



Knowledge Strategy Committee
Hybrid: Brenda Moon Boardroom, Argyle House/Videoconference
Tuesday 18 October 2022, 10.00-12.00

AGENDA

- | | | |
|----------|---|---------------|
| 1 | Minute
To <u>approve</u> the minutes of the meeting held on 24 May 2022 and the meeting by correspondence concluded on 29 August 2022 | A1, A2 |
| 2 | Matters Arising
To <u>raise</u> any matters arising | Verbal |

SUBSTANTIVE ITEMS

- | | | |
|----------|---|-----------------|
| 3 | Chief Information Officer Update
To <u>comment</u> on an update from Gavin McLachlan, Vice-Principal, Chief Information Officer & Librarian to the University | Verbal |
| 4 | Supporting the Curriculum
To <u>receive</u> a presentation from Gavin McLachlan, Vice-Principal, Chief Information Officer & Librarian to the University | Verbal |
| 5 | University Digital Strategy
To <u>receive</u> a presentation from Gavin McLachlan, Vice-Principal, Chief Information Officer & Librarian to the University, and Jo Craiglee, Head of Knowledge Management & IS Planning | Verbal |
| 6 | Network Replacement Programme Update and Prioritisation
To <u>note</u> a paper presented by Gavin McLachlan, Vice-Principal, Chief Information Officer & Librarian to the University | [Closed] |

ITEMS FOR NOTING OR FORMAL APPROVAL

(Members are requested to specify in advance if they wish to discuss any of the items below at the meeting, otherwise the items will be noted or approved without discussion)

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|-----------|--|-----------------|
| 7 | Digital Research Services Programme Investment
To <u>approve</u> | [Closed] |
| 8 | Short Courses Platform
To <u>approve</u> | [Closed] |
| 9 | Library Committee Convener
To <u>approve</u> | E |
| 10 | Open Monograph Publishing
To <u>note</u> | [Closed] |

11	Data Centre Capacity To <i>note</i>	[Closed]
12	Library Access and Facilities for Parents and Carers Accompanied by Children To <i>note</i>	H
13	Enterprise Infrastructure Replacement Programme Update To <i>note</i>	[Closed]
14	Information Security Update To <i>note</i>	[Closed]
15	Information Security Update – MFA and IDAM Deployment To <i>recommend for approval</i>	[Closed]
16	Information Services Group Capital Envelope 2021-2027 To <i>note</i>	[Closed]
17	Learn Ultra Update To <i>note</i>	M
18	Learn Ultra Early Adopter Programme To <i>note</i>	N
19	People and Money System Update To <i>note</i>	[Closed]
20	University Strategic Business Intelligence Update To <i>endorse</i>	[Closed]
21	Estates, Digital & Infrastructure Committee Governance Update To <i>note</i>	Q
22	Committee Reports To <i>note</i>	
	<ul style="list-style-type: none"> • IT Committee • Library Committee • Digital Research Services Steering Group 	R1 R2 [Closed]
23	Any Other Business To <i>consider</i> any other matter	
24	Date of Next Meeting Monday 30 January 2023, 14:00 – 16:00	



KNOWLEDGE STRATEGY COMMITTEE

24 May 2022, Brenda Moon Boardroom, Argyle House/Videoconference

Web Version

[DRAFT] Minute

- Present:** Colm Harmon, Senate appointee (Interim Convener) (by videocall)
Sue Currie, Court appointee
Tina Harrison, Senate appointee (by videocall)
Sarah McAllister, Court appointee
Gavin McLachlan, Vice-Principal, Chief Information Officer and Librarian to the University
Kathryn Nash, Court appointee (by videocall)
Paul Norris, Senate appointee
Claire Phillips, Court appointee (by videocall)
- In attendance:** Lewis Allan, Head of Court Services
Anne-Marie Coriat, CMVM representative
Leigh Chalmers, Deputy Secretary Governance & Legal
Jo Craiglee, Head of Knowledge Management & Planning
Barry Neilson, Director of Strategic Change
Melissa Terras, CAHSS representative (by videocall)
Gosia Such, Director of User Services, Information Services Group (by videocall) (for Item 4)
Janet Roberts, Director, EDINA (by videocall) (for Item 6)
- Apologies:** Siân Bayne, Senate appointee
Tara Gold, Student member
Iain Gordon, CSE representative
Lee Hamill, Director of Finance
Melissa Highton, Senate appointee
Sue MacGregor, Director of Academic Services
Catherine Martin, Vice-Principal Corporate Services

1 Minute

Paper A

Members and attendees were welcomed to the meeting and apologies noted. Claire Phillips and Tara Gold (in absentia) were thanked on the occasion of their last meeting for their contributions to the work of the Committee.

The Minute of the meeting held on 22 March 2022 was approved.

2 Matters Arising

Verbal

There were no matters arising.

SUBSTANTIVE ITEMS

3 Chief Information Officer Update

Verbal

Key activities and updates since the last meeting were reported, including:

- New and emerging software platforms that have proved popular with staff and students have been reviewed to determine their suitability for the purchase of institution-wide licences. Miro, a visual collaboration platform popular in the arts and humanities, is currently being considered for an institutional licence, with work to consider accessibility elements ongoing;
- The owner of Collaborate, a virtual classroom software package used by the University, has announced its sale to another company. The University uses Microsoft Teams and Zoom in addition to Collaborate and is also upgrading the Learn virtual learning environment to Learn Ultra, which includes integration with Microsoft Teams for videoconferencing/virtual classrooms, which should provide suitable alternatives in case required;
- The global shortage of computer chips is continuing and is affecting the supply of laptops and networking equipment. A buffer stock of laptops continues to be held and a sizeable advance purchase of networking equipment has been made, which will provide the great majority of the equipment needed for the network replacement project. Until the remaining equipment arrives equipping new buildings will be prioritised as existing buildings are already networked and can continue to operate with the current equipment;
- The Elsevier journals licence renewal (see Item 8 below) was welcomed as a significant development for the UK higher education sector, with a price decrease and other improvements requested by the sector agreed to.

The Elsevier journals licence renewal was discussed, noting the positive impact of decisions made by many funding bodies to ensure that the outputs of research they have funded be made available on an open access basis.

4 EdHelp Future Plans

Verbal

Gosia Such, Director of User Services, presented an update on the EdHelp service. The service was first planned in 2018 and launched in 2020 as part of the on-going student experience programme with the objective of providing a “one stop shop” hosted in some of the University’s libraries for student enquiries relating to Library, IT, student finance and student administration. Following a successful launch and positive feedback from students (with an 88% student satisfaction level) the service is now planned for expansion. Since the launch in 2020, service performance has improved from 53% of queries being resolved first time in the 2020/21 academic year to 72% in 2021/22 as staff become more experienced and the knowledge base drawn upon has improved, a trend which should continue to improve. The following points were raised in discussion:

- Interaction with the student information points in Old College and Charles Stewart House – these continue to provide a valuable service in resolving more complicated or confidential queries that cannot be resolved by the EdHelp service, as well as requirements for printed documents, e.g. many international students require printed letters from the University to visit the EU

given visa conditions but there is scope for further co-ordination and this will be considered further;

- Communicating to students in advance where their queries can best be resolved to continue to increase the first time resolution rate;
- Providing laptops loans to students at all EdHelp service desks; and,
- Improving access levels to various University systems could further increase the proportion of queries resolved first time and will be explored, noting that EdHelp staff are trained in data protection requirements and in handling sensitive financial data.

