



Knowledge Strategy Committee
Hybrid: Brenda Moon Boardroom, Argyle House/Videoconference
Monday 30 January 2023, 14.00-16.00

Web Version

AGENDA

- | | |
|---|---------------|
| 1 Minutes
To <u>approve</u> the minutes of the meeting held on 18 October 2022 and the meeting by correspondence concluded on 6 December 2022 | A1, A2 |
| 2 Matters Arising
To <u>raise</u> any matters arising | Verbal |

SUBSTANTIVE ITEMS

- | | |
|---|-----------------|
| 3 Information Services Group Planning 2023-24 (2022 - 2027)
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 |
| 4 Chief Information Officer Update
To <u>comment</u> on an update from Gavin McLachlan, Vice-Principal, Chief Information Officer & Librarian to the University | Verbal |
| 5 University Digital Strategy Consultation Analysis & Feedback and plans for the next stage
To <u>comment</u> on a paper presented by Jo Craiglee, Head of Knowledge Management & IS Planning | [Closed] |
| 6 Lothian Health Board Framework Agreement
To <u>comment</u> on a paper from Anne-Marie Coriat, Registrar, College of Medicine & Veterinary Medicine | [Closed] |
| 7 People and Money System Update
To <u>comment</u> on a paper from Barry Neilson, Director of Strategic Change | [Closed] |
| 8 Recommendations for Future Provision of Strategic Change and Continuous Improvement Support
To <u>comment</u> on a paper from Barry Neilson, Director of Strategic Change | E |
| 9 Information Governance: Short Life Review Group
To <u>comment</u> on a paper from Jo Craiglee, Head of Knowledge Management & IS Planning | F |

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)

- | | | |
|-----------|---|-----------------|
| 10 | IT Committee Terms of Reference
To <u>approve</u> | G |
| 11 | Learn Ultra Upgrade and Early Adopter Programme – Update on Progress
To <u>note</u> | H |
| 12 | Library & University Collections Strategy 2020-25 Review
To <u>note</u> | I |
| 13 | Library Materials Budget 2022/23
To <u>note</u> | [Closed] |
| 14 | Information Security Update
To <u>note</u> | [Closed] |
| 15 | Mary Somerville Data Centre and ISG Digital Research Services Move
To <u>note</u> | [Closed] |
| 16 | Network Replacement Programme Update
To <u>note</u> | [Closed] |
| 17 | Enterprise Infrastructure Replacement Programme Update
To <u>note</u> | [Closed] |
| 18 | Committee Reports
To <u>note</u> | |
| | • IT Committee | O1 |
| | • Library Committee | O2 |
| | • University Collections Advisory Committee | O3 |
| | • Estates Committee | [Closed] |
| | • Digital Research Services Steering Group | [Closed] |
| 19 | Any Other Business
To <u>consider</u> any other matter | |
| 20 | Date of Next Meeting
Tuesday 21 March 2023, 14:00 – 16:00 (hybrid meeting) | |



KNOWLEDGE STRATEGY COMMITTEE

18 October 2022, Brenda Moon Boardroom, Argyle House/Videoconference

Web Version

[DRAFT] Minute

- Present:** Colm Harmon, Senate appointee (Interim Convener)
Joyce Anderson, Court appointee (by videocall)
Sue Currie, Court appointee
Tina Harrison, Senate appointee (by videocall)
Sam Maccallum, Student member
Sarah McAllister, Court appointee
Gavin McLachlan, Vice-Principal, Chief Information Officer and Librarian to the University
Paul Norris, Senate appointee
- In attendance:** Lewis Allan, Head of Court Services
Anne-Marie Coriat, CMVM representative (by videocall)
Jo Craiglee, Head of Knowledge Management & Planning (by videocall)
Lee Hamill, Director of Finance (by videocall)
Barry Neilson, Director of Strategic Change (by videocall)
Bryne Ngwenya, CSE representative
Stuart Nicol, Head of Educational Design and Engagement
Rona Smith, Deputy Secretary Governance & Strategic Planning
Jamie Tait, Governance Manager
Alistair Fenemore, Chief Information Security Officer (by videocall) (for Items 14 and 15)
- Apologies:** Siân Bayne, Senate appointee
Shereen Benjamin, Court appointee
Richard Blythe, Court appointee
Melissa Highton, Senate appointee
Liz Lovejoy, CAHSS representative
Catherine Martin, Vice-Principal Corporate Services
Tom Ward, Director of Academic Services

1 Minute

Papers A1-A2

Members and attendees were welcomed to the meeting and apologies noted.

The minute of the meeting held on 24 May 2022 and the minute of the meeting held by correspondence and concluded on 29 August 2022 were approved.

2 Matters Arising

Verbal

Updates on two matters arising were noted:

- In response to a query raised at the last meeting regarding payments for staff with guaranteed hours contracts undertaking mandatory training such as information security training, Human Resources have confirmed that staff with guaranteed hours contracts must be paid for training designated as

mandatory by the University, as per an agreement reached with the Trade Unions;

- Strategic change projects and staff workloads – the Director of Strategic Change has met with the relevant committee member to discuss this topic. A paper on strategic change projects is planned for the next meeting of the University Executive, and Knowledge Strategy Committee will be updated following this. In discussion, the importance of managing and addressing any potential bottlenecks from multiple projects was raised, noting that offering local flexibility in implementation dates can help with this where possible, as seen in the staged and flexible introduction of the Learn Ultra Virtual Learning Environment covered later in the agenda.

SUBSTANTIVE ITEMS

3 Chief Information Officer Update

Verbal

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

- New ways of working, with Information Services Group supporting hybrid meetings and hybrid working across the University, including standardising technology for hybrid meeting rooms – while there are often delays in receiving hybrid meeting equipment given supply chain shortages these are usually in the order of around two to three months and are manageable;
- Recruitment and retention of certain specialist IT staff is a continuing concern, with an increasing number of IT roles in other organisations in the UK and globally offering fully remote working. This can attract those in the Edinburgh labour market who would not have previously been able to work for these organisations without relocating. An increasing effort is being placed on recruiting to in-demand roles. Offering flexible hybrid working arrangements given the changing nature of work in these specialised fields can assist with this;
- The global shortage of computer chips continues and while the supply of laptops has improved, on-going shortages of networking equipment remain;
- Work is ongoing to finalise a Framework for Clinical Data with NHS Lothian – additional resource is planned to enable adherence to policies and an update could be provided to the Committee on lessons learned when complete;
- An Information Governance short-life working group will shortly be established by the Chief Information Officer and the University Secretary.

