UNIVERSITY EXECUTIVE
Conference Room, ECCI
19 March 2019, 10 am

AGENDA

1   **Minute**   **A1**
To *approve* the Minute of the previous meeting held on 19 February
2019

2   **Matters Arising & Action Log**   **A2**
To *raise* any matters arising

3   **Principal's Communications**   **Verbal**
To *receive* an update from the Principal

DISCUSSION ITEMS

4   **Business Case for the Low Carbon College**   **B**
To *consider* and *approve* the proposal from the Head of GeoSciences.

5   **Planning Round 2018-22**
   - **Director of Finance's Report**   **C1**
      To *consider* and *note* the report from the Director of Finance
   - **Planning Round Update**   **C2**
      To *consider* and *note* the update from the Deputy Secretary
      Strategic Planning

6   **Business Case for Gujarat**   **D**
To *consider* and *approve* the proposal from the Head of the School of
Biological Sciences

7   **Update on Old College Capital**   **E**
To *consider* a paper from the Vice-Principal Business Development and
Director of Corporate Services.

8   **China Merchants Group**   **F**
To *consider* a paper from the Vice-Principal Business Development and
Director of Corporate Services.

9   **Communications, Marketing and Stakeholder Relations Strategy**   **G**
To *consider* and *approve* a paper from the Director of Communications
and Marketing.

10   **Staff Experience Update**   **Verbal**
To *receive* a verbal update from the Director of Human Resources.

ITEMS FOR NOTING OR FORMAL APPROVAL

11   **Leave and Family Friendly Policies Update**   H
      To *approve*.

12   **Learning & Teaching Spaces Strategy**   I
      To *approve*.

13   **REF2021 Code of Practice approval**   J
      To *approve*.

14   **Social Impact Pledge**   K
      To *approve*.

15   **Service Excellence Programme Update**   L
      To *approve*.

16   **College of Arts, Humanities and Social Sciences - Reorganisation**   M
      of Endowments
      To *approve*.

17   **Chair of Design Informatics**   N
      To *approve*.

18   **University Executive Communications**   Verbal
      To *note* the key messages to be communicated.

19   **Any Other Business**   Verbal
      To *consider* any other matters by UE members.

20   **Date of Next Meeting**
      Tuesday 23 April 2019 at 10 am in the Raeburn Room.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY EXECUTIVE

19 February 2019

[Draft] Minute

Present: Peter Mathieson (Convener)
David Argyle, Eleri Connick, Chris Cox, Gavin Douglas, David Gray, Lee Hamill, Gary Jebb, Charlie Jeffery, Richard Kenway, Gavin McLachlan, Wendy Loretto, Theresa Merrick, Dorothy Miell, Dave Robertson, James Saville, Tracey Slaven, James Smith, Sarah Smith and Moira Whyte.

In attendance: Phil Copestake, MD Cubane UK Operations, Ariel Rainbow, Consultant, Oliver Parfitt, Business Analyst, Barry Neilson, Service Excellence Programme Director, Helen Taylor, UniForum Programme Manager (for item 1), Fiona Campbell (for Leigh Chalmers), Fiona Boyd and Kirstie Graham.

Apologies: Leigh Chalmers, Hugh Edmiston, Andrew Morris, Jane Norman and Jonathan Seckl.

1   UniForum Briefing   Verbal

Prior to the formal meeting the University Executive received a presentation on the UniForum benchmarking exercise from Cubane.   UniForum is a multi-university study of administration and professional services, which compares the way we deliver and resource our professional services with 18 Russell Group institutions in the UK currently participating in the programme. The presentation provided an overview of the initial benchmarking data gathered by UniForum with a further more detailed session to be provided to the Service Excellence Programme Board, to consider how to make most effective use of the data provided by this exercise.

2   Minute   Paper A1

The Minute of the meeting held on 15 January 2019 was approved as a correct record.

3   Matters Arising & Review of Action Log   Paper A2

There were no matters arising and the action log was noted.

4   Principal's Communications   Verbal

The Principal reported on progress on developing the Strategic Plan, the programme of work being developed around student experience and the follow up work to the staff survey, reporting that these three interlinked streams of work were continuing to progress. He updated members on a number of changes to the University leadership structure, which clarified the respective roles of the Senior Leadership Team and the University Executive, with the Executive the forum for major policy decisions. He also reported the continuing uncertainty in a number of areas,

including Brexit, the Augar review of Post-18 Education and Funding, the UCU action on pay and the unresolved issue of changes to the USS pension, with the need to ensure effective communication to staff likely to be effected by these ongoing and challenging issues outwith the scope of the University's control.

DISCUSSION ITEMS

5   Near Future Teaching   **Paper B**

The Executive received a report summarising the work, led by Professor Sian Bayne, on the Near Future Teaching project launched in 2017 in order to develop a values-based vision for the future of digital education at the University.   Members commended the report and it underpinning values, vision and aims and approved the report and future actions for publication and further sharing internally and externally.

**6   Provision of an Additional Large Teaching Space in the City   Paper C
Centre**

It was noted that estates projects were approved through Estate Committee, however before progressing with this project it was necessary to assess the Executive's view of the location in meeting the demand for a large lecture theatre in the central area.

The Executive considered access, timetabling including provision for students with disabilities and the impact on New College Library and Rainy Hall and subject to assurances these issues would be addressed were supportive of the principle of working in partnership with the Church of Scotland to adopt and adapt the General Assembly Hall as a large teaching space.

7   Human Resources

7.1   People Report   **Paper D1**

The Director of Human Resources spoke to the report and updated members that there would be a report on staff engagement to the next meeting, building on the three themes identified as a result of the staff survey: change management; wellbeing and bullying and harassment, alongside leadership.

Members were also updated on other HR developments including the final implementation of HR transformation, the potential impact of Brexit on staff and the Intimate Relationship Policy that was about to be launched.

7.2   Severe Weather Policy   **Paper D2**

The Executive was reminded that in previous consideration of revisions to human resources policies, it had been agreed that the 'median' sector position should be the benchmark used to inform the update of policies. In discussion it was agreed that the definition of 'essential staff' needed to be clarified as referring to 'essential staff attending on site'. It was noted that the policy of paying such staff their hourly rate increased by 50% did not preclude managers from authorising exceptional

discretionary payments and vouchers, on a case by case basis. Taking the above into account the Executive approved the Severe Weather Policy.