5 University Digital Strategy – Consultation Update

Verbal

Gavin McLachlan, Vice-Principal, Chief Information Officer and Librarian to the University, reported on the outcomes from the first and largest consultation period for a new University digital strategy. Direct engagement has taken place with 450 staff and students in various themed meetings, with 48 online surveys completed and thousands of visits to the consultation's SharePoint site. Key themes/principles emerging from the consultation are:

1. Get the basics right / Simplicity
2. Coherence, consistency & continuity – and standardisation
3. Flexibility/Agility (noting that there may be tensions at times between standardisation and flexibility)

Items raised that will be considered in more detail in a second consultation phase include digital skills within the curriculum, the digital offering for non-matriculated students (e.g. those on short courses such as executive education), increasing access by Schools to centrally-held University data and decision-making principles around the use of open source or commercial software. Items raised in relation to equality, diversity, inclusion and digital ethics included countering digital disenfranchisement, the effect of screen time on wellbeing and ensuring digital offerings are accessible. In relation to the digital estate, establishing principles for decision-making on the provision of central systems versus local systems using central data and the join between the physical and digital estate were raised. Gaps in the digital estate that were raised included the absence of an events management system and the lack of an intranet.

The following points were raised in discussion:

- Support for linking digital skills with the curriculum transformation programme;
- Support for improving the digital offering of those on short courses;
- Considering resource needs for Schools and local areas to implement the digital strategy within the second phase of the consultation;
- Upskilling staff in digital skills is necessary but will add to workloads and should be included in workload allocations – noting that a collective agreement exists for guaranteed hours to be paid for induction and mandatory training and that this should include information security training. Clarity will be sought on this point with Human Resources, with training needs for major new systems to be considered within the resourcing requirements for the project; and,
- The timing for the second phase of the consultation – this should begin in June/July and run for a three to four month period.

6 EDINA Current and Future Main Products

Verbal

Janet Roberts, Director, EDINA, presented an overview of some of the key services provided by EDINA, a centre of digital expertise for UK higher education within the University of Edinburgh. EDINA hosts 13 authoritative data collections, including the Ordnance Survey master map and provides educational services such as Digimap, which is used by 500,000 school pupils and 80,000 users in higher education, including 2,000 users at the University of Edinburgh. Geospatial consultancy services are also offered and EDINA has produced a digital map of the University's estate to show travel times between buildings by foot, bicycle and public transport with real time information. An increasingly popular resource is Noteable, a cloud based digital resource for computational teaching and learning for those in the early stage of programming/data science learning, which is also becoming popular in other areas.

The potential for Noteable to be used to analyse student survey data such as free text comments using sentiment analysis and other techniques was discussed, with a proof of concept being trialled at present in the Business School using questionnaire data. Encouraging the use of services such as Noteable while being clear about the limitations of the service for those who wish to use it beyond its intended purpose was discussed.

ITEMS FOR NOTING OR FORMAL APPROVAL

It was noted that Items 7 and 11 below had been selected in advance by members and attendees for discussion and that the other items would be noted or approved without the expectation of discussion.

7 Digital Estates bid – Timetabling Full Business Case

Paper B

The governance route for the project's approval was discussed, with business case approval to be sought at Estates Committee and funding approval from Court on the recommendation of Policy & Resources Committee. Widening the composition of the project board to add user representation was suggested as a learning point from the People & Money programme – the board is intended to widen when the project moves beyond the procurement phase and into the implementation phase but early stage involvement of user representatives drawn from the most complex Schools for timetabling was encouraged.

8 Elsevier Journals Licence Renewal

Paper C

It was agreed to recommend for approval by Court expenditure for a new multi-year renewal agreement for Elsevier Journals.

9 University Computing Regulations

Paper D

It was agreed to recommend for approval by Court minor changes to the University Computing Regulations as set out in the paper.

10 People & Money Implementation Update **Paper E**

A regular update on the implementation of the People & Money programme was noted.

11 Information Security Update **Paper F**

A regular update on Information Security was discussed.

12 Library Materials Budget 2021-22 **Paper G**

A report on the current position of the 2021/22 Library Materials Budget was noted.

13 Hybrid Working Programme Update **Paper H**

An update on the Hybrid Working Programme was noted.

14 Network Replacement Programme Update **Paper I**

A progress update on the deployment of the new University data network was noted.

15 Enterprise Infrastructure Update **Paper J**

A progress report on the replacement of the University's Enterprise Infrastructure was noted.

16 Information Services Group Capital Envelope 2021 – 2027 **Paper K**

An update on the Information Services Group's capital envelope to 2027 was noted.

17 Committee Reports

- **University Collections Advisory Committee**
- **IT Committee**

Paper L1
Paper L2

The reports were noted.

18 Any Other Business

Staff workload in relation to digital activities was raised following discussion earlier in the meeting. It was agreed that an update on strategic change projects will be submitted to the next meeting and the Convener and the Director of Strategic Change will also meet with a Committee member to consider this further.

19 Date of Next Meeting

It was noted that consultation is ongoing on preferred timeslots and dates will be circulated following this, with the expected meeting pattern for next year being:

1. Mid October 2022
2. Late January/early February 2023
3. Mid to late March 2023

4. Late May 2023



KNOWLEDGE STRATEGY COMMITTEE

Meeting by correspondence: 24-29 August 2022

Web Version

[DRAFT] Minute

Respondents: Colm Harmon, Senate appointee (Interim Convener)
Sue Currie, Court appointee
Sarah McAllister, Court appointee
Kathryn Nash, Court appointee
Paul Norris, Senate appointee
Bryne Ngwenya, College of Science & Engineering appointee
Barry Neilson, Director of Strategic Change
Melissa Terras, College of Arts, Humanities & Social Science appointee

1 Microsoft Agreement

Paper A

A request to agree a new three year contract for University use of Microsoft services and software from October 2022 was reviewed. In response to queries, it was confirmed that:

- i) the paper's request for the delegation of authority to the Principal and Chief Information Officer for approval and signing of the final contract relates to the three year Microsoft Agreement only; and,
- ii) a contingency is included within the approval request as there may be some variance between the present estimated price and the final price as:
 - Headcount numbers and their categorisation are not finalised until the overall finalisation of the contract and may vary from the current estimate;
 - The national higher educational pricing framework the contract operates within allows for some minor variation in pricing (positive or negative) by the reseller in individual contracts; and,
 - Microsoft update prices on a monthly basis and the October 2022 price may vary from the current pre-market quotes.

The Committee agreed to support onward transmission of the paper to Policy & Resources Committee and to University Court for approval.



Knowledge Strategy Committee

18 October 2022

Library Committee Convener

Description of paper

1. This paper concerns the appointment of a new Convener of Library Committee following the retirement of Professor Dorothy Miell.

Action requested/Recommendation

2. To approve the appointment of Professor Sarah Prescott, Vice-Principal and Head of the College of Arts, Humanities & Social Sciences, as the new Convener of Library Committee.

Background and context

3. Professor Dorothy Miell held the post of Convener of Library Committee until her retirement earlier this year. After due deliberation, Library Committee has recommended that Professor Sarah Prescott be invited to take up the role of Convener.

Discussion

4. Following Library Committee's recommendation, Professor Prescott was approached and confirmed that she was willing to take up the role of Convener. She was appointed Interim Convener of Library Committee in July 2022, subject to confirmation of her appointment by Knowledge Strategy Committee.

5. It is recommended therefore that Professor Sarah Prescott be appointed as Convener of Library Committee for the period October 2022 to July 2025 with the option of reappointment for a second term of three years.

Equality & Diversity

6. There are no direct equality and diversity implications from this paper.

Next steps/implications

7. Following approval of the appointment, Professor Sarah Prescott and Library Committee members will be advised of the outcome.

Consultation

8. The nomination of Convener was discussed with the Library Committee, the Vice-Principal, Chief Information Officer & Librarian to the University and the Head of Court Services.