4 Supporting the Curriculum

Verbal

An update on the IT and Library work stream of the Curriculum Transformation Programme was presented. Projects to support the work stream have been identified and reviewed to assess whether they are mandatory for the programme or if they can be de-coupled and progressed separately in order to reduce dependencies. Mandatory projects include student record changes, course choices and integration between the student record system and other systems. Work packages that can be progressed separately include a new degree finder system, a new timetabling system and the upgrade of the Learn Virtual Learning Environment. Key risks and issues include staff resourcing given competing priorities and the cost and complexity of running parallel systems, which may run for five or more years. It was

noted that while a small number of students may remain registered on courses for longer than five years, once a new system has been in place for a number of years students who are still registered under the previous system could be transferred to the new system.

5 University Digital Strategy

Verbal

An update on the development of a Digital Strategy to support the overall University Strategy 2030 was presented. The draft strategy has been revised to be presented in the form of the four pillars of Strategy 2030: People, Research, Teaching & Learning, Social & Civic Responsibility plus an underlying enabling pillar of the digital estate and infrastructure.

Topics within the pillars include:

- People: the importance of the digital estate being accessible in its widest sense, e.g. for those with disabilities, for those without familiarity in using IT, for those using different devices; embedding equality, diversity and inclusion and data ethics in all aspects; the importance of human-centred design;
- Research: ensuring digital acts as an enabler for research excellence; ensuring digital research tools are visible and accessible to all researchers; establishing a roadmap for the future of digital research; adopting a strategic and coordinated approach to investment;
- Teaching & Learning: supporting hybrid teaching and learning; the digital transformation of student services; building an online digital community and sense of belonging; improving support for subtitling and other accessibility work;
- Social & Civic Responsibility: contributing to the Net Zero by 2040 goal with a continuous programme of green IT to reduce the impact digital has on the environment; contributing to global leadership in artificial intelligence and data ethics; ensuring the widest possible public global access and engagement through events, open research outputs, open educational materials & heritage collections; and,
- Digital Estate (hardware and software): improving user experience for all; protecting the digital estate from cyber threats and being secure by design; joining governance, strategy and vision for the physical and digital estate; considering Open Source alternatives as part of a programme to make a sustainable estate and support the Open Source community.

Nine projects to improve the digital estate over the next two years have been identified as immediate priorities and are being progressed: replacement of the EASE sign-in system and introducing multi-factor authentication; data resilience; increased cyber protection; a new timetabling system; data centre capacity; online assessment systems; a continuing professional development short courses platform; Programme Course and Information Management & Degree Finder; and, an upgrade of the Learn Virtual Learning Environment.

Five subsequent projects to improve the digital estate in the three to five year period have been identified: estates facilities management; student systems; business intelligence reporting; supporting assessment and feedback; and, review of the MyEd student portal.

A number of items not present in the University's current digital estate that other peers may have will also be explored. These include a student engagement platform, central event management platform, an automated system for hardware and software asset management, and a School-level interface to University core data.

The following points were considered in discussion:

- Accessibility can be impeded by restrictions on certain hardware and software use – work on standard builds for University computing devices will assist with this;
- Timetabling is a key area where improving the links between the physical and digital estate could be of benefit, with a new system being procured at present; and,
- How oversight of the Digital Strategy will take place after its launch – Key Performance Indicators will be developed to monitor progress and the document will be reviewed and refreshed over time.

6 Network Replacement Programme Update and Prioritisation

Paper B

An update on the Network Replacement Programme was reviewed. It was noted that deployment of the central technologies and installation in early adopter buildings has been completed and the majority of the University's WiFi network has been replaced, with ongoing work mainly consisting of replacing the in-building wired network across all buildings. While a large amount of equipment had been purchased in advance in anticipation of potential supply chain problems, and has been received, global shortages of networking equipment are expected to affect the remaining roll-out. In mitigation, the schedule for installing the remaining equipment has been assessed and prioritised, with new buildings that would otherwise not be networked set as a foremost priority, along with areas of high student use.

ITEMS FOR NOTING OR FORMAL APPROVAL

It was noted that Items 7, 11, 12, 14, 15, 16 and 19 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 Research Services Programme Investment

Paper C

Proposed budget allocations for the Digital Research Programme were approved. Members discussed:

- The inclusion of ongoing services within the investment programme, noting that this is in order to assess on an annual basis whether ongoing services might need more or less investment than previously forecast;
- The location of much of the physical equipment at the Advanced Computing Facility and potential space constraints there; and,
- The planned upgrade of Eddie, a research compute cluster.

8 Short Courses Platform Paper D

The proposed budget for procurement and implementation of the Short Courses Platform was approved.

9 Library Committee Convener Paper E

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 to end July 2025 in the first instance was approved.

10 Open Monograph Publishing Paper F

Information on the current environment for open monograph publishing and options considered by Library Committee with regard to the response on the future Research Excellence Framework requirement for all eligible monograph outputs to be made accessible Open Access were noted.

11 Data Centre Capacity Paper G

A forward view of data centre capacity was reviewed.

12 Library Access and Facilities for Parents and Carers Accompanied by Children Paper H

A paper updating the Committee on recent negative feedback received from student parents and carers visiting libraries accompanied by children and actions taken in response, was noted. Actions taken include Library Committee approval of a revised Library Policy for Parents and Carers Accompanied by Children and plans to create a Family Room in the Main Library. The importance of undertaking further work to improve accessibility for student parents and carers was highlighted, noting positive examples in peer institutions, which the University should seek to learn from.

13 Enterprise Infrastructure Replacement Programme Update Paper I

A progress update on the Enterprise Infrastructure Replacement Programme was noted.

14 Information Security Update Paper J

The regular Information Security update was noted.

