (2017/18 financial year)

4. Future reports will be aligned to the financial years of the University.

**Discussion**

5. Key achievements which our procurement strategy delivered in 2017/18 are:

- Value for Money efficiencies of ~ £14.25million (ahead of target of £10million) Procurement teams directly influenced **£297 million** of goods, services & capital works.
- Influence ~84% of procurement activity is organised with procurement specialists, the remainder is locally managed within an agreed core commercial policy process.
- The University has introduced a community benefits policy, are a Living Wage employer, won awards for finance and procurement performance externally.

**Resource implications**

6. Legal risk mitigations going forwards will rely on the University giving its procurement skills adequate recognition, resources for future growth and in transforming services for suppliers and customers in its service excellence.

**Risk Management**

7. Procurement Risk Management Executives recommended minimum compliant reporting and this model within the statutory guidance has been used for the Annual Procurement Report. Forward plans in particular are only included with appropriate caveats applied.

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<sup>1</sup> for ease of comparison the annual totals are used in some tables



### **Equality & Diversity**

8. An Equality Impact Assessment is not required. Procurement plans include equalities duties and supply chain code of conduct covering fair workplace issues. Living Wage accreditation implies that on-site services should meet this standard.

### **Next steps/implications**

9. The Annual Procurement Report will be published online and notified to the Scottish Government by the end of November.

### **Consultation**

10. The University's Procurement Risk Management Executives have reviewed the procurement strategy.

### **Further information**

11. The Joint Directors of Procurement are responsible for the production of the procurement strategy and this annual report. Further information is available from the authors.

#### Authors

Karen Bowman and George Sked  
Joint Directors of Procurement  
5 November 2018

#### Presenter

Phil McNaull  
Director of Finance

### **Freedom of Information**

12. This paper will made public following approval by the University Executive.



THE UNIVERSITY *of* EDINBURGH  
Finance

# The University of Edinburgh

# Annual Procurement Report

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(1 January 2017 to 31 July 2018)

Prepared by Karen Bowman and George Sked

Joint Directors of Procurement





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## Executive Summary

*We aim to meet the needs for goods, services and capital works as a truly global university, rooted in Scotland's capital city and achieve value for money on a whole life basis, generating benefits not only to the University, but making a significant, sustainable and socially responsible contribution locally and globally.*

University of Edinburgh Procurement Strategy 2017

The University of Edinburgh has published a [University Procurement Strategy](#) for each year and these are approved by the governing body (the Court) and reviewed by the University Executive through its Procurement Risk Management Executives, including relevant subsidiary company members. The University's procurement strategy was the outcome of consultation and discussion with internal and external stakeholders, who have an interest in our approach to procurement and its impact for society. Stakeholder engagement will feature in the annual assessments of the achievement of regulatory compliance, on strategic objectives of the University, in value for money (defined as the best balance of cost, quality and sustainability).

This process of review and reporting will inform any adjustments to the procurement strategy deemed necessary to secure future performance improvements and to respond to any economic, political and financial influences to which the University may need to adjust to meet its broader aims and objectives on impact for society described in the [University Strategic Plan](#).

Key achievements: Our procurement strategy delivered in 2017/18

- Value for Money efficiencies of ~ £14.25million (ahead of target £10million) procurement teams directly influenced £297 million of goods, services and capital works.
- Influence ~84% of procurement activity with procurement specialists, the remainder is locally managed within a core commercial policy process.

The University has introduced a community benefits policy, is a Living Wage employer, and has been shortlisted in external awards for Finance and Procurement performance.

The Joint Directors of Procurement (Karen Bowman and George Sked) are responsible for the production of the procurement strategy and this annual report.

The Accountable Officer for the University of Edinburgh is the Principal and Vice Chancellor Professor Peter Mathieson<sup>1</sup>.

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<sup>1</sup> Professor Mathieson took over as Principal & Vice Chancellor from Professor Sir Timothy O'Shea in February 2018



## Statutory Annual Procurement Report (APR)

The Procurement Reform (Scotland) Act 2014 (PRA) requires any publicly funded organisation with an estimated annual regulated<sup>2</sup> spend of £5 million or more to develop a procurement strategy and then to review it annually. This requirement took effect from 31 December 2016.

Organisations (including universities and colleges) which were legally required to develop and to publish a procurement strategy in 2016 are also required to publish an Annual Procurement Report (APR), reflecting on the relevant reporting period against the procurement strategy<sup>3</sup>.

This is the first report of this kind and due to the financial years of our sector this first report covers two periods and for ease the terms Year 1 and Year 2 are used:

- Year 1 = 1 January to 31 July 2017 ( seven months<sup>4</sup> of 2016/17 financial year)
- Year 2 = financial year to 31 July 2018 (2017/18 financial year)

## University Procurement Strategy Compliance

The objectives of the [procurement strategy](#) contributing to the University aims are being met:

Objectives	Targets met
finance transformation project service excellence	achieved
financial controls (Finance & projects)	achieved
improved finance services for users and providers in 'procure to pay' - simplified or routine transactions using eProcurement tools - inviting bids via eCommerce tools (digital first)	*partial achieved achieved
improved estates capital and services procurement using a common protocol	achieved
support major IS projects including contributions to Core Systems strategy	achieved
support improvement in supply chain sustainability and social responsibility	achieved
increased use of contracts and staff awareness of procurement information and shared benefits	achieved ~partial

\* Procurement Risk Management Executives agreed that we are not yet joined up across all the steps from planning to end-of-life/re-use, and will remain so pending a new Core University system (being procured re HR, Finance, Procurement, Students).