Further information

9. Author/Presenter
Jo Craiglee
Head of Knowledge Management & IS Planning
Information Services Group

Freedom of Information

10. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

18 October 2022

Library Access and Facilities for Parents and Carers Accompanied by Children

Description of paper

1. The purpose of this paper is threefold:

- a. firstly, to inform the Committee of recent negative feedback received from student parents and carers accompanied by children visiting libraries, and actions taken in response;
- b. secondly, to note Library Committee's approval of a revised Library Policy for Parents and Carers Accompanied by Children;
- c. thirdly, to give an update on progress with regards creating a 'Family Room' in the Main Library.

2. The proposals in the paper will contribute to the following outcome set out in Strategy 2030:

- v. "We will be leading Scotland's commitment to widening participation" – by improving the experience of student parents and carers accompanied by children visiting the libraries.
- xiii. "Our estate will be fit for purpose, sustainable and accessible. We will support learning, research and collaboration with our neighbours, businesses and partners" – by improving library facilities for student parents and carers accompanied by children.

Action requested/Recommendation

3. To:

- a. note and comment on recent negative feedback received from student parents and carers accompanied by children visiting libraries, and actions taken in response;
- b. note the revised Library Policy for Parents and Carers Accompanied by Children;
- c. note and comment upon progress towards creating a Family Room in the Main Library.

Background and context

4. Student parents and carers are an important and numerous community within the University, (over 3,000) having identified as a parent or carer. The University is committed to ensuring the student parent and carer experience is of the highest quality. Initiatives intended to achieve these outcomes include the 'Working with Student Parents: Service Improvement Plan (Jan 2021)'.

5. Staff, Visitor and Library members who are parents and carers also use libraries, and their needs are similar to those of our students.

6. Parents and carers who choose to be accompanied by children visiting libraries should expect to receive a high standard of customer care from library staff. Recent negative feedback from student parents and carers shows this has not been the experience of all users. Awareness among library staff needs to be raised.

7. The existing [Library Policy for child access to the Main Library](#) sets out what users should expect on visiting the libraries and our expectations of those parents and carers, taking account of Health & Safety guidance. The wording of this Policy is not in keeping with the welcoming approach Information Services Group wishes to convey towards the community, as stated in the section headed 'Library Support for Student Parents' on the Information Services website [Widening Participation](#). The Library Policy should be amended to make it more welcoming and consistent with the Information Services Group approach.

8. In order to comply with [University Health & Safety Policy relating to children](#) on campus, student parents and carers accompanied by children are allowed short visits and are not allowed to undertake extended periods of study in library buildings and facilities. The Library Policy currently states visits to libraries should be normally limited to 30 minutes duration. Investigation into the possibility of providing a Family Room in the Main Library where longer periods of study could be permitted has taken place and a provisional location identified, with funding allocated from 2022-23 small capital works budget. Further planning work is required.

Discussion

Student parents and carers feedback

9. The recent negative feedback from student parents and carers arising from visiting the libraries accompanied by children was communicated to senior Information Services Group managers in a letter dated 12 August sent by the Students' Association Student Parent representative and signed by 25 student parents. The letter records 8 anonymised first-hand accounts of negative experiences when in the library and using library services allowed under the Library Policy, such as being accompanied by children at helpdesks and in communal areas to carry out routine tasks.

10. A letter of apology was sent by the Vice-Principal, Chief Information Officer and Librarian to the University at the earliest opportunity, and identified 3 areas of improvement: raising library staff awareness; changing the wording of the Library Policy to be more welcoming; and, creating a Family Room in 2022/23.

Actions taken to raise library staff awareness:

- a) A communication was sent to all helpdesk staff by Head of Help Services referring to the concerns of parents and carers accompanied by children and the Library Policy, and emphasising the importance of welcoming them and ensuring high standards of customer care and support are applied consistently. The importance of this message being understood and carried out has been cascaded to responsible helpdesk team managers in libraries and discussed for local application.
- b) Managers of the Facilities team in the Main Library has similarly briefed team members on appropriate behaviours when dealing with parents and carers with children.
- c) Planning is underway to commission a bespoke Customer Service Excellence training day from a respected supplier with content to include supporting the needs of parents and carers, which will be provided for some helpdesks and Facilities staff during Semester One, and with a view to being repeated. It is

intended to ask the Students' Association Student Parent representative for advice on training.

11. The Committee is asked to note the recent feedback received from student parents and carers accompanied by children visiting libraries, and actions taken in response. Comments are invited on the response of the Library.

12. The existing 'Policy for child access to the Main Library' has been in place since August 2016 with an addendum applying it to all Site libraries.

13. Consultation with student and staff parents and carers and the then EUSA representative in 2018/19 found that the current policy is an unwelcoming and inequitable barrier. The tone makes it unclear whether parents and carers are welcome or not when accompanied by children, and are to be treated differently to other users of the library and assumed to be problem users. The specific limitation on length of visit was also criticised.

14. The revised policy wording that Library Committee approved is below (changes highlighted in yellow) - the changes are textual and improve tone and key messaging rather than affecting operations, providing clarification for library users and staff alike:

Revised Policy for child access to the University Library (2022)

15. This policy is intended to enable parents and carers accompanied by children to access the University Library and to ensure the safety of children

- Library users are welcome to make a short visit to the University Library accompanied by their children under the age of 16 for the purpose of making an enquiry, borrowing/dropping off a book, or similar task. A longer stay, for example, for the purpose of study, is not allowed, other than or to attend a pre-arranged appointment with members of University staff based in the Library. Parents and carers must keep continual and close supervision of their child (the child should be at their side throughout the visit). This is in accordance with the University Health & Safety Policy - Framework: Arrangements <https://www.ed.ac.uk/health-safety/guidance/students-young-persons>.
- Risk assessments have been carried for children under 14 and for under 5s. For the safety of children, the University Regulations do not permit a child to use any library equipment, including computing equipment, nor to use any device on the University wireless network.
- In order to have a record of children in the building in case of emergency evacuation, the parent or carer must sign in with their child on entry at the library reception desk and sign out on exit. By signing, the parent accepts sole responsibility for their child, including their quiet behaviour, good conduct, safety and observation of library and other relevant regulations.
- School pupils aged 14 to 16 may, under special circumstances and by arrangement with the library, obtain a Library Reference Card allowing independent access. Young persons aged 16 over are entitled to obtain a Library Reference Card by meeting the registration requirements.

16. The revised policy will apply initially to the Main Library but will be extended to site libraries on completion of any necessary Health & Safety assessment of facilities and buildings.

17. The Committee is invited to note the revisions to the policy.

18. Consultation with a representative review group in 2018/19 also elicited feedback indicating some demand for improved library facilities suitable for parents and carers accompanied by children including a child friendly area, better physical access, and a temporary storage area for prams, buggies and push-chairs.

19. The [Minutes](#) of the meeting of 06 November 2019 states: “Advice has been sought from the University of Glasgow who provide a family room facility, which has been positively received. This is being considered as an option in the Main Library as part of future redevelopment planning.”

20. Investigations into the possibility of creating a Family Room in the Main Library – similar to facilities already in place at Glasgow and Strathclyde Universities – have taken place before and after the pandemic emergency, including a visit to Glasgow University Library Family Room on 14 April 2022.

21. Meeting and training Room 1:09 on the First Floor has been identified as one potential space that could be converted into an area where student parents and carers could spend periods of time in order to study in the Main Library. An initial assessment of the room by the Library, IS Facilities, Estates department and Health & Safety took place during a visit on 06 April 2022.

22. The Committee is asked to note and comment upon progress towards creating a Family Room in the Main Library

23. Provision of a Family Room would entail further revision of the Library Policy for child access to the Main Library as the limitation on visits normally to a maximum stay of 30 minutes would not apply to users of this facility.