8   Finance

8.1   Director of Finance's Report   **Paper E1**

The Executive considered the University management accounts (excluding subsidiaries and the City Deal) up to the end of December 2018 (period five) and received a verbal update on period six. It was noted that the University remained ahead of the phased budget surplus showing that cautious forecasting in the early periods of the financial year continued to occur. Improving the accuracy of in-year forecasting could allow for earlier reinvestment decisions and reduce incentives for increased expenditure in the final quarter of the year. The Executive also reviewed the latest iteration of the Ten Year Forecast (TYF), noting the work on capital prioritisation which would be considered by March Estates Committee.

The Executive noted the scenario planning for external risks that individually or cumulatively could have a significant negative impact on both University revenues and expenditure, including Brexit, the Post 18 Education (Augar) Review and USS Pension reform, with full scenario analysis to be presented to Court in April 2019.

8.2   Annual TRAC and TRAC (T) Return   **Paper E2**

The Executive noted the University's Transparent Approach to Costing (TRAC) Return and approved the Principal signing off the TRAC for Teaching (TRAC(T)) Return for 2017-18 for submission to the Scottish Funding Council and UK Research and Innovation.

9   Business Continuity Framework and Policy   **Paper F**

The University Executive considered a proposed new Business Continuity Management (BCM) Policy and Framework developed to enhance the University's resilience by delivering a consistent and overarching structure to support Schools and Departments in the development and implementation of their own BCM arrangements, setting the scope, objectives and approach for the University's BCM and defining roles, responsibilities and authorities.

The importance of this work was recognised and there was discussion on the scale of work required, the necessary resource to support this and it was noted that the BCM design should be considered through the lens of the Service Excellence Programme principles, which focus on simplification to reduce administrative burden.   It was recognised that a pragmatic approach was required, accepting that implementation will need to be phased and will take time. On that basis, the Executive approved the BCM Policy and Framework as set out in the paper as a pilot approach in the first instance to return for review following completion of a number of Business Impact Assessments.

ITEMS FOR NOTING OR FORMAL APPROVAL

10   Responsible Research Metrics   **Paper G**

The Executive considered an update on responsible research metrics developments, noting the connection to the later agenda item on Plan S. The Executive agreed the University of should become a signatory to the San Francisco Declaration on Research Assessment (DoRA) and approved the process for finalising a University statement and action plan on responsible research metrics, with Research Policy Group oversight.

11   Information Security Strategy   **Paper H**

The Executive approved the Information Security Strategy as set out in the paper.

12   Development and Alumni Annual Report   **Paper I**

The Executive noted the Annual Report and commended the increased activity in alumni engagement and philanthropy.

13   Student Experience Project Plan Update   **Paper J**

The Executive noted the progress update on developing the Student Experience Project Plan.

14   Plan S   **Paper K**

The Executive considered an update on a forthcoming initiative to accelerate the transition to full and immediate open access to research publications called Plan S, as previously discussed at the December meeting. Following discussion, the Executive endorsed the aspirations of Plan S while recognising the significant challenges, particularly for the smaller learned societies and on that basis endorsed the University response to cOAlition S on Plan S.

15   Outcome Agreement   **Paper L**

The Executive endorsed the broad approach for the University's draft single year Outcome Agreement for 2019-20 and agreed to delegate authority to the Deputy Secretary, Strategic Planning to refine the detail of the document in advance of Court on 29 April, where the final document will be presented for approval.

16   Review of the Structure of Senate Committees   **Paper M**

The Executive noted a review of the Senate Committees will take place in semester two led by the Senior Vice-Principal.

17   Creation of a New Chair   **Paper N**

The Executive approved the establishment of the Baillie Gifford Chair of Data and AI Ethics in the College of Arts, Humanities and Social Sciences.

18   University Executive Communications   Verbal

Communication on the revised senior leadership structure, the new Baillie Gifford Chair of Data and AI Ethics, Near Future Teaching, the Uniforum presentation, Plan S/Responsible Research Metrics and the Development and Alumni Report was agreed.

19   Date of Next Meeting

The next meeting will take place on Tuesday 19 March 2019 at 10 am in Raeburn Room.

The following meeting dates for 2019/20 were approved:

Tuesday, 30 July 2019
Thursday, 29 August 2019
Tuesday, 17 September 2019
Tuesday, 22 October 2019
Tuesday, 19 November 2019
Tuesday, 17 December 2019
Tuesday, 21 January 2020
Tuesday, 25 February 2020
Tuesday, 24 March 2020
Thursday, 23 April 2020
Tuesday, 19 May 2020
Tuesday, 16 June 2020
Tuesday, 21 July 2020

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY EXECUTIVE

19 March 2019

The Low Carbon College: Shanghai JiaoTong University and University of Edinburgh Partnership

Description of paper
1.   In December 2017, the University Court approved a proposal for the further development of a partnership with Shanghai JiaoTong University (SJTU) to establish a Low Carbon College in Shanghai Lingang, China. This paper provides an update and progress report on developments with details of the business case for the next phase in the development of the partnership.

Action requested/Recommendation
2.   University Executive is invited to:
- Note the progress and update to University expectations;
- Endorse the business case for development of the partnership opportunity.

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

Equality and Diversity
17. The projects supported here will enhance and enable participation of students from a Middle Income Country, supporting the University's ambition to increase the diversity of our student population.

Next steps & Communications
18. If accepted by the University Executive the paper will be presented to the Policy & Resources Committee and the International Ventures Group will be updated on progress.

19. The paper will progress to the University Court at its next meeting following discussion at the Policy & Resources Committee.

Consultation
20. This paper has been reviewed by the identified academic leadership team and developed with the advice of the Senior Vice Principal; Edinburgh Innovations COO; China Working Group; Head of the College and relevant Deans in the College of Science and Engineering, and relevant Heads of School mentioned above. The costings in the Appendix were developed in collaboration with Edinburgh Innovations and the Finance Office.

Further information
21. *Authors*   *Presenter*
     Simon Kelley, Head of GeoSciences   Simon Kelley,
     Ed Craig, Acting Executive Director ECCI   Head of GeoSciences

Freedom of Information
22. This paper is closed as it contains commercially confidential information.