~ % of spend under the influence of procurement specialists remains the same (84%) but value increased year on year growth.

This strategy is reviewed annually by our Procurement Risk Management Executives (for the budget holder community), development areas are agreed in the University Strategic planning.

<sup>2</sup> 'Regulated' procurements are those with an estimated value equal to or greater than £50,000 (over a four-year contract period excluding VAT) for goods & services (or £2,000,000 excluding VAT) for a public works contract.

<sup>3</sup> <https://www.ed.ac.uk/procurement/policies-procedures/university-procurement-strategy>

<sup>4</sup> for ease of comparison the annual totals are used in some tables



## Regulated Procurement Expenditure

The University of Edinburgh has an annual non-pay spend with trade creditors of circa £300 million (excluding VAT), approximately 84% of which is directly influenced by procurement specialist services, and other procurement is locally managed under a core commercial policy. During the period(s) covered by this report, regulated procurements awarded by the University of Edinburgh procurement team are summarised in the following tables:

Table 1 - the number of regulated procurements of the four main different types.

Table 2 - the value of regulated procurements completed during the period of the report.

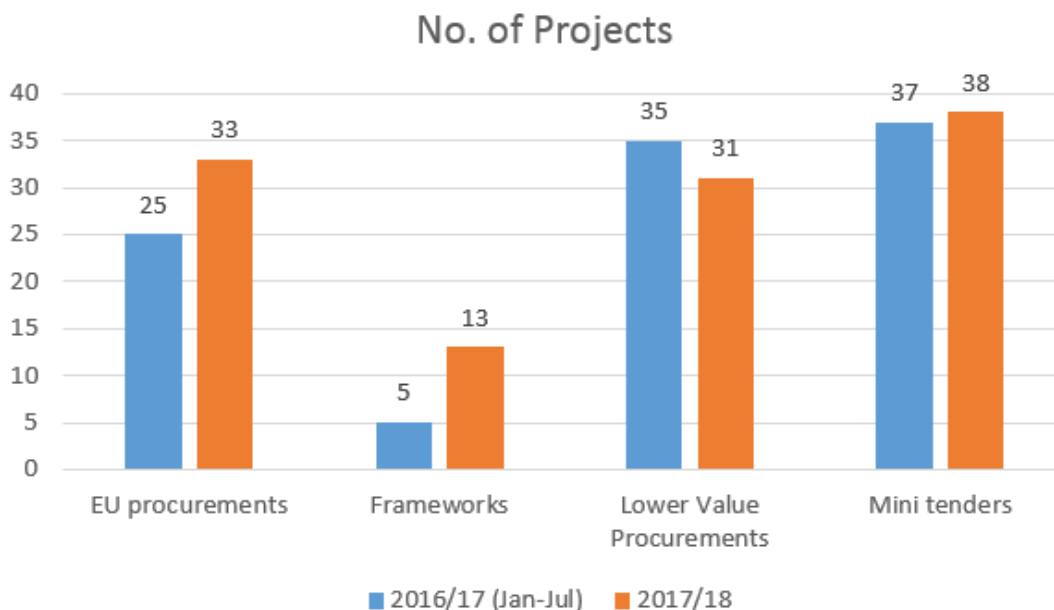
Table 3 - the overall influenceable and non-regulated expenditure and total trader numbers.

Table 4 - the total University spend split across the University's Colleges and Professional Services Groups.

These include EU or lower value regulated procurements and (Mini-tenders) call-off from collaborative contracts and frameworks. The University has been optimising the use of collaborative contracts and frameworks to source suppliers and to offer eProcurement services to users. As well as bringing efficiency savings, the burdens of risk and contract or supplier management are shared with the sector. This in turn reduces the number of resource-intensive formal regulated or EU tenders managed by procurement specialists within the university teams.

£72million of the University spend was routed via collaborative agreements with or without mini-tender call-offs, and this is an increase of £20 million from 2016/17.

**Table 1: Regulated Procurement**  
(projects completed)





**Table 2: Regulated Procurement**  
(value of projects completed)

	<b>Year 1 2016/17 (January to July 17)</b>	<b>Year 2 2017/18 (full year)</b>
EU regulated procurement (£m)	31.4	108.5
Lower regulated procurements (£m)	6.9	3.9
Mini-tenders from frameworks (£m)	7.5	18
Totals (£m)	45.8	130.4

Table note:

**EU Threshold** - To 31<sup>st</sup> December 2017; goods or services £164,176; works £4,104,394

From 1<sup>st</sup> January 2018; goods or services £181,302; works £4,551,413

**Lower regulated** threshold - goods and services of £50,000, works of £2million throughout the period of this report.

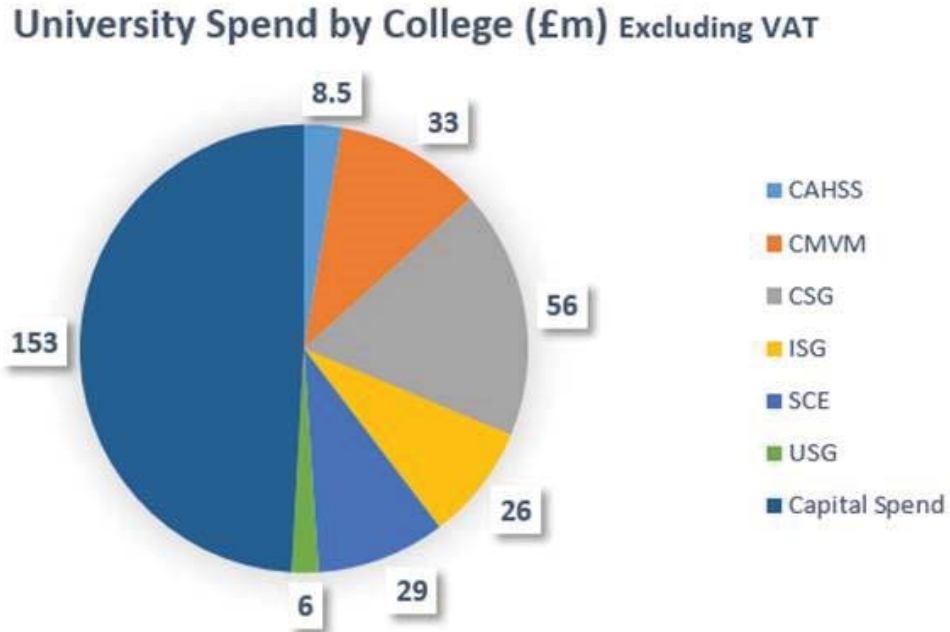
**Table 3: Procurement Expenditure**

	<b>Year 1 2016/17 (January to July 17)</b>	<b>Year 1 2016/17 (full year)</b>	<b>Year 2 2017/18 (full year)</b>
Procurement expenditure (£m) (‘Influenceable’ spend)	174.8	273.2	312.5
Regulated expenditure (£m) (Procurement Specialist - Influenced)	141.9	231.1	262.4
Non-regulated procurement (£m) (Locally Managed)	32.9	42.1	50.1
Number of Trade Creditors	6,333	6,808	7,390
Percentage of procurement expenditure with SMEs (full year figures only)		46%	47%

Table note: All expenditure figures exclude VAT.



**Table 4: Expenditure by College and Support Group**



For detailed information on all regulated procurements and category strategies, during the period covered by the report, please refer to Annexes 1 and 2.

## Review of Regulated Procurement Compliance

As part of good governance and risk assurance, regulated procurement compliance is reported to University Executive and Audit and Risk Committee and an annual Procurement assurance report is made to the Risk Management Committee.

Procurement activities are regularly reviewed by the Procurement Risk Management Executives, nominated by our six key budget-holders and our subsidiary companies.

The University Procurement Office consults with internal and external stakeholders to identify risks, issues and opportunities for regulated procurements. Our funding bodies and internal and external audits scrutinise procurement legal compliance, use of collaborative contracts, and procurement team support.

No legal actions were taken against University procurement during the periods of this 2018 Annual Procurement Report.

**The Risk Management Committee**  
<https://www.ed.ac.uk/governance-strategic-planning/governance/university-committees/court-committees/risk-management-committee>

**University Executive**  
<https://www.ed.ac.uk/governance-strategic-planning/governance/university-committees/othercommitteesandgroups/university-executive>

**University Court's Audit and Risk Committee**  
<https://www.ed.ac.uk/governance-strategic-planning/governance/university-committees/court-committees/audit-and-risk-committee>

**Internal Audit**  
<https://www.ed.ac.uk/internal-audit>





## Community Benefit Summary

The University of Edinburgh has a commitment to [impact for society](#), and we have introduced a '[Community Benefits through Procurement](#)' Policy which was developed in Year 1, and agreed in Year 2. Specific opportunities were supported by procurement advice and pilot findings will be shared in future.

The main deliverables from our community benefit opportunities will include commitments regarding apprenticeships, work experience placements, targeted recruitment (in partnership with the City of Edinburgh Council employability and skills team), student internships, research and innovation, benefits for third sector organisations, and links to funded projects from the emerging Edinburgh City Region Deal in digital innovation theme and agreed priority strategies.

### Case Study – Community benefits through procurement

*The University of Edinburgh's most exciting community benefit innovation has been a Procurement Office collaboration with the Edinburgh Centre for Carbon Innovation (ECCI) started in March 2018 that led to a £50,000 award from EU's Climate Knowledge and Innovation Communities programme.*

*ECCI and Zero Waste Scotland will support our construction suppliers to develop business cases around Data Driven Innovation-led decarbonisation and circular economy. We believe this pilot will encourage better supplier relationships and therefore embed mutually beneficial sustainability in the built environment as a community benefit.*

For more information see our web pages on [Community Benefits and Fair Working Practices](#).

## Supported Business Summary

The University of Edinburgh was one of the country's first 'Fairtrade' Universities and we have been pro-active in encouraging the use of supported business.

In areas where we know there is a supported business available, such as from the Scottish Procurement framework, we will alert clients to that option for due consideration, this is routinely part of contract strategy reviews year on year.

An example is [Haven Document Services](#) (formerly Redrock), a supported business in Falkirk, which specialises in document scanning and storage. Haven Document Services aims to provide sustainable employment for disabled people, who are supported by the company to train and progress in their careers, within the company, and by moving on to open employment where that is their goal. Following the University's Procurement Strategy, Haven Document Services were awarded a contract to scan HR files for the Service Excellence HR file digitisation project for an opportunity to work towards equality and diversity in the University's supply chains.