24. The further revision to the wording of the policy is below (further changes highlighted in yellow):

- Library users are welcome to make a short visit to the University Library accompanied by their children under the age of 16 for the purpose of making an enquiry, borrowing/dropping off a book, or similar task. A longer stay, for example, for the purpose of study, is not allowed, **other than in the designated Main Library Family Room**, or to attend a pre-arranged appointment with members of University staff based in the Library. Parents and carers must keep continual and close supervision of their child (the child should be at their side throughout the visit). This is in accordance with the University Health & Safety Policy - Framework: Arrangements <https://www.ed.ac.uk/health-safety/guidance/students-young-persons>.

25. The Committee is invited to note the revision to the policy.

Resource implications

26. A bid for Small Capital Works 2022/23 funding of an estimated £51,000 to cover approximate costs for design, refurbishment and project management was successful. A more detailed feasibility study, plan of works and costing is now being undertaken by Estates project management.

27. Customer Service Excellence training is likely to cost £1,500 for an on-site session with 16 staff members to be met from within ISG User Services staff development budget. Discussions are in progress about an online alternative method of delivery for which costs have not been estimated.

Risk Management

28. Education and Student Experience – the University has a large community of student parents and carers, and is committed to widening participation: failure to provide high quality library services and facilities to serve the needs of students and parents with children visiting the libraries would risk the student experience, as evidenced by the recent complaint. Raising library staff awareness, making the relevant Library policy more welcoming and creating a Family Room in the Main Library mitigate this risk.

29. Reputation – As well as students, many parents and carers who bring children into the libraries are staff and visitors: there is a reputational risk of maintaining the current policy which is seen as unwelcoming and inequitable by students and also by staff and visitors. Conversely there is a potential reputational gain from taking this action.

30. There is a compliance risk in making changes to library facilities to be mitigated by Health & Safety compliance and risk assessments.

Responding to the Climate Emergency & Sustainable Development Goals

31. Providing high quality library services and facilities to serve the needs of students and parents with children visiting the libraries supports widening participation goals and helps to ensure an inclusive and equitable quality education as well as promoting lifelong learning opportunities for all. Contributes to SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Equality & Diversity

32. The current Equality Impact Assessment (EqIA) for Library Policy is being reviewed and a new EqIA in development in parallel with the project to create the Family Room.

Next steps/implications

33. A bespoke Customer Service Excellence training day from a respected supplier with content to include supporting the needs of parents and carers, will be provided by Help Services for some helpdesks and Facilities staff during Semester One, and with a view to being repeated. Head of Help Services shall ask the EUSA Student Parent representative for advice on training.

34. The revised Library Policy on child access to the Main Library, shall be implemented by Head of Help Services in October 2022. Library managers will conduct a further awareness campaign to staff on the back of the wording, and the EUSA Student Parents representative informed.

35. Estates shall assess the suitability of Room 1:09 in the Main Library for conversion to a Family Room, and prepare detailed design, plan and costings, for approval by Estates/ISG. It is intended the Family Room would be created in 2022/23.

Consultation

36. The reply to the complaint from student parents and carers in their letter of 12 August 2022 was agreed in consultation between the Vice-Principal, Chief Information Officer and Librarian to the University, Director of User Services and Head of Help Services.

37. The proposal for creating a Family Room in the Library was discussed together with other proposed works requiring funding by the Information Services Group Senior Leadership Team, and subsequently reviewed as part of the decision making with Estates on Small Capital Works budget for 2022-23.

38. This paper was written in consultation with Director of Library & University Collections prior to being presented to Library Committee.

Further information

39. Author

Barry Croucher
Head of Help Services
User Services
September 2022

Freedom of Information

40. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

18 October 2022

Learn Ultra Upgrade

Description of paper

1. This paper provides the Knowledge Strategy Committee with a brief update on the progress of the Learn Ultra (Virtual Learning Environment) update.

2. The move to Learn Ultra supports the Strategy 2030 as it states that we will offer an excellent student experience and improved digital outreach enabling global participation in education along with offering appropriate technology tools for the job. Moving to Learn Ultra underpins the technology required in preparation for improving the student experience and delivering a new curriculum along with linking directly into the Digital Strategy and the IT and Libraries strand of supporting Curriculum Transformation.

Action requested/Recommendation

3. To note the update.

Background and context

4. Each year, the Learn Virtual Learning Environment (VLE) hosts over 5000 active courses for both undergraduate and postgraduate teaching, covering both online and on campus delivery.

5. Whilst ongoing investment is made on a regular basis for the physical teaching spaces, the VLE has not received an upgrade in over 10 years. The move to Learn Ultra allows for investment in the VLE and in turn brings the Learn VLE in line with other competitors.

Discussion

6. The move to Learn Ultra will be completed in two stages: a. Enabling Ultra Base Navigation (UBN) and b. Enabling Learn Ultra courses. The initial stage was completed in June 2022.

7. In preparation for the delivery of UBN in June 2022, all technical work for the move to Learn Ultra was completed 'up front' which allows for no additional downtime to be required when Ultra courses are enabled in 2023.

8. A programme of communications was initiated in May through to July to raise awareness of the move to UBN. The programme of communications saw a multipronged approach to reach both staff and students and was initiated again across August and September in preparation for the start of the semester.

9. With the second phase, enabling Learn Ultra courses, this piece of work paves the way for optimising the VLE for the delivery of credit-bearing courses from academic year 2023/24. As a result, any non-credit bearing courses are being reviewed to identify alternative platforms for delivery where appropriate.

10. Support and guidance will be available via the Learn Ultra Upgrade project for any owners of non-credit bearing courses which are being recommended to be moved onto an alternative platform.

11. As part of the move to Learn Ultra, an Early Adopter programme has been created. This programme will provide insights into resource and workload requirements per course, along with providing key information around good practice in both the preparation to migrate and the migration process itself. Details of the Early Adopter programme are discussed in the separate paper 'Learn Ultra Early Adopter Programme'.

12. In terms of governance, the Learn Ultra project board has now met twice (May 2022 and August 2022), both implementation groups have had their initial meetings (August 2022) with user groups (both academic and professional services) being scheduled for post the start of semester.

13. Following on from the success of the Learn Foundations project, the Learn Ultra Upgrade has continued with the annual summer internship, recruiting students to support Schools and Deaneries in preparations for start of semester activities.

14. Over the course of the summer 2022, the interns support by undertaking accessibility mapping reviews on a selection of courses from across the University. 7 of the 9 interns recruited have opted to extend their contracts through to April 2023 to continue to support the project in data analysis and student-led guidance.

Resource implications

15. A project team has been put together to support with the delivery of the Learn Ultra upgrade working closely with Colleges learning technology support as part of the project team.

16. It is anticipated that the work load for course leaders using Learn Ultra will be an **additional 2 hours of training to learn the new interface**. This is based on several assumptions that are currently being tested with the Early Adopter community to ensure appropriateness.

Risk Management

17. The move to upgrade the VLE to Learn Ultra mitigates against a number of risks, including:

- a. Student and staff experience is at risk if updates to the VLE are not undertaken to improve integration with other hybrid teaching tools such as Teams.
- b. Learn is integrated with multiple major online systems and must be secure, robust, resilient, and rigorous. We must move to the next version.
- c. That we will align Learn Ultra with the Curriculum transformation programme and other strategic change programmes to ensure commonality of standards and objectives, as well as ensure that we mitigate and assess the overall impact of change to the Schools.
- d. There is the potential of a reputational risk for the University of not providing up to date technologies for teaching and ignoring staff and student feedback.

- e. Online learning – risk of not having in place the technologies and platforms necessary for business continuity.
- f. Risk of not supporting the University to reach its goals to widen participation, improve the student and staff experience and progress strategic projects focussed on reviewing the curriculum.