15 Information Security Update – MFA and IDAM Deployment Paper K

An update on ongoing planning and development work to deploy Multi-Factor Authentication (MFA) and scope a technical solution to replace and update Identity and Access Management (IDAM) was noted. It was agreed to recommend approval to the University Executive for the core design approach of:

- i. Utilising the existing Microsoft Campus licence which includes Active Directory Conditional Access as the core underlying technology supporting deployment of MFA; and,
- ii. Agreement that access to core University digital services, where technically feasible, will require all users to use MFA (options will be provided) unless, and only by exception, approved conditions cannot be met.

Incorporating role based access within the next phase of work, on IDAM, was encouraged.

16 Information Services Group Capital Envelope 2021-2027 **Paper L**

An update on the Information Services Group capital envelope over the next 5 years was reviewed, noting that projects with funding requests considered at today's meeting are included within the envelope.

17 Learn Ultra Update **Paper M**

A progress report on the Learn Ultra (Virtual Learning Environment) upgrade was noted.

18 Learn Ultra Early Adopter Programme **Paper N**

A progress report on the Learn Ultra Early Adopter Programme was noted.

19 People and Money System Update **Paper O**

An update on the implementation of the People and Money system to underpin the HR and Finance Transformation programmes was noted. Further updates from the Enactment Group following on from the all staff message of 6 October were encouraged, with another communication expected next week. Improving communications with students affected by delays in stipend payments was raised, with some students having to seek emergency loans given the delays. Extending the 'hypercare period' from the implementation partner InoApps was raised, noting that enhanced support from Oracle for an additional six months has been agreed.

20 University Strategic Business Intelligence Update **Paper P**

Proposals for a refreshed approach to University strategic business intelligence, delivered via a 'hub and spoke' model, were endorsed.

21 Estates, Digital & Infrastructure Committee Governance Update **Paper Q**

An update on the establishment of a new Estates, Digital and Infrastructure Committee [*Secretary's note: subsequently renamed as the Estates Committee*], its Terms of Reference and its relationship with Knowledge Strategy Committee, was noted.

22 Committee Reports

- **IT Committee**
- **Library Committee**
- **Digital Research Services Steering Group**

Paper R1
Paper R2
Paper R3

The reports were noted.

23 Any Other Business

There was no other business.

24 Date of Next Meeting

Monday 30 January 2023, 14:00 – 16:00



KNOWLEDGE STRATEGY COMMITTEE

Meeting by correspondence: 30 November – 6 December 2022

Web Version

[DRAFT] Minute

Member respondents:

Colm Harmon, Senate appointee (Interim Convener)
Shereen Benjamin, Court appointee
Richard Blythe, Court appointee
Sue Currie, Court appointee
Tina Harrison, Senate appointee
Sam Maccallum, Student member
Sarah McAllister, Court appointee
Gavin McLachlan, Vice-Principal, Chief Information Officer and Librarian to the University
Paul Norris, Senate appointee

Attendee respondents:

Anne-Marie Coriat, College of Medicine & Veterinary Medicine appointee
Lee Hamill, Director of Finance
Liz Lovejoy, College of Arts, Humanities & Social Science appointee
Barry Neilson, Director of Strategic Change
Bryne Ngwenya, College of Science & Engineering appointee

1 Extension to the “Tursa” High Performance Computer Service

Paper A

A proposed externally funded extension to the existing High Performance Computing facility known as Tursa was reviewed. It was noted that:

- The Tursa system is funded by the Science and Technology Facilities Council and is hosted at the University of Edinburgh’s Advanced Computing Facility to serve Particle Physics Theory researchers across the UK;
- As anticipated when the initial funding for the current system was granted, a funding award has now been made for a mid-life upgrade of the system and associated running costs; and,
- Given the requirement for the new funding to be spent by 31 March 2023 and the accelerated procurement timetable needed to enable this, it has been agreed to consider the matter by correspondence.

Further information was requested on procurement details and operational matters, and having received this information, the Committee agreed to recommend to Estates Committee that the proposed upgrade be approved, to be fully funded by the Science and Technology Facilities Council along with a research grant for operational costs, with signing authority for the procurement to be delegated to Professor Iain Gordon, Vice-Principal and Head of College of Science & Engineering.



KNOWLEDGE STRATEGY COMMITTEE

30 January 2023

Recommendations for Future Provision of Strategic Change and Continuous Improvement Support

Description of this paper

1. This paper was presented to the University Executive in November 2022. It sets out recommended actions to refine and enhance the provision of strategic change and continuous improvement capabilities and capacity, in terms of the central function and across the University, aligned to supporting effective delivery of Strategy 2030.
2. Throughout the paper we use the term 'strategic change projects' because this term is familiar within the University. We believe this term may be seen in some areas as a barrier in itself and alternative approaches to this are set out in the discussion section.
3. The paper to the University Executive set out the following prioritised next steps:
 - a. Work with the Senior Leadership Team and the Executive to identify enhancements that can be made to our strategic change planning process as our planning round process commences (recommendations set out in paragraph 8a and 8b);
 - b. Work with colleagues to draft a terms of reference for the proposed strategic change delivery/portfolio board (recommendation set out in paragraph 8c); and
 - c. In addition to the above, ask Gillian Richardson, the Head of Change Implementation, to work in consultation with colleagues to produce a redesigned approach/service proposal which will be brought to the University Executive when ready.
4. The minute from the November University Executive meeting includes the paragraph in relation to the discussion on the back of the paper: *'Members were supporting of addressing the issue of how we take change forward across the University and raised the importance of using internal academic expertise; building capacity to mainstream equality, diversity and inclusion in strategic change processes; building agility of approach and a continuous improvement focus. Recognising the above considerations, the Executive supported the recommendations and the next steps set out in the paper.'*

Action recommended/requested

5. The Committee is asked to comment on the paper.

Background and context

6. There is significant disaffection with the way some of the larger initiatives under the banner of strategic change projects have been developed and delivered at the University in recent years, including current experience with the final phase of the implementation of the long-running People & Money programme. While lessons are

being learned and applied, e.g. in areas such as student support and curriculum transformation, there is recognition that more needs to be done to improve significantly the quality of the journey to deliver strategic change projects as well as ensure the identified beneficial outcomes to be delivered from them.