*'The engagement of Haven Document Services has proven to be a win-win situation for both themselves and the University's file digitisation project. Haven Document Services not only have the required accreditation for the sector, but they have obtained this in advance of many international organisations and so they are able to offer the required confidence levels of a professional organisation very experienced in dealing in sensitive files. The full spectrum of quality of service given by Haven Document Services has meant that they have very quickly become a valued partner.'*

*Linda Robertson, for the University of Edinburgh HR Transformation*

We were given a Fair Trade level 2 award in 2017-18 by the National Union of Students for our ethical buying, one of two who met this standard in UK higher education. We are working towards the top level 3, making progress on the main deliverables for this award in the areas of:

- Reduction in waste - packaging and/or further use of residue from processes etc.
- Reduction in consumption - use of raw materials (consumables, utilities etc.)
- Recycling and/or reuse of products
- Enhanced Reputation and/or marketing opportunities
- Community Benefits delivery
- Carbon Reduction or Social, equality and/or environmental improvements

We also have been recognised as a Living Wage employer by the **Living Wage Foundation**



For more information on our Sustainable Procurement see the Additional Progress Reports.



## Future Regulated Procurements Summary

We are presenting in Annex 3, projects for the next two financial years - 2018/19 and 2019/20 which are based on anticipated plans. As a result, we can only project future regulated procurements where there is sufficient certainty, and this is therefore subject to change.

For new procurement opportunities at the University see our entries in the Public Contracts Scotland (PCS) portal or for live contracts see our contracts register, at the links below:

- [Public Contracts Scotland portal – University of Edinburgh](#)
- [University of Edinburgh Contracts Register](#)

See Annex 3 for our possible procurement activities (as at 1 November 2018).

## Value for Money Summary

The University of Edinburgh was the first University to have a Director of Procurement and it invests in specific university-wide Procurement Office (Finance Department) led initiatives, which resulted in Value for Money (VfM) efficiencies of approximately £14.25 million during 2017-18, mainly from the higher value competitive tenders.

Other savings are achieved through access to collaborative contracts with APUC, other institutions and sectors.

VfM is calculated on the Scottish Government and Higher Education Procurement standards for consistency of approach.

### Case Study – Enterprise Portfolio Management Solutions

*Project was to procure a system to support the Project and Programme Management of the Universities Estates Development £1.2bn capital plan over the next 10 years.*

*- To adopt a programme approach to capital planning and scenario analysis, ensuring that the right decisions are made at the right time.*

*- Providing Estates Senior Management with verified Management Information to allow greater transparency.*

*The solution will deliver Management benefits which will deliver value for money to projects:*

*Programme - Standardise approach to programmes (timelines). Review & record changes.*

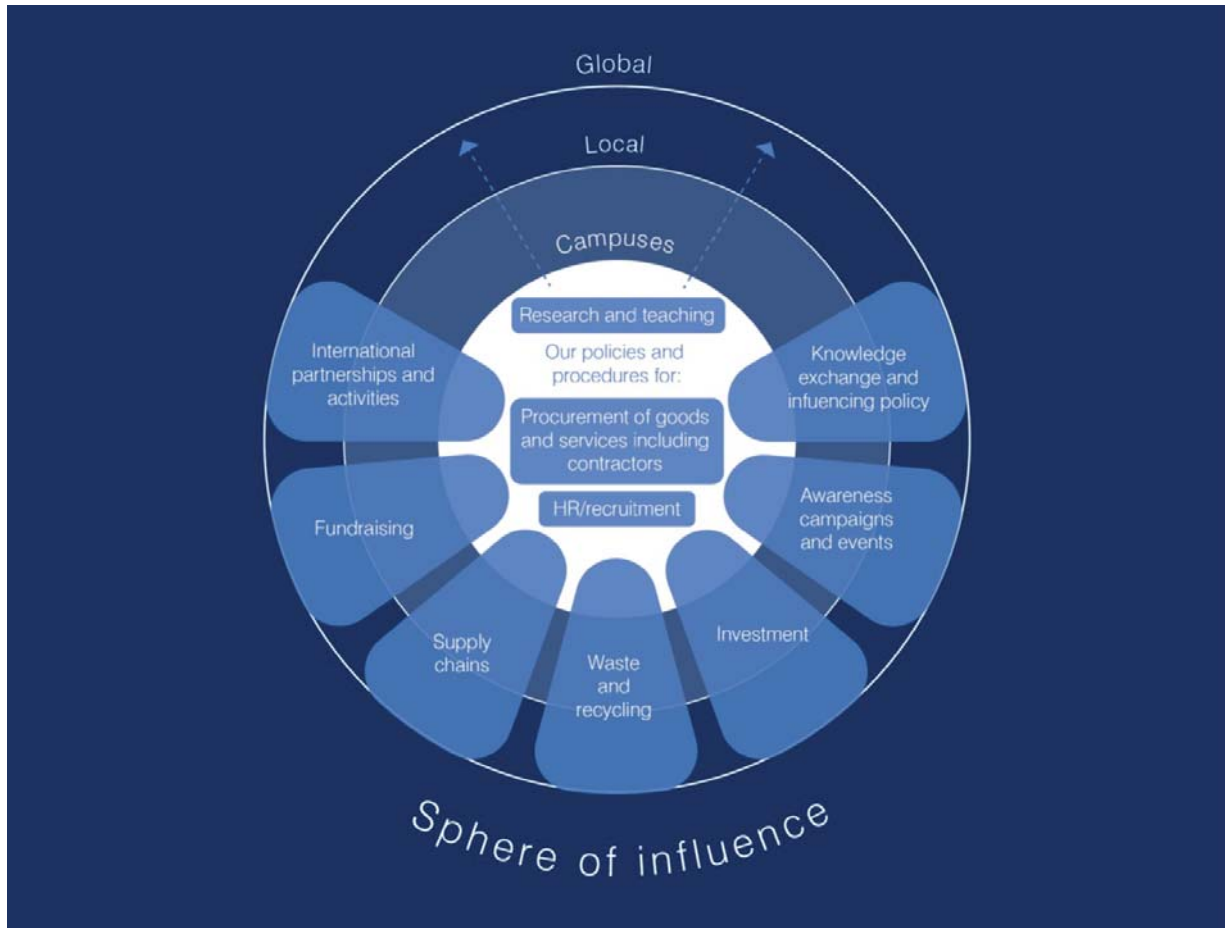
*Cost - Integrating forecast & actual costs, compare to budget. Cost & time link; forecast by stages.*