Responding to the Climate Emergency & Sustainable Development Goals

18. UN SDG 4 is relevant: Ensure inclusive and equitable quality education lifelong opportunities for all.

Equality & Diversity

19. Use of the VLE supports the Accessible and Inclusive Learning policy in a variety of ways, thus enhancing the student experience at the University of Edinburgh:

- a. User profiles will have enhanced inclusivity features giving both students and staff the ability to:
 - i. Add pronouns to their profiles;
 - ii. Clarify the pronunciation of your name by adding the phonetic spelling and recording name pronunciation direct in the platform.
- b. Improved navigation for all users when accessing Learn. Ultra base navigation enhances the navigation for new course activity including ability to access grades, feedback, submission deadlines at programme level without the user needing to access a course.
- c. Enhanced accessibility with Learn Ultra being built with Universal Design in mind.
- d. A more modern, intuitive and usable VLE that meets student expectations of an “up to date” website and that allows for courses to be created and delivered more easily with more user-friendly content features.
- e. Responsive web design, with an interface that works well on all types of device and screen sizes.
- f. Access to Blackboard’s “File Transformer”, which allows users to upload a course file and download it in an alternative format. This will be easily accessible from the main Ultra base navigation page.

Next steps/implications

20. To progress with the delivery of the Learn Ultra upgrade.

Consultation

21. All Schools and Deaneries have been consulted throughout the course of the project lifecycle with the next round of engagement scheduled for October 2022.

22. Project Governance (project board and implementation groups) have been engaged with prior to this paper being produced.

Further information

23. *Author*

Stuart Nicol, Head of Educational Design and Engagement

Freedom of Information

24. Open paper



KNOWLEDGE STRATEGY COMMITTEE

18 October 2022

Learn Ultra Early Adopter Programme

Description of paper

1. This paper provides a brief update on the progress of the Learn Ultra Early Adopter Programme.

2. The Learn Ultra Early Adopter Programme forms part of the move to Learn Ultra which supports the Strategy 2030 as it states that we will offer an excellent student experience and improved digital outreach enabling global participation in education along with offering appropriate technology tools for the job. Moving to Learn Ultra underpins the technology required in preparation for supporting the new curriculum along with linking directly into the Digital Strategy (cross-over between the Equality, Diversity, Inclusion & Ethics and students & educators work stream relevant to teaching and the student experience).

Action requested/Recommendation

3. To note the update.

Background and context

4. In order to prepare for the full Learn Ultra upgrade (summer 2023), a selection of courses were identified from across the University to upgrade to Learn Ultra a year early (summer 2022) to provide insights and requirements. These courses form the Learn Ultra Early Adopter Programme.

Discussion

5. Following discussions with other institutions who had successfully migrated across to Learn Ultra, the University of Edinburgh initiated an Early Adopter programme, aimed at rolling the upgrade out 12 months ahead of schedule to a select number of courses to allow for lessons learned to be gained and implemented in preparation for the full roll-out.

6. From October 2021 through to February 2022, a round of engagement was undertaken by the project team, engaging with all Schools and Deaneries across the University to begin raising awareness of the Learn Ultra Upgrade. As part of those engagement sessions, the Learn Ultra Early Adopter Programme was discussed, with Schools and Deaneries being asked to consider taking part in the programme.

7. In March 2022 the Early Adopter Programme was initiated with over 130 courses being identified, representing all three Colleges. These courses were split by delivery with focus given to Semester 1 and year-long courses before all remaining courses are supported. All in-scope courses can be located on the [Learn Ultra SharePoint](#).

8. In order to support course teams taking part in the Early Adopter Programme, project resource was assigned to the programme, providing Instructional Design,

Learning Design and Learning Technology support. Each College was assigned a core support team to provide 1-2-1 support and guidance during the programme.

9. In preparation for the start of semester activities, a programme of training was developed and delivered. This programme allowed all course teams to become familiar with Learn Ultra courses prior to course build commencing:

- a. **A day in the Life webinar:** Short orientation sessions to allow colleagues to see Learn Ultra from both a staff and student perspective.
- b. **An Edinburgh Model for Online Teaching:** Experiential opportunity for colleagues to spend a short amount of time on Learn Ultra as a student.
- c. **10 Things to do in Learn Ultra:** A tutor-led, task-based workshop for learners to engage with Learn Ultra as an instructor. The workshop covers 10 common tasks carried out when creating and using courses in Learn Ultra. Users will spend time exploring Learn Ultra in a structured way.
- d. **Good Practice with Learn Ultra:** A tutor-led consolidation session following from the learning gained from '10 Things to try in Learn Ultra'. During this workshop, users are given the opportunity to work on courses to build and edit content with an emphasis on pedagogy and good practice workflows. Users are supported through demonstration and discussion with tutors and peers.

10. All training courses have been designed with accessibility and inclusivity in mind to ensure accessibility, inclusivity and good practice form the base of all training, support and guidance created as part of the project.

11. Training is being delivered in three tranches via the project team along with train the trainer opportunities having occurred with multiple Learning Technologists from across the University having attended the core Learn training, delivered by external Blackboard consultants:

- a. Tranche One: July 2022;
- b. Tranche Two: August and September 2022;
- c. Tranche Three: November and December 2022.

12. Resources have been made available for all Early Adopter colleagues via the Learn Ultra Early Adopter SharePoint. This, along with the Early Adopter Teams site has been set up to support the Early Adopter course teams along with providing a place for 360 feedback and evaluation.

13. Good practice support and guidance on using Learn Ultra has been created to provide a consistent experience in using Learn Ultra and is being tested via the Early Adopter Programme in preparation for the 2023 delivery. This has been developed as a series of pages on the early Adopter SharePoint site.

14. As start of semester preparations continue, the project team are working with the course teams to understand the resource required to migrate courses from Learn Original in to Learn Ultra. This data will help inform resourcing requirements and decisions for the full roll-out in 2023.

15. Feedback received to date from the Early Adopter Programme has been positive and is informing the plans for the full roll-out in 2023.

Resource implications

16. A project team has been put together to support with the delivery of the Learn Ultra upgrade working closely with college learning technology support as part of the project team.

17. It is anticipated that the work load for course leaders using Learn Ultra will be an **additional 2 hours of training to learn the new interface**. This is based on several assumptions that are currently being tested with the Early Adopter community to ensure appropriateness.

Risk Management

18. The move to upgrade the VLE to Learn Ultra mitigates against a number of risks, including:

- a. Student and staff experience is at risk if updates to the VLE are not undertaken to improve integration with other hybrid teaching tools such as Teams.
- b. Learn is integrated with multiple major online systems and must be secure, robust, resilient, and rigorous. We must move to the next version.
- c. That we will align Learn Ultra with the Curriculum Transformation Programme and other strategic change programmes to ensure commonality of standards and objectives, as well as ensure that we mitigate and assess the overall impact of change to the Schools.
- d. There is the potential of a reputational risk for the University of not providing up-to-date technologies for teaching and ignoring staff and student feedback.
- e. Online learning – risk of not having in place the technologies and platforms necessary for business continuity.
- f. Risk of not supporting the University to reach its goals to widen participation, improve the student and staff experience and progress strategic projects focussed on reviewing the curriculum.

Responding to the Climate Emergency & Sustainable Development Goals

19. UN SDG 4 is relevant: Ensure inclusive and equitable quality education lifelong opportunities for all.

Equality & Diversity

20. Use of the VLE supports the Accessible and Inclusive Learning policy in a variety of ways, thus enhancing the student experience at the University of Edinburgh:

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 - i. Add pronouns to their profiles;
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- b. Improved navigation for all users when accessing Learn. Ultra base navigation enhances the navigation for new course activity including ability to access grades, feedback, submission deadlines at programme level without the user needing to access a course.
- c. Enhanced accessibility with Learn Ultra being built with Universal Design in mind.

- d. A more modern, intuitive and usable VLE that meets student expectations of an “up to date” website and that allows for courses to be created and delivered more easily with more user-friendly content features.
- e. Responsive web design, with an interface that works well on all types of device and screen sizes.
- f. Access to Blackboard’s “File Transformer”, which allows users to upload a course file and download it in an alternative format. This will be easily accessible from the main Ultra base navigation page.