7. We are a large, successful University with an ambitious strategy. We must continue to innovate and evolve to deliver clearly defined opportunities that will contribute to the delivery of strategic objectives through to 2030 and beyond. This is reliant on a plan which sets out the clear actions we need to take to develop our capacity and capability as enablers to deliver on strategic priorities.

8. We have undertaken some benchmarking activity, initial review of lessons learned and sought feedback internally. A short discussion paper was developed in mid-2022 and sessions were held to gather feedback from senior managers across Colleges and Professional Service areas. While there are differences in view and emphasis in discussion, there are a number of areas where consistent points were made around areas for improvement. These include:

- a. There is a large number of initiatives operating at the same time, at least in appearance without co-ordination or consideration of the cumulative impact on workloads, particularly those most involved in change initiatives. This is causing workload and capacity issues in our business-as-usual operations and impacts on our ability to deliver effective outcomes from strategic change projects. This is particularly acute where there is a dependency on a small number of roles – for example Directors of Professional Services, or specific teams for example HR, IT, process/functional experts.
- b. The pace and/or effectiveness of strategic change projects is perceived as too slow and too expensive and we are often dissatisfied with the outcomes of our effort and the ability to deliver and embed the enhancements we set out to achieve – behaviours, leadership, capacity, capabilities are often mentioned as causes of this as well as an insufficiently deep understanding of business operations.
- c. The financial/resource cost of these activities is often not well understood or only partially developed and expressed – for example the project team resource is ‘counted’ but not resource necessarily expended elsewhere.
- d. While it is necessary to have visible sponsors and senior responsible officers (SROs), expectations of shared responsibility and leadership are not routinely set, applied and met.
- e. There is often an absence of a clear link between our academic mission and any change programme being proposed, with the consequence that a compelling vision is often absent. The current set of priorities are not clearly defined, visible to colleagues, nor the links to delivery of Strategy 2030 evident.
- f. Colleagues often think the planning round and development of change projects operate independently of one another. Further, the rationale for undertaking these activities and the inter-dependencies between them are often poorly understood, and we have an insufficiently clear pipeline of work for the coming years which is effectively linked to planning processes and our capacity. Examples of what colleagues categorised in this area include: People and Money and HR/Finance Transformation, Student Support Project,

Curriculum Transformation, Student Recruitment & Admissions improvements, Growing Research Together, development of the Digital Strategy and the People Strategy, and scoping activities on communications and marketing services.

- g. We do not have an effective categorisation of initiatives and nor do we reach a clear definition or scope of what we are delivering early enough.
- h. We do not have an effective enough feedback loop from projects and initiatives undertaken in the past: specifically, collation of feedback, synthesis of visible lessons learned, and - on the flipside - where successful delivery builds appetite to do more.
- i. We can always do more to reflect on the impact on people within the organisation, consider their workload, as mentioned above, and improve their experience. We can also do more to ensure centrality of equality, diversity and inclusion imperatives and, now that we have them, alignment with the principles of our People Strategy.

Discussion

9. Discussion with colleagues also focussed on what recommendations could be made to improve the issues noted above. These recommendations were developed into a paper which was taken to the Senior Leadership Team in late September 2022 and are set out below:

- a. **Ensure a clear link between the strategic projects we undertake and how these support the delivery of Strategy 2030, the delivery of our academic purpose, contribute to our performance indicators, and align with the planning round.** This will require a combination of top down and bottom up planning but we can better align the planning for strategic project delivery and the planning round itself. Fundamentally, we should have a clear line of sight from academic purpose to the changes we undertake, even if these changes appear wholly embedded in areas which are not about direct academic delivery.
- b. **This should lead to the identification of a small, clear, prioritised set of strategic change projects with clarity on the intended outcomes (pursuit of opportunity or risk avoidance) we are seeking to achieve. It is critical that we can see a pipeline/roadmap.** A pipeline/roadmap of visible strategic change projects approved or under consideration/feasibility spanning a number of years will provide better visibility and support planning. Ideally, the pipeline/roadmap, would not simply be a view of strategic change projects but also other large Estates, Digital, Colleges' initiatives tied to the planning process, clearly categorised to give visibility of the whole.
- c. **A strategic project change delivery/portfolio board should exist.** This should define and have oversight of the whole portfolio of initiatives. This Board should have the capacity to look at the strategic change portfolio(s); drive prioritisation and provide better co-ordination of the dependencies and timing of strategic projects; have the capacity to start, stop, continue projects; ensure due diligence/feasibility is undertaken before launching; provide delivery rigour/challenge to help overcome challenges, mitigate risks, deliver

on a more agile basis and provide effective quality assurance. **This should provide improved visibility of priorities** to the organisation, demonstrate co-ordination and prioritisation. **Convenorship of such a board will be sufficiently neutral in terms of budget area that it is clear that 'ownership' of change is broad.**

- d. **Leverage and build the capacity, capability and experience within the organisation.** At the moment we do not have all the right skills in this area and project and other teams operating in this space but independently of one another. This should include:
- i. An appropriately sized and skilled professional central team with key capabilities to deliver effective strategic change projects, programmes and portfolios, continuous improvement, delivery support to the SLT, Executive and budget areas; the effective planning, quality assurance and benefits management associated with that activity; and the delivery rigour and challenge associated with effective delivery units. There is a value in balancing these technical skills with operational knowledge and expertise. These resources should be available to support all areas of the University.
 - ii. Senior level capacity in some/all of the six budget areas with a hub and spoke arrangement with the central team to ensure high-quality training, professional standards and alignment on agreed priorities, as well as the opportunity to build capacity across the organisation to 'just do it' particularly in relation to continuous improvement, service improvement and process improvement.
 - iii. Use of internal academic expertise to enhance the delivery of strategic projects and the likelihood of success.
 - iv. Drawing down as necessary externally on resources and capabilities that we do not have internally (and would not necessarily wish to have in-house on a permanent basis) but may be required from time to time.
- e. **Build our capabilities.** Some of our capabilities need enhancement, including establishing a more consistent approach to internal consultation to ensure this adds value and is seen to add value; establishment and management of larger projects and initiatives; delivery in complex organisations; benefits management and delivery; and delivery of user-centred design/service design approach to professional services and our services, processes and systems.
- f. **Build capacity and capability across managers by investing in a consistent approach to training and engagement.** We are asking more of managers in relation to strategic change and we have not necessarily been able to invest in the training and support that they may need to be effective – this could be for sponsors/senior responsible officers through to Directors/Managers implementing change in their local areas, and could

include anything from HR policy refresher training to continuous improvement methodologies to change management approaches.