UNIVERSITY EXECUTIVE

19 March 2019

Director of Finance's Report

Description of paper
1.   The paper reports on the latest[1] University management accounts (excluding subsidiaries) position up to the end of January 2019 (period six) and provides a Special Focus Update on the Russell Group's financial performance between 2014-15 and 2017-18.

Action requested/Recommendation
2.   The University Executive is asked to review and comment on the latest update.

Paragraphs 3-15 have been removed as exempt from release due to FOI.

Risk Management
16. The University manages its financial risk by not breaching the Group risk appetite as described in its financial metrics. 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).

17. The 2017/18 Financial Statements demonstrate that our overall surplus was lower than strategic target, though unrestricted funds target was met. The Group Quarter One forecast for 2018/19 projects a 0.9% operational surplus, which is a cause for concern. 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 Lee Hamill, Director of Finance.

Further information
21. *Author*
       Stuart Graham
       Acting Head of FIRST (Financial
       Information, Reporting & Strategy
       Team)
       8 March 2019

Presenter
Lee Hamill
Director of Finance

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[1] At time of writing, full February (period seven) accounts were not available.

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.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY EXECUTIVE GROUP

19 March 2019

Planning Round: 2019-22

Description of paper

1.   The paper provides an update on the current business planning cycle.   The current cycle has been accelerated from previous cycles to provide colleagues with time to operationalise plans before the start of the new academic year.

Action requested/Recommendation

2.   University Executive is asked to note progress to date and that a synthesis of the plans and the finalised budget proposals will be considered by Policy and Resources Committee on 5 April 2019 and at Court on 29 April 2019.   Papers progressing to PRC will include sensitivity analysis to test the robustness of the plans in light of risks associated with Brexit and with the potential findings of the Augar Review of Higher Education Student Support in England.

Paragraphs 3-17 have been removed as exempt from release due to FOI.

Resource implications

18. This paper supports strategic decisions on resource allocation.

Risk Management

19. The key risks identified during the Business Planning round are associated with the uncertainty around the constitutional, funding and policy environment in which the University operates.   More than half of the HEIs in Scotland reported an operational deficit in 2017/18; with a worsening relative to the already weak overall sector position in 2016/17.   The outcome of Brexit negotiations remain uncertain, less than 3 weeks prior to the expected EU exit date, and the Augar review has the potential to substantially change the funding regime for students from the rest of the UK.

20. The University will maintain a positive focus on diversification of income sources to sustain improvements in research and teaching and international reputation.   The articulation of specific recruitment profiles, as a result of size and shape work to be completed within the Strategic Plan refresh, should also act to mitigate impacts on the quality and diversity of our student population as a result of changes to immigration frameworks post Brexit.   Each College and Support Group has a risk register which flows into the University's risk register; managed by Risk Management Committee. Senior management also has a number of management levers effectively utilised in previous years to control costs when necessary; including tighter controls on recruitment and extending the phasing of capital costs.

Equality & Diversity

21. Equality considerations are embedded in the planning process at budget holder level and in individual business cases.

Paragraph 22 has been removed as exempt from release due to FOI.

Consultation

23. The planning round process has focused on collective engagement between the Main Budget Holders building on work conducted during the University Executive Strategic Away Days, the Capital Prioritisation discussions and the work on Size and Shape in support of the strategic plan refresh.

Further information

24. *Authors*   *Presenter*
     Jonathan Seckl   Tracey Slaven,
     Lee Hamill   Deputy Secretary Strategic Planning
     Tracey Slaven

Freedom of Information

25. The paper is closed until completion of the business planning round. At that time, the paper will be reviewed before release, for redaction of commercially sensitive material.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY EXECUTIVE

19 March 2019

Gujarat Biotechnology University: A partnership between UoE and the Government of the State of Gujarat, India

Description of paper
1.   The paper presents the business case for the University's engagement in a transnational partnership to establish the Gujarat Biotechnology University.

2.   The partnership was discussed in November 2018 at University Executive, who directed that a more detailed business case should be developed and presented, initially for review by the International Ventures Group (IVG). The full business case is attached and presents the opportunity and benefits to UoE, describes the strategic fit, and addresses risk management. A full cost analysis is included demonstrating a clear surplus from this partnership.

Action requested/Recommendation
3.   IVG has reviewed the business case and confirmed that the project offers a strong strategic fit to UoE aims. IVG supports the recommendation that UoE should now enter into a staged, conditional commitment with the Government of Gujarat to develop full details and agreement on the partnership, with the intention of entering a binding agreement in late 2019/early 2020.

4.   UoE has been asked by the Government of Gujarat to be ready to make this conditional commitment by May 2019.

5.   **University Executive is requested to recommend for approval by Court the proposal that UoE should enter into this staged agreement**.

Paragraphs 6-23 have been removed as exempt from release due to FOI.

Equality & Diversity
24. UoE must assure suitable standards of equality and inclusion in all processes, policies and operations relating to GBU. Indian equality legislation is similar to the UK, but (as in the UK) custom and practice may not match legislative standards. UoE's current expectations and standards for the student body and staff in GBU will be the default. Indian law requires a reservations policy to be applied to admissions for disadvantaged groups. In developing the initiative, internal and external guidance will be sought on the cultural context within which GBU will operate and how to manage any equality challenges.

Paragraphs 25-29 have been removed as exempt from release due to FOI.

Consultation
30. Consultation so far has included:
   • University Executive; IVG; CSPC (due 21 March)

- Edinburgh Global; Legal Services; Academic Services; Finance (including tax); HR; Edinburgh Innovations.
- College of Science & Engineering Office (HoC, Registrar, Finance & Planning, Academic Affairs, Recruitment & Admissions, HR)
- HoS/Directors of School of Chemistry, School of Engineering, Roslin Institute, Global Academy Agriculture & Food Security
- Academic staff from a wide range of Schools potentially involved in developing curriculum, as flying faculty etc.
- Academic and PS leads on ZJU-UoE Joint Institute, for advice.