Next steps/implications

21. To progress with the delivery of the Learn Ultra upgrade.

Consultation

22. All Schools and Deaneries have been consulted throughout the course of the project lifecycle with the next round of engagement scheduled for October 2022.

23. Project Governance (project board and implementation groups) have been engaged with prior to this paper being produced. Membership for the respective governance groups can be located on the [Learn Ultra SharePoint](#).

Further information

24. Author

Stuart Nicol, Head of Educational Design and Engagement

Freedom of Information

25. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

18 October 2022

Estates, Digital and Infrastructure Committee Governance Update

Description of paper

1. Following discussion at previous meetings, this paper provides an update on the establishment of an Estates, Digital and Infrastructure Committee in August/September 2022.

Action requested/Recommendation

2. To note the establishment of a new Estates, Digital and Infrastructure Committee, its Terms of Reference (Appendix 1) and its relationship with Knowledge Strategy Committee.

Background and context

3. Up until very recently (February 2022) major physical estates projects and digital estates projects had separate governance paths for approval and oversight. Major physical estates projects such as new buildings were:

- Prioritised in a capital plan that was scrutinised by University Executive, Estates Committee, Policy & Resources Committee and then approved by the University Court;
- Business cases for each individual project that had been prioritised and included in the capital plan were then developed and submitted to Estates Committee for approval. If the project had a total cost of under £10m, Estates Committee could also approve the funding for the project. If over £10m, a funding approval request would flow from Estates Committee to Policy & Resources Committee to the University Court; and,
- High-level governance oversight of the project's delivery and budget was provided by Estates Committee, with detailed management oversight provided by a project board.

4. Digital estates projects, which often contain a mixture of capital and revenue expenditure (with physical estates projects usually capital expenditure only), tended to be prioritised within the annual planning round, which considers revenue expenditure, with a placeholder within the capital plan for the capital elements of the projects. The business cases would then be reviewed by IT Committee, Knowledge Strategy Committee and, if under £2m, approved by Knowledge Strategy Committee. If over £2m, these would then be reviewed by Policy & Resources Committee and then approved by the University Court.

5. At the onset of the Covid-19 pandemic in March 2020 projects within the capital plan that were not yet underway were paused. In February 2021 the Principal established a Capital Plan Working Group to undertake initial work on a new capital plan and this considered the physical and digital estate in tandem. A revised capital plan was subsequently approved by the University Court in February 2022, which included reference to: "recognition of increasing convergence between the physical and digital estates and that this trend to co-dependency will continue. As a consequence there will be a rigorous scrutiny and integration of the digital strategy

within the University's wider strategy, whether digital spend is revenue or capital." From this point onwards major digital estate projects were also considered by the Estates Committee to help with a joined-up approach and digital estate expertise was increased on Estates Committee with the addition of Mark Parsons, Professor of High Performance Computing, and Executive Director of the University's supercomputing centre, EPCC (formerly the Edinburgh Parallel Computing Centre).

6. Formalising this arrangement along with other changes to the Estates Committee were considered in the first half of 2022. The Principal updated the University Court in June 2022 that as "Senior Vice-Principal Seckl, the current Chair [of Estates Committee] demits, it feels timely to make changes including formally expanding the remit to include the Digital Estate and moving to the Chair being an independent, rather than a member of University staff."

Discussion

Establishment of Estates, Digital & Infrastructure Committee

7. Over the summer period the proposals were finalised and submitted to Policy & Resources Committee, which oversees Estates Committee, and approved on 23 August 2022. Key aspects were:

- Estates Committee was re-established as the Estates, Digital & Infrastructure Committee;
- The Convener of the new committee is now an independent ('lay') member of the University Court or an external member appointed by Nominations Committee rather than an executive staff member. Nominations Committee subsequently appointed University Court lay member Frank Armstrong as the first Convener;
- The digital estate expertise on the new committee was bolstered by reserving a position for an external member or lay University Court member with professional expertise. Nominations Committee subsequently appointed Sue Currie, an external member of Knowledge Strategy Committee, to this position;
- The new committee was empowered to approve digital estate business cases of any size (mirroring the current position for physical estate projects) and to approve funding for digital estates projects of between £2m to £10m, provided that these are within the approved capital plan and/or approved budget envelope for revenue expenditure (similar to the position for physical estate projects but including revenue spends as digital estates projects often include a mixture of capital and revenue spending). Business cases and funding requests of between £1m to £2m that are within the capital plan/budget envelope can continue to be approved by Knowledge Strategy Committee and funding requests over £10m or for projects outside of the approved capital plan/budget envelope for revenue expenditure will continue to be submitted to Policy & Resources Committee and then the University Court (similar to the position for physical estate projects); and,
- Including the following within the terms of reference to strengthen oversight in this area: "To monitor implementation of ongoing projects against agreed business cases. To provide the University with an appropriate level of assurance that the financial and non-financial benefits from agreed business cases are predictable and are on track to be delivered throughout the whole

life of the project. To conduct post-implementation reviews of completed projects at a threshold level to be agreed by the Committee”.

8. The full terms of reference are included in Appendix 1.

Relationship with Knowledge Strategy Committee

9. The remit and approval powers of Knowledge Strategy Committee (to approve relevant funded projects of up to £2m) remain unchanged and links between the two committees will be assisted by those who are members or attendees at both committees, namely:

- Colm Harmon (Interim Convener of Knowledge Strategy Committee, member of Estates, Digital & Infrastructure Committee)
- Gavin McLachlan (member of both)
- Sue Currie (member of both)
- Rona Smith (attendee at Knowledge Strategy Committee, member of Estates, Digital & Infrastructure Committee)
- Lee Hamill (attendee at Knowledge Strategy Committee, member of Estates, Digital & Infrastructure Committee)
- Catherine Martin (attendee at Knowledge Strategy Committee, member of Estates, Digital & Infrastructure Committee)
- Jo Craiglee (attendee at both)
- Anne-Marie Coriat (attendee at both)

10. The terms of reference for Knowledge Strategy Committee are due for review this year, which is an opportune time to consider these with the establishment of a new committee to help ensure that both contribute to the good governance of the University.

Resource implications

11. There are no direct resource implications but the intention is to provide improved oversight of physical and digital infrastructure projects, including monitoring their expenditure and delivery of value for money against the original business cases.

Risk Management

12. The new committee has been tasked with conducting ongoing reviews against business cases of approved projects as well as conducting post-implementation reviews. This should improve risk management of major physical and digital infrastructure projects.

Responding to the Climate Emergency & Sustainable Development Goals

13. All physical and digital estates proposals are considered against environmental and other sustainable development measures and bringing these under a single committee should improve consistency of treatment.

Equality & Diversity

14. Equality and diversity implications, e.g. disabled access and usability, are considered for physical and digital estates proposals and bringing these under a single committee should improve consistency of treatment.

Next steps/implications

15. The terms of reference for Knowledge Strategy Committee are due for review this year and this will provide an opportunity for a more detailed consideration of the remits of both committees. Any notable changes to the new committee as it develops will be reported to Knowledge Strategy Committee.

Consultation

16. The intention to bring together major physical and digital estate proposals under the oversight of one committee has been raised at previous meetings of Knowledge Strategy Committee and at other relevant committees, including the University Court. Necessary approvals were given by Policy & Resources Committee, Nominations Committee and Exception Committee (the latter for consequential changes to the Delegated Authority Schedule to reflect the new committee and its approval and signing powers).

Further information

17. Author
Lewis Allan
Head of Court Services

Freedom of Information

18. Open paper.

Estates, Digital and Infrastructure Committee Terms of Reference

1. Purpose

To advise on the University's physical and digital estate in order that it can deliver world-class integrated infrastructure to support academic, teaching, research and public engagement activities.