- g. **Build a better explanation of what we are doing and why.** There is a gap in setting out clearly what work we are undertaking, what we expect to achieve, how it supports the delivery of Strategy 2030, why it matters to the academic mission, the inter-dependencies and expectations on how we work together to deliver. The strategic delivery/portfolio board can take a hold of a clear communication strategy to enable colleagues in the University to understand what we are doing at any one moment in time.
- h. **Work with distributed leadership.** Work with the distributed leadership group to deliver effective change through empowered accountability, and prior to that ensure we engage and understand barriers or unintended consequences of change.
- i. **How this work is undertaken.** A number of the points set out here are procedural/organisational changes and these are important. It is also important that we focus on how this work is undertaken. There is a need for a set of principles to which we call all subscribe. Areas covered may include: change done with people rather than to people; effective, defined consultation; approach to decision making and applying decisions; setting out leaders' accountabilities and responsibilities in a complex system of ownership.
- j. **We need to be able to talk about failure and lessons learned.** Lessons learned are not always holistic, visible, shared or put effectively into practice. A number of the issues we run into are predictable but we do not or cannot always address these effectively. Lessons learned cannot just be retrospective; they need to be built in throughout the work being undertaken at key stages in decision making process and need to survive from one project to another.
- k. We know there can be a reaction against terms such as 'strategic change projects' and 'transformation'. **A focus on project delivery/service improvement/enhancement** may land better in the University. Often programmes/projects are seen as a once in a decade opportunity to resolve particular business issues. This can lead to an overly ambitious scope and contributes to reduced project delivery. It also fails to recognise that organisations, like a University, are changing and innovating all the time, constantly needing to refine working to be competitive in an uncertain and challenging sector. Changing the balance in favour of seeing a project or initiative as the enabler for further improvement is likely to help with the perception of how change lands.

10. It will take time to implement these types of recommendations and it can be viewed as our capability and capacity moving through a maturity curve over the next few years.

Resources

11. The immediate set of actions set out in this paper under paragraph 4 can be accommodated within existing resources.

Risk Management

12. This paper includes some of the mitigations that have been recommended in relation to the strategic risk: 'Scope, pace and complexity of change negatively impacts both project success and staff wellbeing' which sets out the following:

- a. Risk causes: the volume and/or timing of change projects are not aligned with budget areas capacity or priorities to implement; and poor, partial or slower implementation of key strategic projects including People and Money, Student Support Project, Curriculum Transformation, and Growing Research Together; and
- b. Impact consequences: increased project costs and timelines; reduced benefits; negative impact on staff wellbeing; and lack of appetite for further change.

Responding to the Climate Emergency & Sustainable Development Goals

13. The recommendations would not hinder the achievement of any of the UN SDGs and may provide us with an opportunity to think through how we embed this thinking into our strategic change projects as we are doing with equality, diversity & inclusion.

Equality & Diversity

14. As part of the Adaptation & Renewal work we took steps to seek to embed ED&I within our strategic change activity and this has continued since, most notably in work on curriculum transformation and student support. The immediate actions and recommendations set out above provide further opportunity to embed EDI within strategic change.

15. In addition, an Equality Impact Assessment will be produced as part of the development of the work on the recommendations as we start to think through the steps to operationalise these.

Consultation

16. In February 2022 a discussion paper was shared with a small group of senior colleagues which contained a number of issues and recommendations covered in this paper.

17. In May 2022 two informal meetings were held following feedback on a further iteration of the paper developed in February 2022 and this included a number of colleagues including (roles at that point in time): VP Students; VP Corporate Services Group; VP, Chief Information Officer and University Librarian; VP Strategic Change and Governance and University Secretary; VP and Head of College of Science and Engineering; VP and Head of College of Medicine and Veterinary Medicine; Director of HR; Interim Deputy Secretary, students; 3 x College Registrars; Director of Edinburgh Research Office; Director of Legal Services; Head of School of Mathematics; Director Communications and Marketing; Director of Strategic Planning and Insights.

18. In September 2022 a paper was presented at SLT which contained most of the detail covered in this paper presented at the Executive. This further refined paper has been shared for comment between the Provost, VP Corporate Services and Director of Strategic Change.

Further information

19. Author & Presenter

Barry Neilson

Director of Strategic Change

Freedom of information

20. Open paper

Information Governance short life review group

Terms of Reference

Draft 1.3

Gavin McLachlan & Leigh Chalmers 08/12/2022

Convener and Administrative Support Area:

- Co-Convenors
 - Gavin McLachlan - Vice Principal, Chief Information Office and Librarian to the university
 - Leigh Chalmers - Vice Principal and University Secretary
- Group secretary: Anda Nicolson

Purpose:

The purpose of Information Governance is to ensure that the University's use of data, particularly personal data, sensitive data or classified data, in its operations and its research, is compliant with legislation and with the legal basis on which that data has been obtained (or held in trust) including any controls that have been placed on it by the legal owner or controller of the data.

The purpose of the working group will be to review the information governance at the University of Edinburgh and make recommendations on the future permanent governance structure and framework for information governance. The group is invited to review the current information governance arrangements taking into account: the recent Internal Audit report on information governance; established best practice in peer institutions and in other sectors; the emerging challenges and needs of the university.

The results of a new Information Governance structure and framework for the university should to speed up data acquisition and sharing, through clearer pathways of action, and to allow the University to easily demonstrate its compliance with relevant external standards where required.

Scope and remit:

Information governance, records management, information risk management, information preservation, legal & regulatory compliance, data protection and information security policies, initiatives and compliance across the University.

The group will review arrangements in place to manage the risks associated with the creation, use, storage and sharing of organisational information and data.

The remit of this review extends to all information assets generated, collected and held by the University, including those maintained by the Schools, Research Units, subsidiaries, institutes, college and professional services units, Systems of Record, Websites, Legal, Records Management, Student services, University Library (including Heritage Collections).