*Portfolio - Ability to model scenarios (time & cost) for all projects and provide portfolio level reporting.*

*Process - During the competitive procurement process benefits of £242k were also achieved.*



## Additional Progress Reports: Sustainability Duty Report



The University Procurement Office in the Finance Department, influences 84% of procurement influenceable expenditure, and established the methodology for Sustainable Procurement Prioritisation Tools with the Scottish Government. Category team leaders were supported by specialist colleagues from our Social Responsibility and Sustainability (SRS) Department to include key Sustainability Tests and develop priority for procurement strategies or University contracts, which are pertinent to the market and consider the key risks/issues & opportunities. SRS team reviews progress on this quarterly.

Higher risk Sustainability or Climate Change impacts are subject to review by a multi stakeholder group on an agreed sustainable action plan (Sustainability Operations Advisory Group [SOAG](#)). Major policy changes e.g. the introduction of the [Modern Slavery Act](#), Criminal Finances Act or the formal policy for 'Community Benefits through Procurement' are approved and monitored by a senior stakeholder group, the [SRS Committee](#). Specialist resources from the SRS department and Procurement teams, plan events and support initiatives with staff and students engagement. In the 2017/18 financial year, communications and social audit staff were appointed to develop external and internal engagement and consultation across the supply chains.



We have contributed to and adopted the Advanced Procurement for Universities and Colleges (APUC) Supply Chain Sustainability Policy which promotes the Ten Principles of the UN Global Compact. In asking relevant suppliers to adopt the APUC Supply Chain Code of Conduct we collaborate with others to demonstrate a commitment not to use forced, involuntary or underage labour. We have published our [Modern Slavery Statement](#) and monitor its impact.

In 2018, initiatives to help people who are experiencing homelessness, to enhance digital skills amongst community groups and to back social enterprises are included in the University’s latest commitment to local communities. The aims have been set out in the University’s renewal of the nationwide [Social Impact Pledge](#), a government initiative that encourages organisations to deliver projects of public benefit.



**Overall assessment on sustainable procurement:** we have improved our sustainability awareness and performance against the Flexible Framework model and are looking towards clearly embedding all the Sustainable Development Goals.

### Benchmarking

The Joint Directors of Procurement take the opportunities to monitor best practice across similar organisations in public and private sector and some examples of benchmarks are:

The University of Edinburgh procurement is independently assessed against a common Procurement and Commercial Improvement Programme ([PCIP](#)) at two or three year intervals with the next report due in 2018/19; at the assessment in 2015/16 we were in the sector top three.

Contract Management Benchmark (CMB with the Royal Bank of Scotland) annual participation helps us to compare with industry and public sector participants and to monitor best practices. The University continues to perform at an above average rating, in this study. The University aims for the upper quartile of performance for managing its contracts on an external benchmark.



Through the Service Excellence Programme, colleagues agreed that further enhancements are required and changing how we manage contracts will commence when the Finance Transformation Service Excellence Programme advances on to the next implementation phase.

## Service Excellence Programme

The University of Edinburgh has embarked on an ambitious [Service Excellence Programme](#) across selected professional services and this includes the acquisition, through competitive dialogue, of a new Core System (software as a service) to cover human resources, payroll, finance and procurement.

There is an integral Finance Transformation Programme running to improve the experience of users of our services and to develop future target operating models to:

- Improve services for the users whether students, professional staff or academics.
- Create greater efficiency and effectiveness by removing duplication and redeploying resource, where appropriate.
- Use an evidence based approach to drive process improvements and simplification while allowing for flexibility where agreed, as appropriate.
- Improve data quality & consistency to enhance evidence based decision making.

The University Procurement Strategy and Annual Procurement Reports will be enhanced by this development over coming years, and the Procurement Office, Finance Department is actively engaged in leadership and in workshops on process, people and the business case for change.

## Developing Programmes and Services

The University of Edinburgh procurement teams also actively participate or lead in higher and further education (or Scottish public sector) procurement strategies and policy work. We were shortlisted for three external awards in recognition of our innovations and won one of these:

- UK GO Awards 2017 – Procurement Innovation or Initiative of the Year
- Public Finance Innovation Awards 2017 – Digitisation in Finance Initiative
- Winner Scottish GO Awards 2018 – Social & Community Benefits in Procurement

We achieved the [Investors in People](#) Silver standard and agreed new team Values with Finance. We have 23 professional procurement staff of whom 16 are fully qualified, and staff are encouraged to complete formal education and continuous professional development, including to self-assess on the [CIPS Ethical code](#) to evidence probity and understanding of supply chain risk and social impact issues. New staff are encouraged to develop skills and competencies and to progress their career.