2. Composition

2.1 The Provost (Deputy Convener), the Vice-Principal & University Secretary, the Vice-Principal Corporate Services, the Vice-Principal, Chief Information Officer & Librarian to the University, the Director of Place, the Director of Strategic Planning & Insight, the Director of Estates and the Director of Finance shall be *ex officio* members of the Committee.

2.2 The other University staff members of the Committee shall consist of:

- Vice-Principal Philanthropy and Advancement;
- Director of Accommodation, Catering and Events;
- Head of College of Arts, Humanities and Social Science (or their nominated senior officer);
- Head of College of Medicine and Veterinary Medicine (or their nominated senior officer);
- Head of College of Science and Engineering (or their nominated senior officer);
- Vice-Principal Students;
- Director of Communications and Marketing;
- Director of Social Responsibility and Sustainability; and
- Director of EPCC

2.3 The Students' Association shall appoint, on an annual basis, a representative to be a member of the Committee. This will normally be the President of the Students' Association who will remain a member of the Committee for the length of their term of office.

2.4 Up to two lay members of Court and up to two external members shall be appointed by the Nominations Committee and Court informed of those appointed. At least two of these members shall be expected to have professional expertise relevant to the committee, with at least one with professional physical estates experience and at least one with professional digital estate experience, broadly defined.

2.5 The term of office of lay members will be no longer than their membership of Court unless otherwise determined by Nominations Committee and shall normally be for a maximum of three years. The term of office of external members shall be determined by Nominations Committee and shall normally be for a maximum of three years. Previous lay members and external members are eligible for re-appointment up to a normal maximum of two consecutive terms of office.

2.6 A lay member of Court or an external member shall be appointed by the Nominations Committee as the Convener of the Committee. The term of office for the Convener shall be determined by the Nominations Committee and shall normally be

for a maximum of three years, eligible for re-appointment up to a normal maximum of two consecutive terms of office. Any previous term(s) on the Committee not spent as Convener shall not normally be considered as part of the normal term limits for the Convener position.

2.7 The following University staff members shall be invited to attend all meetings of the Committee and shall receive all papers:

- The Principal and Vice-Chancellor;
- Director of Estate Development;
- Director of Estates Operations;
- Director of Estates Business;
- Estates Policy and Governance Manager;
- Director of Specialist Services (Finance);
- Director of Philanthropy and Donor Relations, Development & Alumni;
- Director of Applications & Deputy Chief Information Officer
- Head of Knowledge Management & Planning, Information Services Group
- Director of IT Infrastructure, Information Services Group
- The Students' Association Vice-President Community; and
- Estates Governance and Committee Officer (to act as Secretary to the Committee)

Other Senior Officers of the University may be in attendance at the Committee as required.

2.8 Other individuals from within or out with the University may also be invited to attend meetings from time to time, as required.

2.9 All members of the Committee are expected to comply with the Code of Conduct for Court Members insofar as it applies to the Committee and declare any interests which may conflict with their responsibilities as members of the Committee.

3. Meetings

3.1 The Committee will meet as required to fulfil its remit and meet at least three times a year. Meetings may be held in person or virtually by the means of videoconference, teleconference or other means.

3.2 Five members of the Committee shall be a quorum. This number must include the Convener, or the Deputy Convener, or the Vice Principal Corporate Services, or the Director of Place, or the Director of Estates, or the Director of Finance, and one lay member of Court or external member. The Deputy Convener will convene the meeting in the absence of the Convener or in the absence of the Deputy Convener one of the *ex officio* members (see 2.1 above) shall be appointed Convener should the Convener and Deputy Convener be absent for the duration of the meeting.

3.3 Minutes, agendas and papers will normally be circulated to members of the Committee and those in attendance at least five working days in advance of the meeting. From time to time it may be necessary to distribute/table late papers, this would be at the discretion of the Convener.

3.4 Papers will indicate the originator/s and purpose of the paper, the matter/s which the Committee is being asked to consider and any action/s required and confirm the status of the paper in respect of Freedom of Information legislation.

3.5 A formal minute will be kept of proceedings and submitted for approval at the next meeting of the Committee. The draft minute will be agreed with the Convener of the Committee and in the case of the absence of the Convener at a meeting the Committee member appointed to act as Convener for the duration of that specific meeting.

3.6 The Committee may also function between meetings with critical matters being progressed by electronic correspondence or other means through the Estates, Digital and Infrastructure Committee Exception Group (ED&ICEG) or in exceptional circumstances, with the agreement of the Convener, by correspondence to the full Committee. Any decision/s taken will be formally noted at the next meeting of the Committee. ED&ICEG will comprise the Convener, Provost, Director of Finance, Director of Place, Director of Estates and any lay Court members or external members (if the external members are specialists on the topic(s) in question) of the Committee, and occasionally other members as relevant to the specific issue at hand. A majority of Exception Group members, including a majority of any lay or external members, shall be a quorum. Members of Estates, Digital and Infrastructure Committee will be informed that a decision of the Exception Group has been requested and further be informed once the Exception Group decision has been made with relevant papers being made available to Committee members.

4. Remit

Strategic Direction

4.1 To contribute to the University's vision and to oversee the University Estates strategy and alignment between the Estates and Digital strategies, modifying this periodically, taking account of the overall strategic direction of the University.

4.2 To monitor progress on targets and goals set out in the Estates Strategy and the implementation of capital development plans.

4.3 To monitor the delivery of the Estates Strategy, ensuring broad compliance with University strategic and statutory commitments coupled with the responsibilities and obligations to manage and reduce carbon emissions and broader sustainability commitments.

4.4 To consider and approve or reject estates (physical or digital) business cases. To monitor implementation of ongoing projects against agreed business cases. To provide the University with an appropriate level of assurance that the financial and non-financial benefits from agreed business cases are predictable and are on track to be delivered throughout the whole life of the project. To conduct post-implementation reviews of completed projects at a threshold level to be agreed by the Committee.

4.5 To consider and recommend to University Court the prioritisation of Capital Projects in line with University strategy and business requirements.

Financial

4.6 To approve financial commitments for all related capital expenditure in accordance with the levels set out in the approved Delegated Authority Schedule.

4.7 To approve acquisitions, disposals and leases of land and property in accordance with the levels set out in the approved Delegated Authority Schedule (DAS).

4.8 To approve the contract award of all goods, services and works on approved plans within the Committee's remit prior to formal signature in accordance with the levels set out in the approved Delegated Authority Schedule (DAS).

4.9 To consider the capital estates programme for in advance of further consideration by the University's Policy and Resources Committee and University Court, to monitor progress in taking forward the agreed programme, to advise on any matters of concern and recommend proposals for subsequent amendments to the programme as appropriate.

Policy and Advice

4.10 To consider advice from any executive advisory groups to the Committee.

4.11 To consider estates related policies for approval by University Executive.

4.12 To consider estates management implications associated with changing legislation, local government planning and governance requirements.

4.13 To consider and advise on significant matters related to the size of and deployment of Estates operational budget and other operational matters for which the Director of Place or the Director of Estates wishes advice or support.

5. Other

5.1 The Committee will from time to time undertake a review of its own performance and effectiveness which may be as part of the overall review of the effectiveness of Court and its Committees and report thereon to Policy and Resources Committee.

5.2 In order to fulfil its remit, the Committee may obtain external professional advice as necessary.

5.3 The Committee will report after each meeting to the Policy and Resources Committee and as appropriate consult with and provide separate papers to other Committees and Groups in particular the University Executive and Court.

5.4 Agenda, papers and approved minutes will be published on the University's website in accordance with the University's agreed publication scheme and freedom of information legislation. This will include details on the membership of the Committee.