The remit will include our compliance with legislation such as UK General Data Protection Regulation (UK GDPR), Data Protection Act 2018, the Freedom of Information (Scotland) Act 2002 with regulatory oversight provided by the UK and the Scottish Information Commissioner's Offices and the Web Content Accessibility Guidelines (WCAG 2.1). In addition the remit will extend to other compliance and standards set at a university or sector level.

Inputs:

- Internal Audit *Review of Information Governance Arrangements report May 2022*. As well as collated comments to this report.
- Current Information governance structures and terms of reference including: AIDE, Research Ethics boards, University Collection advisory Committee, Library Committee, IT Committee, BI/MI governance group, Audit & Risk Committee, Knowledge Strategy Committee, Data Protection Steering Group, Data Governance Group, Research Ethics & Integrity Review Group.
- Outputs from the Research governance working group (Lorna Thompson and Mark Parsons) Paper
- Outputs from the Research Ethics & Integrity Review Group
- The University risk register
- Relevant management reports or committee papers.
- Current university policy and guidance documents related to Information Governance.

Outputs (in order of priority):

- A clear recommendation and proposal for the overall information governance structure and framework across the university - including the relationships between information governance groups, and their link to existing university structure (ie Audit & Risk committee, University Exec, University Court, Research Policy Group, Knowledge Strategy Committee and its thematic committees, Senate, ...).
- The proposed information governance structure and framework should also show the relationship, high level remit and definition of any Information Governance teams or roles - eg:
 - Teams: Records Management, Data Protection, Risk Management, Internal Audit, Research Data management, Information Security, University Archives, Research Integrity, ...
 - Roles: Data Stewards, Information Practitioners, Data Controller, Data Owner, Data Processor, ...showing how these teams and roles interact with each other and connect within the governance structure.
- Particularly highlight where there are any gaps or missing governance groups within the university.
- Recommended Terms of Reference for any new information governance groups
- Recommended changes to terms of reference for any existing governance groups.
- Highlight where there are any missing information governance roles, teams, responsibilities, practices or ownership. Make recommendations on which roles, teams or responsibilities to current roles should be added.
- Highlight where there are any significant gaps or missing policies or guidance.
- Highlight any significant risks to legal and regulatory compliance - or significant risks or gaps against university standards.
- Highlight any significant or missing university management reporting around Information Governance.

Membership:

- Gavin McLachlan - Vice Principal, Chief Information Office and Librarian to the university (co-convenor)
- Leigh Chalmers - Vice Principal and University Secretary (co-convenor)
- Christina Boswell - Vice Principal for Research & Innovation
- Rona Smith - Deputy Secretary Governance & Strategic Planning, Strategic Planning
- Shannon Vallor - Baillie Gifford Chair in the Ethics of Data and Artificial Intelligence
- Lorna Thomson - Director Edinburgh Research Office
- Rena Gertz - Data Protection Officer
- Alistair Fenemore - Chief Information Security Officer
- Jo Craiglee - Head of Knowledge Management & IS Planning
- Paul McGinty - Head of Internal Audit
- David Matheson - Legal Services
- Charlie Rabb – Politics and International Relations
- Daryl Green – University Archives
- Ann-Marie Noble – Information Compliance Manager
- Mark Parsons – Director EPCC
- Fiona Carmichael – School of Mathematics
- Kenny Smith – PPLS, Director of Research and Open Science

Frequency and Timing of meetings:

The group will meet monthly or as needed to accomplish its goals. The group will form any other short life working sub-groups to complete or detail any work needed.

Deadlines and Delivery:

The group will create an initial set of recommendations by the end of Q2 2023 for presentation to the SLT.

The paper will also be reviewed by Audit & Risk Committee, Library Committee, Senate, Knowledge Strategy Committee and the Research Policy Group.

A final copy of the paper will be completed in Q3 2023 for consideration by the University Executive and University Court.



KNOWLEDGE STRATEGY COMMITTEE

30 January 2023

Information Governance: Short Life Review Group

Description of paper

1. This paper describes the approach being taken to review information governance at the University of Edinburgh. The Terms of Reference for the short life group that will undertake the review are attached at Appendix 1.

Action requested/Recommendation

2. To comment on the approach and the Terms of Reference.

Background and context

3. The purpose of Information Governance is to ensure that the University's use of data, particularly personal data, sensitive data or classified data, in its operations and its research, is compliant with legislation and with the legal basis on which that data has been obtained (or held in trust) including any controls that have been placed on it by the legal owner or controller of the data.

4. Year on year the University increases the amount of data it holds; and it is incumbent upon us to ensure that the acquisition and sharing of these data are carried out within a robust governance structure, with a framework for information governance.

Discussion

5. A short life working group comprising colleagues from across the University will be convened (for membership see paragraph 13). The purpose of the working group will be to review the information governance at the University of Edinburgh and make recommendations on the future permanent governance structure and framework for information governance. The group is tasked with the review of current information governance arrangements.

6. To inform their thinking, group members will take into account: the recent Internal Audit report on information governance and consider established best practice in peer institutions and in other sectors. The group will also consider the emerging challenges and needs of the University.

7. The Information Governance structure and framework should speed up data acquisition and sharing through clearer pathways of action. It should be robust in terms of governance with the optimum number of steps that ensures good governance kept to a minimum. It must also enable the University to easily demonstrate its compliance with relevant external standards where required.

Scope and Remit

8. The scope of the review will include: Information governance, records management, information risk management, information preservation, legal & regulatory compliance, data protection and information security policies, initiatives and compliance across the University.

9. The group will review arrangements in place to manage the risks associated with the creation, use, storage and sharing of organisational information and data.

10. The remit of this review extends to all information assets generated, collected and held by the University, including those maintained by the Schools, Research Units, subsidiaries, institutes, college and professional services units, Systems of Record, Websites, Legal, Records Management, Student services, University Library (including Heritage Collections).

11. The remit will include our compliance with legislation such as UK General Data Protection Regulation (UK GDPR), Data Protection Act 2018, the Freedom of Information (Scotland) Act 2002 with regulatory oversight provided by the UK and the Scottish Information Commissioner's Offices and the Web Content Accessibility Guidelines (WCAG 2.1). In addition, the remit will extend to other compliance and standards set at a university or sector level.