Further information

31. *Author*

Dr Anne Payne,
Director of Professional Services SBS

Presenter

Professor David Gray
HoS SBS

Freedom of Information

32. Closed – confidential, release would be prejudicial to business interests.

UNIVERSITY EXECUTIVE

19 March 2019

Edinburgh Innovations: Old College Capital Funding Proposal

Description of Paper

1.   This paper sets out a proposed additional investment by the University into Old College Capital (OCC), allowing the University to continue to selectively leverage IP opportunities arising from its research and capitalise on an increasing pipeline of demand for seed and early-stage investment in University spin-outs and start-ups, as well as external spin-ins, as an important part of an integrated University venture funding strategy.

2.   This proposal is the output of a strategic review of the existing OCC portfolio, which has assessed a range of potential options for OCCs future. The review has analysed its investment performance to date (including review of performance drivers), growing pipeline of investment opportunities, impact of resourcing experience, effectiveness of existing processes and current investment strategy to inform future strategic direction. The proposal continues the direction of travel of the University's venture funding activity, as presented to the University Executive on 22 October 2018.

Action Requested / Recommendation

3.   We recommend that the University Executive support this proposal to provide investment funding over a 3-year investment period starting from August 2019.

Paragraphs 4-24 have been removed as exempt from release due to FOI.

Equality and Diversity

25. There is no impact on the University's Equality and Diversity policy.

Next Steps and Communications

26.   Based on this paper, an update incorporating any comments from University Executive together with appended detailed analysis will be submitted through the Court governance framework as follows:
   a) Industry Engagement Advisory Group, March 2019;
   b) Policy & Resources Commercialisation Sub Group, March 2019;
   c) Policy & Resources Committee, April 2019; and
   d) The University Investment Committee May 2019.

27.   OCC Investment Committee will also be kept abreast of progress through the Court governance process.

Consultation

28. EI and the OCC Fund Manager conducted the strategic review.

29. The EI Board and the OCC Investment Committee are highly supportive of the request for funding, additional resourcing and realignment of strategy, and sees them as critical to positioning OCC for success. In addition, EI has engaged with the Corporate Services Corporate Development Team together with the Vice-Principal

Business Development and Director of Corporate Services to validate overall approach and assumptions.

Further Information

30. None

Author and Presenter

31. _Author_   _Presenter_
Corporate Development Team   Hugh Edmiston
Corporate Services Group   Vice-Principal Business Development
                                                and Director of Corporate Services.

Freedom of Information

32. Closed paper - commercially sensitive.

THE UNIVERSITY of EDINBURGH

UNIVERSITY EXECUTIVE

19 March 2019

China Merchants Group Partnership Opportunity – March 2019 Update

Description of paper
1. To provide the University Executive with an update on the proposed development of a strategic partnership between the University of Edinburgh (UoE) and the China Merchants Group (CMG) including the proposal for an initial 8 Month Feasibility Assessment for the partnership.

Action requested/Recommendation
2. The University Executive is invited to note and comment on the partnership opportunity and the proposed initial 8 Month Feasibility Assessment including the financial commitment requested from CMG.

Paragraphs 3-25 have been removed as exempt from release due to FOI.

Equality & Diversity
26. No equality and diversity impacts.

Paragraph 27 has been removed as exempt from release due to FOI.

Consultation
28. Regular engagement is ongoing internally with the Corporate Services Group, Senior Leadership Team, Legal Services and senior academic colleagues. We also have an ongoing open dialogue with CMG and EII.

Further information
29. *Author*   *Presenter*
    Corporate Services Team,   Hugh Edmiston, Vice-Principal Business
    Corporate Services Group   Development & Director of Corporate Services

Freedom of Information
30. Closed paper – commercially confidential.

THE UNIVERSITY of EDINBURGH

UNIVERSITY EXECUTIVE

19 March 2019

Strategic Approach to Communications, Marketing and Stakeholder Relations

Description of paper
1.   This paper presents some observations on the current condition and quality of Communications, Marketing and Stakeholder Relations in the University, the opportunities that exist for development, and recommendations for leadership and management of these professional services. While the challenging external context is described alongside the University's operation in this critical business area, the many opportunities that exist for improvement and success are also explored.

Action requested/Recommendation
2.   University Executive is asked to support the strategic approach outlined in this paper, and endorse the recommendations.

Paragraphs 3-28 have been removed as exempt from release due to FOI.

Risk Management
29. Failure to address the issues highlighted may result in the University continuing to undersell itself in an increasingly competitive environment.

Equality & Diversity
30. Equality and Diversity implications may arise as new practices are introduced and embedded.

Paragraph 31 has been removed as exempt from release due to FOI.

Consultation
32. This paper has been informed by in-depth consultation with the University community including attendance at CSE College Strategy and Management Committees and Planning and Resource Committee in CAHSS. In addition, several one to one meetings have taken place with Vice Principals, Heads of School and Directors of Professional Services.

Further information
33. *Author*
    Theresa Merrick, Director of
    Communications and Marketing
    8 March 2019

    Presenter
    Theresa Merrick, Director of
    Communications and Marketing

Freedom of Information
34. Closed due to commercial confidentiality.

THE UNIVERSITY of EDINBURGH

UNIVERSITY EXECUTIVE

19 March 2019

Leave and Family Friendly Employment Policies

Description of paper
1.   This Paper explains proposed changes to the University's suite of Leave and Family Friendly policies. These include: annual leave, special leave; adoption/surrogacy, maternity, paternity, parental and shared parental leave; emergency time off for dependants, flexible working and flexible retirement.

Action requested/Recommendation
2.   University Executive is asked to:
  i.   discuss and agree the proposed changes to leave entitlements.
  ii.   note the extent of the University's leave provisions, and
  iii. agree the general principle that, where a pre-existing University policy exceeds the agreed market comparator (i.e. the median provided by other Russell Group universities), no reduction in entitlement will take place except where there is a 'quid pro quo', i.e. it is feasible to give/improve another policy provision in return.

Paragraphs 3-31 have been removed as exempt from release due to FOI.

Risk Management
32. Clarifying and standardising leave entitlement – in terms of time and payment – ensures staff are treated fairly and consistently in similar circumstances and reduces the risk of grievances.

33. Failure to review our family friendly leave provisions will impact our reputation as an employer of choice. In particular it could adversely impact our ability to:
  – attract and potentially retain staff at a time when key talent is likely to be in scarce supply and high demand, e.g. through Brexit/future immigration rules
  – deliver on the commitments which helped secure our Athena SWAN Institutional Silver Award in late 2018.