We are grateful for the contributions from Advanced Procurement for Universities and Colleges Ltd ([APUC](#)), our sector centre, and the UK-wide Higher Education Procurement Association ([HEPA](#)), for working with us to develop tools and training materials for eLearning, and as professional networks for our staff.



George Sked, Joint Director of Procurement, represents Scotland on the HEPA Management Board.

The University also appreciates small contributions to individual training costs from a specific sector charity [HPDF](#) (SCO43317), which has enabled some of our staff to enhance their knowledge/skills.

We are pleased to have been able to host a Career Ready student, employ a procurement Modern Apprentice and graduate trainees, and offer shared staff placements in the Year of Young People to contribute to opportunities for Scotland's Procurement People of Tomorrow.

Feedback on this report is welcome, please address this to [procurement.director@ed.ac.uk](mailto:procurement.director@ed.ac.uk).

This publication can be made available in alternative formats on request.

Email: [Finance@ed.ac.uk](mailto:Finance@ed.ac.uk)

Phone: 0131 650 2387

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## Annex 1

Regulated procurement activities 1 January 2017 – 31 July 2018

Year 1 - Please download the pdf file at <https://bit.ly/2qiCWAh>

Year 2 - Please download the pdf file at <https://bit.ly/2ESQmwM>





## Annex 2

### Category Strategies 2018

Estates	2018	<a href="#">Category Strategy</a>
Professional and Campus Services	2018	<a href="#">Category Strategy</a>
Laboratories and Medical	2018	<a href="#">Category Strategy</a>
Information Services	2018	(to follow)



## Annex 3

Forward procurement activities (anticipated 1 August 2018 - 31 July 2020)

Please download the pdf file at <https://bit.ly/2JvnFot>



UNIVERSITY EXECUTIVE

17 December 2018

**Revised Governance Arrangements - UoE Utilities Supply Company Limited**

**Description of paper**

1. The purpose of this paper is to set out the revised overarching governance arrangements for the University of Edinburgh Utilities Supply Company Limited which includes the divisionalisation of the company to include Utility Supply and relevant Estates Development projects.

**Action requested/Recommendation**

2. The University Executive is requested to agree the following:
- The proposal to change the name of the company to 'UoE Estates Services Company Limited.';
  - The revised Articles of Association;
  - The revised Memorandum of Agreement between the company and the University; and
  - The proposed membership of the Board of the company.
3. If agreed by the University Executive, the revised governance arrangements will be submitted to Policy and Resources Committee for formal approval on 28 January 2019.

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

**Risk Management**

13. There are no specific risks identified.

**Equality & Diversity**

14. No specific Equality and Diversity issues are identified.

**Next steps/implications**

15. Following consideration by the University Executive, the next step will be to seek formal governance approval from Policy and Resources Committee.

**Consultation**

16. The short-life working group has been involved in the proposals for the revised governance arrangements. The Directors of the Board have had the opportunity to review the proposals and provide comments. The Deputy Secretary, Strategic Planning and the Head of Tax have been provided with details of the proposals.

**Further information**

17. Author

Kyle Clark-Hay  
Head of Estates Business Services  
8 November 2018

Presenter

Phil McNaul  
Director of Finance

**Freedom of Information**

18. This paper is closed as disclosure would substantially prejudice the commercial interests of the University and UoE Utilities Supply Company Limited.



UNIVERSITY EXECUTIVE

17 December 2018

**Disclosure of Intimate Relationships Policy**

**Description of paper**

1. This paper presents an updated version of the new policy requiring staff members to disclose if they are, or have been, in an intimate relationship with a current student or other staff member with whom they have a line management/connection.

**Action requested**

2. University Executive is asked to note the tracked changes.

**Background and context**

3. In February 2018, People Committee agreed the University should have a clearly articulated stance regarding staff: student relationships. People Committee commissioned the set-up of a short life working group, comprising Heads of College, nominated representatives and representatives of the Students Association and joint unions to support the HR Policy team in drafting a staff: student relationship policy.

**Discussion**

4. The University Executive considered the proposed policy at its meeting on 28 August 2018 and was content to approve, noting that there would be updates before the final version was promulgated. The updated version is attached with tracked changes.

**Resource implications**

5. Mandatory disclosure will have a time impact.

**Risk Management**

6. The attached policy will help the University to minimise risk to staff and students and to its reputation.

**Equality & Diversity**

7. This policy emphasises the University's commitment to equality, diversity and inclusion and zero tolerance of harassment. An equality impact assessment will be carried out to support final consultation with the trade unions.

**Next steps & Communication**

8. The Policy has been submitted to CJCNC and approved.

**Consultation**

9. The attached policy has been informed by discussions at People Committee, the work of the Short Life Working Group and informal discussions between the Vice Principal, People and Culture and the Heads of College.