Outputs

12. The intended outputs from the group are as follows:

- a. A clear recommendation and proposal for the overall information governance structure and framework across the university - including the relationships between information governance groups, and their link to the existing University structure (i.e. Audit & Risk committee, University Executive, University Court, Research Policy Group, Knowledge Strategy Committee and its thematic committees, Senate etc.).
- b. The proposed information governance structure and framework should articulate the relationship, high level remit and definition of any Information Governance teams or roles; showing how these teams and roles interact with each other and connect within the governance structure.
The following are some examples of the teams and roles included.
 - i. Teams: Records Management, Data Protection, Risk Management, Internal Audit, Research Data management, Information Security, University Archives, Research Integrity.
 - ii. Roles: Data Stewards, Information Practitioners, Data Controller, Data Owner, Data Processor.
- c. Identify where there are any gaps or missing governance groups within the University.
- d. Recommend Terms of Reference for any new information governance groups
- e. Recommend any necessary changes to terms of reference for any existing governance groups.
- f. Highlight where there are any missing information governance roles, teams, responsibilities, practices or ownership. Make recommendations on which roles, teams or responsibilities to current roles should be added.
- g. Highlight where there are any significant gaps or missing policies or guidance.
- h. Highlight any significant risks to legal and regulatory compliance - or significant risks or gaps against university standards.
- i. Highlight any significant or missing university management reporting around Information Governance

Membership

13. Membership of the short life review group has been drawn from across the University:

- Gavin McLachlan – Vice-Principal, Chief Information Officer and Librarian to the University (Co-Convener)
- Leigh Chalmers – Vice-Principal and University Secretary (Co-Convener)
- Christina Boswell – Vice-Principal Research & Innovation
- Rona Smith - Deputy Secretary Governance & Strategic Planning
- Shannon Vallor - Baillie Gifford Chair in the Ethics of Data and Artificial Intelligence
- Lorna Thomson – Director of Edinburgh Research Office
- Rena Gertz - Data Protection Officer
- Alistair Fenemore - Chief Information Security Officer
- Jo Craiglee - Head of Knowledge Management & IS Planning
- Paul McGinty - Head of Internal Audit
- David Matheson - Legal Services
- Charlie Rabb – Politics and International Relations
- Daryl Green – University Archives
- Ann-Marie Noble – Information Compliance Manager
- Mark Parsons – Director EPCC
- Fiona Carmichael – School of Mathematics
- Kenny Smith – School of Philosophy, Psychology and Language Sciences, Director of Research and Open Science

Resource implications

14. There are no direct investment requirements associated with this paper.

Risk Management

15. The output of this review will help to mitigate the risks around information governance, ensuring that our governance structures are robust and fit for purpose.

Responding to the Climate Emergency & Sustainable Development Goals

16. There is no direct impact on the climate emergency. Good information governance should improve the speed of acquisition and sharing of data assets which will benefit the overall operation of the University, including its research.

Equality & Diversity

17. There is no expected direct equality or diversity impact from this project.

Next steps/implications

18. The group will deliver its initial set of recommendations by the end of June 2023. These recommendations will be presented to the University's Senior Leadership Team, Audit & Risk Committee, Knowledge Strategy Committee and the Research Policy Group.

19. A final recommendations paper will be finalised by September 2023 for consideration by University Executive and University Court.

Consultation

20. The creation of the short life review group has been discussed with University Executive, Information Services Group's Senior Leadership Team and other interested individuals across the University.

Further information

21. Author

Jo Craiglee
Head of Knowledge Management &
IS Planning

Presenter

Gavin McLachlan
Vice Principal, Chief Information Officer
and Librarian to the University

Freedom of Information

22. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

30 January 2023

IT Committee Terms of Reference

Description of paper

1. This paper sets out amendments to the IT Committee's Terms of Reference, updating the Core Systems Appendix and revisions in line with the creation of the new Estates Committee.

Action requested/Recommendation

2. Committee is invited to approve the amendments (see section 6 below) within the Terms of Reference

Background and Context

3. Following a major review of IT Committee Terms of Reference in 2019, the Committee was given delegated authority to approve new enterprise systems under £200k. The process has now been in operation for more than two years and we have made a number of adjustments which have now been reflected in the Appendix to the ToR – Core Enterprise Systems (Core Systems).

4. This process has proven successful overall. To ensure that Knowledge Strategy Committee is focused on the strategic investments, it now proposed that the limit of approval for IT Committee be raised to £500k. This was the original figure proposed by Court Services (as it matched the approval limit then held by the Chief Information Officer) but it was felt that until the process had been trialled and proven successful, the limit should be £200k, in keeping with the lower level at which investments needed to be flagged to KSC.

5. All proposed investments over £200k and under £500k will be reported to KSC for information in the regular ITC update report.

Changes to the Terms of Reference

6. Changes to the Sections of the ToR as follows:

- a. Section 1.1 – add 'Estates Committee (EC)'
- b. Section 2.3.5.1 – amend £200k to £500k
- c. Section 2.3.5.2 – amend £200k to £500k; Add 'For investments in excess of £2M but no more than £10M, approval sits with Estates Committee; for those in excess of £10M, approval sits with Policy and Resources Committee and University Court'.
- d. Section 3.1.6 – Amend 'Services' to 'Governance'
- e. Section 4.9 - amend £200k to £500k; Add 'For investments in excess of £2M, KSC will recommend approval to the appropriate governance committee.'
- f. Appendix 1 – Change title to 'Core Business Systems (Core Systems)'
- g. Section 1 – add 'Core', delete 'Enterprise'; add (hereafter Core Systems)'

- h. New para two inserted: **Existing Core Systems:** Where it is planned to replace existing Core Systems, the system owner must inform the VP CIO who will decide if the proposal can move forward, or if it needs to be presented to IT Committee for approval. This will normally cover small, straight replacement proposals. Larger system replacements (for example the virtual learning environment, or student record system) will normally be referred to IT Committee for recommendation.
- i. Section 3 – ‘Enterprise Business’ deleted and replaced with ‘Core’ (x2)
- j. Section 3 para e) – add ‘or the complexity of the proposal be such that it requires more time for discussion than would normally be allocated in a general business meeting,’
- k. Section 4 – Change last sentence to ‘Whilst this is not a mandatory meeting, any owner of an existing Core System considering replacement thereof is strongly advised to discuss their plans with the CIO or Deputy CIO at the earliest opportunity.’
- l. Section 5.1 - ‘Enterprise Business’ deleted and replaced with ‘Core’
- m. Section 6.3 - amend £200k to £500k (x2).