Equality & Diversity
34. The enhancements to our Leave and Family Friendly Policies support our commitment to enhancing equality and diversity and staff wellbeing.

35. All equality impact assessments have been reviewed and updated to reflect the proposed changes to leave entitlements.

Paragraphs 36-38 have been removed as exempt from release due to FOI.

Consultation
39. In line with the methodology agreed through SEP/HRTP, the content of these policies – both in terms of policy position and the procedures to be followed - has been informed by input from a short-life tripartite working group representing management, the joint trade unions and HR.

40. Process changes have been discussed with the SEP/HRTP teams responsible for process improvement and the HR Operations Manager is actively involved in the improvement to associated forms and template letters.

41. HR Executive has discussed and agreed the substantive changes detailed in Appendix I. The Director of Social Responsibility and Sustainability has expressed support for paid leave for staff to engage in volunteering activities. The Vice-Principal, People & Culture has reviewed and agreed this Paper and endorsed the changes proposed.

Further information
42. *Author*   *Presenter*
    Linda Criggie   James Saville, Director of Human Resources
    Deputy Director of HR (Employee
    Relations, Employment Policy,
    Equality & Diversity) with input from
    all policy authors
    8 March 2019.

Freedom of Information
43. This paper is <u>closed</u> until all referred to policies have been consulted on and agreed with the trade unions and formally ratified through CJCNC at its meeting on 24 April 2019.

UNIVERSITY EXECUTIVE

19 March 2019

Space Strategy Group Report

Committee Name

1. Space Strategy Group (SSG).

Date of Meeting

2. 20 February 2019.

Action Required

3. University Executive is asked to:
    *   discuss and approve the draft Learning and Teaching Spaces Strategy;
    *   note the main matters which had been discussed at the SSG.

Paragraphs 4-13 have been removed as exempt from release due to FOI.

Equality & Diversity

14. All Equality and Diversity implications in relation to the content of the report will be addressed within the specific projects and programmes.

Further information

15. *Authors*   *Presenter*
    Professor Charlie Jeffery   Professor Charlie Jeffery
    Senior Vice Principal and   Senior Vice Principal
    Convener of Space Strategy Group
    Professor Sarah Cunningham-Burley
    Angela Lewthwaite
    Secretary to Space Strategy Group.
    Kyle Clark-Hay
    Head of Estates Business Services
    11 March 2019

Freedom of Information

16. This paper is closed as disclosure would substantially prejudice the commercial interests of the University.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY EXECUTIVE

19 March 2019

REF 2021 Code of Practice

Description of paper
1. As part of the Research Excellence Framework (REF) 2021 exercise, the University must develop, document and apply a code of practice on determination of who is an independent researcher; and the selection of outputs for the University's submission. The code is designed to adhere to the rules and requirements presented by REF and to ensure that the University can optimise its final submission to the exercise in November 2020. A copy of the code is available as an appendix. References by paragraph number ("CoP #") are made to it throughout this paper. This paper articulates the near final version of the Code of Practice, which will require final approval at the University Executive meeting in April.

Action requested/Recommendation
2. University Executive is invited to consider this code of practice and determine whether it is adequately aligned to the University's principles and policies.

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

Risk Management
14. The performance of the University in REF 2021 influences both our reputation and funding, and in both areas the university has a low appetite for risk. It is important that we take action to minimise risks to our performance. The activities outlined in this paper have the potential to improve the support for the individuals employed by the university, and improve the University's standards in relation to the environment within which staff work. We believe that implementation of this code of practice will ensure the university can optimise its submission to the REF exercise in November 2020.

Equality & Diversity
15. Equality impact assessments are embedded in the code of practice and the University's plans for the REF exercise more generally. EIAs have already been undertaken in relation to the Staff Decisions Framework, and the EIA for the 2018 Mock REF is well underway. Similar to REF 2014, the 2021 exercise will focus on ensuring research staff are given equal opportunity to participate, and there continues to be an emphasis on demonstrating how we are creating a supportive environment for academic staff of all characteristics.

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

Consultation
17. The code of practice was developed through a consultative process including:
- REF Board
- University HR Services
- VP People & Culture
- UCU Edinburgh and UCU Scotland

- People Committee
- Academic staff community (open consultation, January 2019)
- *Senatus Academicus*

18. UCUE and UCU Scotland have been involved in the development of the code since October 2018. There is one issue where UCU have residual concerns:
- The University's decision to include outputs associated with former staff, including those who have been made redundant.

19. *Author*   *Presenter*
   Sally Morgan   Tracey Slaven
   REF Project Manager   Deputy Secretary, Strategic Planning
   Governance & Strategic Planning   Governance & Strategic Planning
   7 March 2019

Freedom of Information

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

UNIVERSITY EXECUTIVE

19 March 2019

Social Impact Pledge 2019

Description of paper
1.   This paper gives an update of progress in meeting the three pledges made by the University in 2018, responding to the Scottish Government's Social Impact Pledge initiative (see Annex 1), and sets out proposals for pledges to be made for 2019 (see Annex 2).

Action requested/Recommendation
2.   The University Executive is invited to *approve* the paper.

Background and context
3.   In 2016, the Scottish Government launched the Social Impact Pledge, an initiative aimed at enabling organisations to demonstrate leadership by challenging their policies and operations to ensure that they make a positive contribution to their *local* communities. Each participating organisation is asked to sign up to three commitments or pledges. These should comprise new activities or significant development of current activity. Universities are encouraged to involve all parts of their organisation in the discussion and development of the pledges, including students. The pledges have to be implemented within one year and can be renewed annually (although at least one pledge each year must involve new activity, to ensure that organisations are continuously reviewing their operations and impact). In return for sign-up, organisations are provided with a logo acknowledging commitment to the Social Impact Pledge and their pledges are showcased on the Scottish Community Development Centre's Community Channel Scotland website.

4.   The University was one of the first higher education institutions to make a pledge and the only HEI to be cited as an Inspirational Case Study and to remake a pledge in 2018. The process is now underway to confirm and formally make the University's third Pledge.

Discussion
5.   The Community Engagement Strategy (approved by the then CMG in May 2016 and now in the process of refresh) is aimed at making step change in the University's relationship with its City, placing our research and teaching in the service of the local community, and contributing, thereby, to the promotion of good health, economic growth, cultural understanding and social wellbeing. Aligning our response to the Scottish Government Initiative with the evolving projects associated with the Community Engagement Strategy has meant that we are in a strong position to have a phased programme of pledges.