**Further information**

10. Author  
Linda Criggie

Presenter  
Jane Norman

Deputy Director of HR (Employee  
Relations)

Vice Principal, People and Culture

**Freedom of Information**

11. This paper is open when the policy has been formally approved.



**UNIVERSITY EXECUTIVE**

**17 December 2018**

**AI and Data Ethics**

**Description of paper**

1. Data-driven Artificial Intelligence (AI) systems are fuelling a rapid industrial revolution that is likely to impact all aspects of the University and is creating new ethical challenges for society. The University has the opportunity to become a world leader in the development and use of this technology, extending its ambition for Edinburgh to become the Data Capital of Europe, provided that it builds and maintains public trust. This paper proposes a new structure to support this goal, to promote ethical data practice and to protect the University from adverse consequences that might flow from misuse of data, in the context of evolving societal attitudes and regulation.

**Action requested/Recommendation**

2. To approve the establishment of the AI and Data Ethics (AIDE) Advisory Board (see Appendix for the proposed Terms of Reference) and supporting structure (in paragraph 6), with sufficient resources to provide ethical guidance and review for the first phase of City Deal Data-Driven Innovation (DDI) projects, and to scope the requirements to develop, promote and support a robust ethical framework for data use across all University activities.

**Background and context**

3. There is an immediate need to ensure that the DDI programme adheres to ethical and publicly acceptable standards for data use. It is not clear to what extent existing ethical review processes are fit for purpose and so there is an unknown risk of harm to the subjects of research, as well as reputational damage from misuse of data. Our historical strength in AI, the DDI hubs and the Baillie Gifford donation to support a Chair and a new Centre in AI and Data Ethics are laying the foundation for the University to become world leading in developing and using AI technologies responsibly and for the good of humanity.

**Discussion**

4. We do not know the scale of the task we face, because understanding of the technology, societal impact, ethical issues and regulation is evolving rapidly. Every aspect of the University's work is likely to be affected to some extent. Complicating factors will be the cross-disciplinary nature of many new developments, which may not fit with our current siloed ethical review structures, and unforeseen ethical issues arising out of projects. We need to consider how effective our existing processes are in relation to the emerging ethical issues and fill any gaps quickly.

5. This paper proposes that the AIDE Advisory Board be charged with developing a robust ethical framework for all uses of data and AI technologies building, wherever possible, on the work of existing ethics and governance bodies. This includes working with the DDI Project Management Office (PMO) to put in place a process for incorporating ethical considerations into project planning and ethical review of all DDI projects. Many organisations are grappling with these issues, so there will be

opportunities to address them collaboratively. In particular, we should encourage our partners to adopt similar standards. The Advisory Board should also provide strategic advice to the University on how to become a world leader in the development and use of ethical data-driven technologies.

6. To undertake this work, the AIDE Advisory Board will require additional supporting activities. Recognising that these activities extend beyond the DDI programme, the Advisory Board will work with the University and the DDI PMO to establish appropriate management of them. Inclusive engagement with internal and external communities to openly test and inform Advisory Board thinking is essential, and will be achieved through the University establishing an AIDE Forum with broad membership across our stakeholder groups. The central technical capability will be provided by an AIDE Research Consultancy and Policy Unit (RCPU), which will evidence and document the ethical framework, surface new ethical problems and provide expert support to projects from their conception to completion. This will draw on research expertise across the University, with operational support provided by the DDI PMO. There are likely to be situations when a difficult ethical decision is required and the University, or the DDI programme is conflicted. The Advisory Board will assist the City Deal Executive Governance Group (CDEGG) to establish an independent external Review Panel to review project proposals and outcomes in such cases where there is no appropriate existing body.

### **Resource implications**

7. Resources are required immediately to provide administrative support for the AIDE Advisory Board and to begin to staff the RCPU. The AIDE team should comprise an Administrator (UE07), providing management and coordination across all AIDE work, Ethics Research Fellows (UE08) providing research leadership and consultancy to projects and the DDI PMO, and support from Ethics Research Assistants (UE06).

8. Advice from the Alan Turing Institute Ethics Advisory Group Chair is that consultancy needs to be provided by experienced and respected researchers in order to engage effectively with academic staff. This consultancy should be at arms-length from the DDI programme to avoid potential conflicts of interest. The role would suit Chancellor's Fellows within the Centre for AI and Data Ethics, or other DDI hubs. The Baillie Gifford Chair should provide additional research leadership and students in the Centre could be part-time Ethics Research Assistants. So it is proposed that the majority of the expertise required for the RCPU will be supported by the Baillie Gifford funds and, in due course, by external research grants. Due to the multidisciplinary nature of its work, it will be important that the RCPU be able to draw in expertise from across the University.

9. The DDI programme has allocated resources to support the work of the IoT Ethics & Governance Action Group. We will shortly consider how the work and structure of this Group and of the IoT Security & Privacy Action Group should be articulated with that of the RCPU and the Forum to facilitate smoother working of the advisory machinery across the DDI programme and the University.



10. Resources to provide operational ethical support for the DDI programme will be sought from the City Deal Programme Delivery Board. These will include the full-time Administrator, an operating budget for all AIDE activities and funds to employ Research Assistants, as part of the RCPU, to assist DDI projects. If necessary, requests for further resources will be made to the University and/or the DDI programme when the Advisory Board has assessed the requirements and workload.

### **Risk Management**

11. This proposal aims to put in place measures to manage the risk that University activities and the DDI programme, in particular, misuses, or could be perceived to misuse data, or AI technologies. However, even if sufficient resources are allocated immediately, it will take some months before these measures are fully in place.