Approved by Policy & Resources Committee, 23 August 2022, with minor amendment to correct a clerical error, 21 September 2022

Membership 2022-23

Frank Armstrong, Lay member of Court (Convener)
Kim Graham, Provost (Deputy Convener)
Alistair Smith, Lay Member of Court
Richard Terry, External member
Sue Currie, External member
Leigh Chalmers, Vice-Principal & University Secretary
Catherine Martin, Vice-Principal Corporate Services
Gavin McLachlan, Vice-Principal, Chief Information Officer & Librarian to the University
Gary Jebb, Director of Place
Niamh Roberts, Students' Association President
Rona Smith, Director of Strategic Planning & Insight
Grant Ferguson, Director of Estates
Lee Hamill, Director of Finance
Chris Cox, Vice-Principal Philanthropy and Advancement
Carina Svensen, Director of Accommodation, Catering and Events;
Sarah Prescott, Head of College of Arts, Humanities and Social Science
David Argyle, Acting Head of College of Medicine and Veterinary Medicine
Iain Gordon, Head of College of Science and Engineering
Colm Harmon, Vice-Principal Students
Theresa Merrick, Director of Communications and Marketing
Dave Gorman, Director of Social Responsibility and Sustainability
Mark Parsons, Director of EPCC

In attendance

Peter Mathieson, Principal and Vice-Chancellor
Jane Johnston, Director of Estate Development
Tommy Angus, (interim) Director of Estates Operations
Zoe Stephens, Director of Estates Business
Katie McBain, Estates Policy and Governance Manager
Terry Fox, Director of Specialist Services (Finance)
Liz Reilly, Director of Philanthropy and Donor Relations, Development & Alumni
Jennifer Milne, Director of Applications & Deputy Chief Information Officer
Jo Craiglee, Head of Knowledge Management & Planning, Information Services Group
Tony Weir, Director of IT Infrastructure, Information Services Group
Isi Williams, Students' Association Vice-President Community
Helen Tweedie, Estates Governance and Committee Officer (to act as Secretary to the Committee)



KNOWLEDGE STRATEGY COMMITTEE

18 October 2022

IT Committee Report

Committee Name

1. IT Committee

Date of Meeting

2. 20 September 2022

Action Required

3. To note the key points detailed below.

Key points

Digital Strategy Overview

4. The Digital Transformation Programme Manager presented slides to update the Committee.

Draft Terms of Reference for Sustainable IT Sub-group

5. Paper written by the Head of Knowledge Management and IS Planning and presented by the Director of Information Technology Infrastructure. The Committee was asked to comment and approve. The Committee approved subject to noted amendments.

Information Security Update – MFA and IDAM Deployment

6. Paper written and presented by the Chief Information Security Officer. The Committee was asked to recommend endorsement to Knowledge Strategy Committee. IT Committee approved this request.

Information Security Update

7. Paper written and presented by the Chief Information Security Officer. The Committee was asked to note the continuing ongoing information security threat facing the University and the work being undertaken to address this.

2022/23 Digital Research Services Programme

8. Paper written and presented by the Director of Information Technology Infrastructure. The Committee recommended approval to KSC.

Network Replacement Programme Update and Prioritisation

9. Paper written and presented by the Director of Information Technology Infrastructure. The Committee supported the proposed prioritisation criteria.

Short Course Platform – Consultation and Strategy Update

10. Paper written by the Digital Programme Manager, Educational Design & Engagement and presented by the Director of Learning, Teaching and Web Services. The Committee was asked to confirm the consultations were appropriate.

Digital Badges Procurement

11. Paper written by the Digital Programme Manager, Educational Design & Engagement. The Committee was asked to note the update.

Learn Ultra Upgrade

12. Paper written by the Head of Educational Design & Engagement. The Committee was asked to note the update.

Learn Ultra Early Adopter Programme

13. Paper written by the Head of Educational Design & Engagement. The Committee was asked to note the update.

People and Money Update

14. Verbal presentation by the Programme Director, Service Excellence Programme. The Committee was asked to note the update.

Full minute:

15. Final minute still to be agreed and finalised.

Further information

16. Further information is available from:

Convener: Michael Rovatsos

Secretary: Alan McBrier, Committee Clerk

Freedom of Information

17. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

18 October 2022

Library Committee Report

Committee Name

1. Library Committee

Date of Meeting

2. 28 September 2022

Action Required

3. To note the key points detailed below.

Key Points

Open Monograph Publishing

4. Paper was written by Professor of Digital Cultural Heritage, Head of Library Research Support and Scholarly Communications Manager and presented by Head of Library Research Support for discussion by the Committee. Comments made by the Committee will be incorporated in the paper before the revised version of the paper is tabled at the next Research Strategy Group. The Committee agreed, given the timelines for publishing monographs and the deadlines for the next REF, that the University senior management will need to make a decision soon about how to finance the publication of Open Access monographs.

Start of Semester Summary

5. The Head of Library Academic Support attended to give a verbal report and a summary of the responses to the start of semester student questionnaire. The comments indicate the Library had delivered a very successful programme.

Resource Lists Framework update

6. Paper was written and presented by Library Learning Services Manager for the Committee to provide comment and approval. The Committee gave approval for the new Retention Policy and an approach to process of making resource lists either open or closed.

Main Library Plan 2022-2027: new ways of learning & new ways of working

7. Paper written and presented by Director of Library & University Collections for the Committee to consider and review. The Committee were supportive of the recommendations in the paper recognising the importance of the Main Library building to the University community and in supporting the institutional approach of providing primarily a campus based educational experience. They approved wider discussion of the paper across the University. The Committee asked in particular for the paper to be presented at Estates, Digital & Infrastructure Committee and Knowledge Strategy Committee.

Library Access and Facilities for Parents and Carers Accompanied by Children

8. Paper written and presented by Head of Help Services, User Services for the Committee to approve and to note. The Committee agreed the changes to Library policy, staff training and the creation of a carer and child room.

Main Library Festive Opening Hours December 2022-January 2023

9. Paper written and presented by Head of Help Services, User Services for the Committee to note, comment, review and approve. The Committee approved the recommendations for Main Library opening hours between 22 December 2022 and 4 January 2023.

Digital Library Programme update

10. Paper written by Digital Library Programme Manager for the Committee to note an update.

International Activity Report

11. Paper written and presented by Director of Library & University Collections for the Committee to review and comment. The Library was asked to consider how in the future it could connect with the University strategy of growing links with Africa.

Library Research Support Team update

12. Paper written by Data Librarian & Head of Library Research Support, Research Information Systems Manager, Scholarly Communications Manager, Open Research Co-ordinator and Head of Library Research Support to update the Committee. The Library was asked to consider how it can monitor open access monograph compliance going forward.

Library Materials Budget Expenditure/Endowment spend

13. Paper written by Head of Collections Services and Content Acquisition & Access Manager and presented by Content Acquisition & Access Manager for the Committee to note and comment on the proposed allocation of the Library Materials budget for 2022/23.

Library related questions in the 2022 National Student Survey and Postgraduate Taught Experience Survey

14. Paper written by Academic Support Librarian and presented by Director of Library & University Collections for the Committee to note and comment. The Committee will receive at a future meeting a paper reviewing the library related comments contained in these surveys.

Red/Amber/Green (RAG) Status update

15. The Director of Library & University Collections gave the Committee a verbal update. Information Services Group is doing further work on the Service Catalogue and once this is complete, the Library will suggest to Committee how it can report back regularly on the status of services.

Full minute:

16. The agenda and open papers are published at:

<https://www.committees.ed.ac.uk/edinburgh-university-library-committee/papers>

Equality & Diversity

17. There are no equality and diversity issues within this report.

Further information.

18. Further information is available from

Interim Convener: Professor Sarah Prescott; Stand-in Convener: Gavin McLachlan

Secretary: Mary Young, ISG Business Admin

Freedom of Information

19. Open paper