6.   Students have been fully consulted about the Community Engagement Strategy and mechanisms are in place, via the Community Engagement Programme Board, to ensure on-going collaboration in shaping key priorities. This will underscore our commitment to making the Social Impact Pledge an exemplar of common purpose within our scholarly community of staff and students.

7. In 2017 our pledges related to: the enhancement of numeracy and literacy amongst the families of primary school children ('Read, Write, Count'); the enhancement of digital literacy amongst older citizens (Digital Ambassadors Programme); and the creation of infrastructure to support student social enterprise (Social Enterprise Pathway). For 2018 we scaled-up the Digital Ambassadors Programme and made enhancements to the infrastructure for supporting student social enterprise; we also proposed one new pledge - to establish a Centre for Homeless and Inclusion Health. The 2018 pledges have been successfully implemented (see Annex 1).

8. For 2019 we are proposing to extend the work of the Centre for Homeless and Inclusion Health to support educational outreach and effective practice and to make two new pledges relating to: the 'Community Conversations' – a programme of research led by students in collaboration with the Edinburgh Futures Institute and local communities, aimed at empowering and mobilising hard-to-reach groups and individuals experiencing social marginalisation; and a pilot programme opening up access to University rooms for community groups.

Resource implications
9. The costs of the pledges for 2019 will be met from within existing budgets as follows:
   - Homeless Health and Inclusion Centre: support for the Centre is included in the strategic plan of the School of Health in Social Sciences
   - The Community Conversations: the Edinburgh Futures Institute will support the costs of this programme, with staff time also being committed by the SRS Department. The first tranche of conversations in late May/early June will also be co-badged as a Festival of Creative Learning Pop-Up with linked resource.
   - The Access to Rooms Pilot: this will be supported by the SRS Department but is subject to resources being made available in the planning round.

10. Development of these activities beyond the Pledge period may require additional resources.

Risk Management
11. There are reputational risks in failing to implement a strategic approach to community engagement. As has happened elsewhere across the UK, it is likely that there will be increasing political pressure for universities to demonstrate their support for, and value to, their local communities. There is benefit to the University and to the Community in building local support for, and goodwill towards our activities and our ambitions. Participating in the Social Impact Pledge will be one way of communicating, underscoring and delivering our commitment to the values outlined in the University Strategic Plan.

Equality & Diversity
12. Past Pledges and the proposed new Pledge all aim to increase the positive social impact of the University's work in the Edinburgh City Region by engaging with groups who are under-served by the University and, in many cases, also marginalised in wider society due to social, health or economic difficulties (e.g. addiction, poverty, loneliness, homelessness). Each of the pledges will be carefully

evaluated to assess impact. Participation should not impair equality and diversity internally.

Next steps & Communications
13. Subject to the University Executive's approval, the Pledge will be submitted to the Scottish Government in April 2019. The Assistant Principal Community Relations will oversee the implementation of the social impact pledges in collaboration with the named colleagues across the University (see Annex 2).

Consultation
14. In addition to the named colleagues (see Annex 2), the pledges for 2019 have been developed in consultation with members of the Community Engagement Programme Board which includes representation from the Edinburgh University Students' Association; SRS; Estates; and CAM. The Pledge was approved at SRS Committee on 6th March 2019.

Further information
15. *Author*   *Presenter*
    Professor Lesley McAra, Assistant   Professor Charlie Jeffery
    Principal Community Relations   Senior Vice Principal

Freedom of Information
16. Open.

Annex 1: Update on the implementation of the University's 2018 Pledges

Commitment 1: We will establish a Centre for Homeless and Inclusion Health.

The Centre for Homeless and Inclusion Health is a collaboration between the University of Edinburgh and local partners in Scotland to improve the health and wellbeing of people who experience homelessness. Development of the Centre began in 2016 and it was formally launched in 2018.

The Centre has established the first course in Scotland on Homeless and Inclusion Health. This is a Masters course aimed at individuals from a range of organisations, including the NHS, local authorities, housing providers, the third sector and policy bodies, as well as University of Edinburgh students. Participants taking the course as Continuing Professional Development occupy a range of roles in their daily work, from CEO to support worker; the University has provided 23 bursaries to enable them to take part. Students taking the course are primarily medical, nursing and health care students – the workforce of the future – who wish to develop their knowledge and interest in health inequalities. Particular strengths of the course are that:

- The course has been developed in collaboration with senior colleagues working in the Cyrenians, Turning Point Scotland and NHS Lothian, so external partners really feel that they 'own' the course as a joint venture.
- People with lived experience are also teaching on the course and involved in course assessment. In this way, they are contributing their experiential knowledge and developing their own skills in presentation and teaching/learning.

The headcount of the Centre is growing, with a PhD student exploring LGBTQi and youth homelessness in Scotland and a researcher working on alcohol use with migrants who are experiencing homelessness; the latter is also developing funding bids with community partners. Also in place is a member of University of Edinburgh staff, Catriona Grant, who provides legal advice and advocacy to patients at the Edinburgh Access Practice; the service supports 6-10 clients each week. Nursing, medical and law students are currently shadowing Catriona's clinic to learn more about the lived experience of homelessness, including the acute problems that can ensue for individuals on discharge from prison or hospital. In the future it is planned that students will provide the advice and advocacy service under appropriate supervision.

Ewan Aitken, CEO, Cyrenians, and member of the Advisory Group of the Centre for Homeless and Inclusion Health, said:

> *[A one-stop-shop to tackle homeless and inclusion health] is not a new idea – it's been bouncing around a number of third sector and academic conversations for at least ten years – but this group has finally been able to make it happen.* […] *As we learn more about the issues faced by those in tough realities, what they see as the causes and the solutions, we will evolve our thinking and our choices about what next.*
>
> https://www.carnegieuktrust.org.uk/blog/a-journey-worth-travelling/

Commitment 2: We will enhance our infrastructure for the support of Student Social Enterprise with the aim of increasing the number of start-ups and ensuring their sustainability over the longer term.