12. The DDI programme requires consultancy effort immediately to support the incorporation of ethical considerations into project planning. There is a risk that the whole DDI programme and/or the University could be damaged by misuse of data, whether perceived by the public or not, even if this does not break the law. Therefore, it is recommended that ethics expertise is found from amongst existing staff to support DDI project planning until the AIDE RCPU is fully operational. It would be most helpful if those advising relevant Chancellor's Fellows on their career development would encourage them to contribute to the work of the RCPU.

### **Equality & Diversity**

13. This is an important consideration, because the risks that data-driven systems inherit bias from historical data, or that new harms to specific groups emerge from their use, demand input from the broadest possible cross-section of society. Membership of AIDE bodies will take equality and diversity into account from the outset and the Forum, in particular, will play an essential role in ensuring that University policies reflect society's evolving ethical standards and promote best practice.

### **Next steps & Communications**

14. The AIDE Advisory Board will meet monthly until the Forum, Review Panel and RCPU have been established, and an initial ethical framework has been constructed. The Forum will be the vehicle for external engagement and communications. Progress reports will be submitted to the University Executive and CDEGG before the end of July 2019, or earlier if an urgent matter arises.

### **Consultation**

15. This proposal has been discussed and agreed by the proposed members of the AIDE Advisory Board. A similar paper was presented to CDEGG on 10 December 2018.

### **Further information**

16. Author & Presenter  
Professor Richard Kenway  
Vice-Principal for High Performance Computing

### **Freedom of Information**

17. Open paper.

## Appendix

### AI and Data Ethics Advisory Board Terms of Reference

The AI and Data Ethics (AIDE) Advisory Board's overall objective is to maximise the benefits of ethical artificial intelligence (AI) and data science to society and the economy, and thereby to position the University as a global leader.

The AIDE Advisory Board's specific role is to ensure that the development and use of AI and data science by the University and its partners adhere to ethical standards that build and maintain public trust.

This is to be achieved by defining and overseeing the operation of a practical ethical framework governing data collection and use that applies consistently across disciplines, particularly where multiple disciplines are involved, reflects public concerns, and fosters responsible innovation without introducing undue delay.

The AIDE Advisory Board will

1. establish an ethical framework, comprising clear guiding principles and robust processes for data governance and use, including inferences derived from data;
2. assist existing University ethics bodies to improve their competence in dealing with issues related to AI and data use;
3. monitor compliance by the University and its partners with the ethical framework, and with any other relevant processes and regulations for data governance and use;
4. encourage a culture that is aware of the ethical and societal implications, informs and contributes to public debate, and promotes responsible research and innovation; and
5. provide strategic advice on how the University can be a global leader in the ethical development and use of AI and data science.

### Reporting

The AIDE Advisory Board reports to the University Executive, providing the University with authoritative advice on emerging ethical issues relating to AI and data science. These fields and their applications are developing so rapidly that the full scope of this advice cannot be foreseen at the outset.

Additionally, the AIDE Advisory Board reports to the City Deal Executive Governance Group on ethical matters relating to the Data-Driven Innovation (DDI) Programme, and it advises the City Deal Programme Delivery Board on an on-going basis in relation to the review, compliance and monitoring of DDI projects.

### Initial Membership

Professor Richard Kenway (Chair)

*Vice-Principal for High-Performance Computing, Alan Turing Institute Trustee*

Dr Sarah Chan

*Chancellor's Fellow in the Usher Institute of Population Health Sciences and Informatics*

Dr Ewa Luger

*Chancellor's Fellow in Digital Arts & Humanities, Turing Fellow*

Professor Lesley McAra

*Director of the Edinburgh Futures Institute, Assistant Principal Community Relations*

Professor Mark Parsons

*Director of EPCC, Associate Dean for e-Research*

Professor Charles Raab

*Co-Director of the Centre for Research into Information, Surveillance and Privacy,*

*Turing Fellow, Member of the IoT Ethics & Governance Group*

Dr Michael Rovatsos

*Director of the Bayes Centre, Turing University Lead*



UNIVERSITY EXECUTIVE

17 December 2018

**European Strategic Partnerships Update**

**Description of paper**

1. The paper updates on European university partnership development instigated in response to Brexit.

**Action requested/Recommendation**

2. University Executive is asked to note the update and comment on how to take maximum advantage of partnership and alliance opportunities.

*Paragraphs 3-13 have been removed as exempt from release due to FOI.*

**Resource implications**

14. As set out in the paper.

**Risk Management**

15. These proposals have been instigated as part of our Brexit mitigation.

**Equality & Diversity**

16. The partnership approach is likely to enhance diversity through increased engagement in a range of European countries and enhance equality through developing new research and student exchange opportunities.

**Further information**

17. Authors

James Smith  
Jonathan Seckl

Presenter

James Smith, Vice-Principal International

**Freedom of Information**

18. Closed paper.

### Description of Paper

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This paper provides insight into the revenue investment that the University is forecasting to make to fund the DDI Programme.

### Background

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After almost 3 years of developing the Data Driven Innovation strategy with both UK and Scottish Governments the deal was signed by the PM and First Minister on the 7th August 2018.

There is a complex reporting structure which consists of the 6 local authorities, the governments and key stakeholders. Edinburgh City Council has responsibility for coordinating all City Deal elements and ensuring that the partners deliver the outcomes and outputs described by the City Deal key aims and objectives over the 10 year period. The City Council recognises that plans will evolve and change over this period but all signature parties to the deal will be held to account for delivery and the University, as other parties, will be audited to ensure compliance with the deal conditions and commitments.

This paper is closed.

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