A commitment to develop an eco-system to support Student Social Enterprise was one of the University's first Social Impact Pledges. In 2018, we implemented a pilot programme aimed at improving this infrastructure. The pilot was led by the Edinburgh University Students' Association in collaboration with Launch.Ed. It involved a set of new services including: banking; insurance; marketing; provision of office space; a bespoke mentoring programme involving the local business community; and workshops on how to write a business plan, how to pitch, sessions about assertiveness, problem solving, accounting and finance. We also set up a £2,000 Social Enterprise Start Up fund, and there is an upcoming showcase, where student entrepreneurs will have a chance to highlight their work to, and connect with, pertinent CEOs of local organisations. Four new student social projects are in development with a view to progressing into the University's formal social enterprise support. One of the projects currently supported by the University, Enactus Edinburgh (https://www.enactusedinburgh.com/), won the Enactus national competition, where they were judged by a panel of 80 senior business leaders, and went on to represent the UK at the Enactus World Cup in California in October 2018.

Going forward, incubator and accelerator space for student social enterprise will be provided in the Edinburgh Futures Institute once open in 2021, making EFI, in collaboration with EI and the local social enterprise network, the principal hub for student SE activity within the University.

Commitment 3: We will expand our Digital Ambassadors Service to promote digital inclusion and enhance employability amongst community groups.

In year two, the University established links with two new delivery partners for its digital skills outreach programme: the Edinburgh arm of the Amina Muslim Women's Resource Centre, whose mission is to empower, inspire and support local Muslim Women; and People Know How, a community centre, which works with local people to identify their needs and the solutions that will help them fulfil their potential and solve social issues.

The six-week digital skills course delivered by University student volunteers has become a regular part of Amina's employability skills suite of courses. The course focuses on teaching tablet computer skills that fit the SCVO's definitions of Foundation and Essential digital life skills. Using the SCVO's Essential Digital Skills toolkit, observable improvements in learners' digital skills are now being recorded. Friendships and community are also being created through the course, with one learner returning for all four deliveries of the course. Since the sessions began, 24 different women have been through the course at least once and approximately 140 student volunteer hours have been given.

People Know How reviewed its digital outreach provision in 2018 with a view to better meeting the needs of its users and the University will be working with this community centre to develop a 'digital befriending' service.

The University has continued to work with Edinburgh's Central Library to deliver the Friday afternoon Digital Drop-In Service. This is now a well-established and popular service. Between late September and early February 2019, 81 one-to-one consultations were held delivered by 20 individual student volunteers. Feedback from our 2018 Central Library users includes:

> *[I] can now travel the world from Maps!*
> *Excellent help with Kindle.*
> *Excellent tutor.*
> *Specific issues at moment resolved & written down ready for use.*

Annex 2: Pledges for 2019

The proposed pledges for 2019 include enhancements to one of our 2018 pledges relating to the Centre for Homeless and Inclusion Health; and two new pledges: 'The Community Conversations'; and a pilot scheme to open up access to University space for community groups who otherwise could not afford the commercial rates charged by the University.

Commitment 1: The Centre for Homeless and Inclusion Health – extending educational outreach and partnership-working in support of effective practice

In 2019 we will build on the success of the new Masters level Homeless and Inclusion Health course (established as part of our second social impact pledge 2018), by developing an 'entry' level course (SQA level 7). The aim is to encourage people who are working in the homelessness sector, but do not have an Undergraduate degree, to take a stand-alone course, which will build core skills and knowledge. This links to the University of Edinburgh's broader Widening Participation agenda, enabling non-traditional learners to undertake study at the University and contributing to workforce development.

During 2019, the Centre will also host a student-led conference on homelessness, with the aiming of growing a body of student volunteers and activists working in collaboration with the wider community to raise awareness and tackle the problems of homelessness.   We will also expand the number of student research projects, linked to our masters provision, co-designed with, and for the benefit of, key third sector organisations.

The University of Edinburgh will have a space in the re-development of Panmure St Anne's in the Cowgate, which will form the new home for the NHS Access Practice and associated services in support of the health and wellbeing of people experiencing homelessness in Edinburgh.   The Academic Director of the Centre for Homeless and Inclusion Health (Dr Fiona Cuthill) is a member of the Edinburgh City Council Inclusive Edinburgh Board (leading this initiative), and during 2019 will work with partners to develop the vision for the new building and shape the bespoke space for University of Edinburgh research, education and outreach.

Commitment 2: We will launch the Community Conversations, a student-led research project aimed at empowering and giving voice to hard-to-reach and marginalised groups

As part of two recent projects on local public spaces (the Hunter Square Challenge and the Southside Challenge), University students have spent time in conversation with members of the public who live some or all of their lives on the streets. The stories shared through these conversations revealed why people value public spaces; in particular, they revealed how such spaces relate to people's identities and sense of belonging.

As part of its 2019 Pledge, the University plans to develop this storytelling into a more systematic way of learning about Edinburgh's places and people to give voice to some its most marginalised and vulnerable citizens.

This will form the first phase of a wider place-making project being led through Edinburgh Futures Institute, which is aimed at tackling the long-standing concentrations of deprivation and inequality in areas across the City and which will be undertaken in partnership with communities, third sector agencies, industry and government. The Community Conversations component will provide a rich data-base which will complement and bring further insight to other planned analytic modes. It currently planned that the Conversations will also be drawn on to develop a major cultural event at the Edinburgh International Festival under the auspices of the PLaCE (Platforms for Creative Excellence) programme.   The latter is a three year project led by Edinburgh International Festival in partnership with the University (through EFI), the British Council and the BBC and funded by Creative Scotland, City of Edinburgh Council and the Scottish Government.   A key aim of PLaCE is to explore topics that have major impact on local and international communities and to engage those communities

We will train students in 'reminiscence' (methods of taking narrative histories) and will work through local community centres (e.g. Grassmarket and Charteris Centres, the Jack Kane Centre in Craigmillar, The Broomhouse Community Centre, and People Know How in Leith) with whom we have already have strong contacts, to reach out to potential participant, with a view to documenting, in whatever way is most beneficial (e.g. hand-drawn life maps), the individual's history and sense of place. The project will learn from other local place-based storytelling projects, such as Southsiders (http://www.edinburghsouthsiders.co.uk/).

Commitment 3: We will develop and pilot a scheme to allow local community organisations to make use of the University's rooms.

Requests to use the University's rooms are one of the most common inquiries received by the University's central community contact point. These requests are usually for low-cost or free use of teaching/social/meeting rooms for evening and weekend activities. Over the next year, we will develop and pilot a scheme to make the University's rooms available for community use at times when such rooms would otherwise be empty. This scheme will be developed to ensure: maximum accessibility in terms of the booking process; availability of rooms pro bono to community groups who cannot afford the normal commercial rates; and compliance with security and PREVENT protocols. It is planned to pilot the scheme during semester time in buildings where there is currently servitorial cover in the evenings and at weekends.

UNIVERSITY EXECUTIVE

19 March 2019

**Service Excellence Programme Update
General Managerial Roles**

Description of paper
1.   This paper provides the University Executive with an update on the Service Excellence Programme, and the impact on general managerial roles.

Action requested/Recommendation
2.   The University Executive is asked to **endorse** the approach set out in this paper.

Paragraphs 3-9 have been removed as exempt from release due to FOI.

Further information
10. *Author*   *Presenter*
     Barry Neilson   Sarah Smith
     Programme Director   Vice-Principal Strategic Change &
     Service Excellence Programme   Governance and University Secretary

Freedom of Information
11. This paper is closed.

UNIVERSITY EXECUTIVE

19 March 2019

**College of Arts, Humanities and Social Sciences (CAHSS)
Reorganisation of Endowments**

Description of paper
1.   The College of Arts, Humanities and Social Sciences seeks to implement the objectives of the University's Service Excellence Programme and in particular the Finance Transformation Project by reorganising and streamlining the range of endowment Funds it holds. This will reduce the staffing input required for the management and administration of these funds and facilitate their being used more strategically. The proposed changes will reduce administrative costs and effort, narrow the number of individuals involved with endowment financial management and increase the efficiency with which the funds are applied.

Action requested / Recommendation
2.   The University Executive is asked to consider and endorse the proposal that Court is invited to exercise its power under Ordinance 209 and adopt the reform detailed at Appendix One with regard to the application of endowment funds which have been held in excess of 25 years.

Paragraphs 3-28 have been removed as exempt from release due to FOI.

Equality & Diversity
29. Endowment support for those from specific geographical locations or of a particular gender or faith will give way to support being available on a more equitable and non-discriminatory basis to the full diverse student community.

Paragraph 30 has been removed as exempt from release due to FOI.

Consultation
31. The recommendations in this paper have been subject to consultation with College's Policy and Resources Committee, the Director of Finance and the Director of Legal Services.

32. The reforms recommended here give full recognition to the advice of External Auditors KPMG that endowment reform should be accelerated to take advantage of the powers made available under Ordinance 209.

Further information
33. *Author*   *Presenter*
      Susan Mcintosh   Dorothy Miell
      Head of Finance and Planning, CAHSS   Head of CAHSS
      Isabel Mowlem
      Management Accountant, CAHSS

Freedom of Information
34. This paper is closed.

UNIVERSITY EXECUTIVE

19 March 2019

Proposal to establish a Chair of Design Informatics

Description of paper
1.   The School of Informatics proposes to establish a Chair of Design Informatics

Action requested/recommendation
2.   The University Executive is asked to approve the establishment of the above Chair.

Background and context
3.   The process to create new substantive Chairs requires University Executive approval. In taking this forward, Schools will have sought the approval of their Head of College outlining in full the reasons for, and the financial implications of, such a request.

Discussion
4.   The Centre for Design Informatics is a joint venture between the School of Informatics (CSE) and the School of Design (ECA). It undertakes research, consultancy and teaching utilising data to inform design and innovation. Design Informatics has applications in a wide variety of settings including health, culture, mobility and finance. Relevant technologies include the internet of things, blockchains, robotics, speech recognition, data visualisation, interaction design, and social computing. A significant proportion of the work of the Centre for Design Informatics is industry and public facing, including with the public and third sectors. As a result, a number of productive partnerships have been developed with external organisations, which are very relevant to the University's data-driven innovation agenda and its role in the Edinburgh Region City Deal.

5.   The Centre for Design Informatics is now based in premises which span the Bayes Centre and the Informatics Forum, including the 'InSpace' display, exhibition and performance space, and it is very much a part of the Bayes Centre community. Professor Chris Speed leads the Centre for the School of Design and, until his sad and untimely passing, Professor Jon Oberlander fulfilled the equivalent role for the School of Informatics.

6.   With the recent relocation (from Evolution House) to the Bayes Centre and the Informatics Forum, there is now the opportunity to build on the existing success of the Centre for Design Informatics to further extend its work, taking advantage of the proximity to the researchers based within the School of Informatics and to the partner organisations within the Bayes Centre.

7.   The proposed Chair of Design Informatics will provide leadership, from within the School of Informatics, to complement that provided by Professor Chris Speed, from within the School of Design. The post-holder will provide leadership in research, public and industry engagement and in learning and teaching. S/he will also help to build further partnerships, both within the University and with industry and public and

third sector organisations.

Resource implications

8.   The foundation of this Chair has been included in the School's annual plan, and approved by the College. Costs will be met from the core budget of the School of Informatics. The plan identifies significant opportunities for grant capture, commercial and student fee income in this area, to ensure sustainability.

Risk Management

9.   There are no significant risks associated with the establishment of this Chair. The School has undertaken some initial search activity, without making contact with any potential candidates, and has identified that there are suitably qualified and experienced academics who would be suitable candidates for the position.

Equality & Diversity

10. Good practice in respect of equality and diversity will be followed in taking forward the appointment to this Chair.

Next steps/implications

11. If this proposal is approved, Resolutions will be drafted to formally establish the Chair and the appropriate recruitment actions will be progressed.

Consultation

12. This proposal is included in the School and College planning process. As Head of College, Vice-Principal Professor Dave Robertson supports the proposal.

Further information

13. Further information about the proposed Chair can be supplied by Professor Jane Hillston, Head of the School of Informatics.

14. *Authors*

Professor Jane Hillston,
Head of School of Informatics
Professor Frank Keller,
Director of the Institute for
Language, Cognition and
Computation

March 2019

Presenter

Vice-Principal Dave Robertson,
College of Science & Engineering

Freedom of Information

15. This paper can be included in open business.