Risk Management

7. The review of the Terms of Reference will help to reduce potential risk for the University by ensuring good oversight for this area of University activity.

Equality & Diversity

8. There is no impact to the existing Equality Impact Assessment (EqIA) as a result of these changes.

Resource Implications

9. There are no resource implications.

Next steps/implications

10. The revised Terms of Reference will be recommended to KSC for approval.

Further information

11. *Author and Presenter*

Jo Craiglee
Head of Knowledge Management and IS Planning
January 2023

Freedom of Information

12. This paper is open.

IT COMMITTEE

TERMS OF REFERENCE

1. PURPOSE

1.1 The primary purpose of the Information Technology Committee (the "Committee") is to assist Knowledge Strategy Committee (KSC) [and Estates Committee \(EC\)](#) in fulfilling ~~its~~[their](#) oversight and approval responsibilities with respect to the role of technology in executing the strategy of the University. This includes, but is not limited to, major technology investments; technology strategy; technology policies, information security; the University network; enterprise business systems; learning technology; digital research services; IT/digital services; and technology trends that may affect portfolio issues.

2. REMIT

2.1 The Committee will be responsible for evaluating the technology needs of the University and advising the Vice Principal & Chief Information Officer and Knowledge Strategy Committee accordingly. The Committee will have oversight of technology and technology services across the whole University and is charged with maintaining a watching brief on developments within Colleges and Professional Services Groups that may have implications, or present opportunities, for the wider University.

2.2 Whilst the Committee's primary role is to advise Knowledge Strategy Committee and the Vice Principal & CIO, it has a governance role to ensure that the growth of information technologies and systems across the individual Colleges and Professional Services Groups is in keeping with the overall strategic priorities of the University.

2.3 The Committee will:

- 2.3.1 Provide input to strategy and planning for the University's information technology resources, ensuring College and Professional Services IT plans are both aligned with and inform the University's overall strategy as appropriate.
- 2.3.2 Review the performance of information technology facilities and services that support and assist scholarly activities.
- 2.3.3 Ensure that significant opportunities for leveraging technology, both current and future, are considered; that significant technology-related risks are addressed; and that the use of University IT resources is optimised.
- 2.3.4 Ensure that the procurement, use, application and disposal of technology is compliant with the latest legislation.

- 2.3.5 Ensure that application proliferation and service duplication is kept to an absolute minimum. To achieve this the Committee will:
- 2.3.5.1 Review and where appropriate approve the development or acquisition of University-wide systems (up to £5200,000).
- 2.3.5.2 Review and where appropriate recommend to the VP CIO and KSC, the approval of the development or acquisition of University-wide systems (in excess of £5200,000). For investments in excess of £2M but no more than £10M, approval sits with Estates Committee; for those in excess of £10M, approval sits with Policy and Resources Committee and University Court.
- 2.3.5.22.3.5.3 Review proposals for systems that would involve one or more College or Professional Services Group (in excess of £50k).
- 2.3.5.32.3.5.4 Review proposals for services or infrastructure in the areas of digital research or learning technology that would replicate existing investments (any value) and approve or recommend to VP CIO and KSC as appropriate.
- 2.3.5.42.3.5.5 Review any proposal that would result in local systems that replicate the existing functions of a University system or service (irrespective of value).
- 2.4 Receive reports from and provide general direction to College and Professional Services IT committees and IT Committee sub-groups and working groups, formed to address specific information technology issues.
- 2.5 Ensure that non-confidential papers considered by the Committee are available to members of College Library & Information Services Committees or their equivalent.
- 2.6 Monitor technical developments.
- 2.7 Advise the VP CIO regarding the establishment, abolition or merger of information technology services and facilities supported by University budgets.

3. MEMBERSHIP

- 3.1 The Information Technology Committee shall be comprised as follows:
- 3.1.1 The Committee shall comprise 15 members from across the University. The Vice Principal & Chief Information Officer (VP CIO), the Deputy CIO, the Chief Information Security Officer (CISO) and the EUSA Vice President Education, shall be ex officio members.
- 3.1.2 The Convenor of the Committee will be a senior academic appointed by Knowledge Strategy Committee on the recommendation of the Vice Principal & CIO. The Committee may appoint a deputy convenor from amongst its membership. The Convenor shall be appointed for a period of 4 years, renewable up to a maximum of 8 years.
- 3.1.3 The Director of EPCC (Edinburgh Parallel Computing Centre) and the three Heads of College IT shall be members of the committee.
- 3.1.4 Each College Library & Information Services Committee (LISC) or equivalent, may appoint up to 2 representatives to sit on the Committee, one of whom will normally be the Chair of the LISC or equivalent. These representatives will be appointed for the period of their membership of LISC or equivalent.
- 3.1.5 There shall be 3 representatives, one from each of the 3 Professional Services Groups. Representatives shall be appointed for a period of 3 years with renewal of appointment up to a maximum of 9 years.

3.1.6 The Convenors of the Digital Research Services Steering Group, Technology & Information Committee, Information Security Group, and Web [Governance Services](#) Group who are not already members of the Committee, shall be in attendance.

3.1.7 The Directors of IT Infrastructure, User Services and Learning, Teaching & Web; and the Head of Knowledge Management & IS Planning, may be in attendance.

3.1.8 A quorum of 7 members is required for each meeting, one of whom must be the Committee Convenor, the VP CIO or the VP CIO's nominated delegate.

4. GOVERNANCE AND REPORTING

4.1 The Committee is a thematic committee of KSC and shall meet at least 3 times per academic year, in keeping with the schedule for KSC.

4.2 Following each meeting, the Committee shall provide a report on its activities to KSC.

4.3 The Committee will conduct an effectiveness review of its role and operation, once in every two years of its committee cycle, and report the findings to KSC.

4.4 As part of its role in the oversight of major IT investments, the Committee will oversee and endorse the proposed developments of University-wide systems, wherever these proposals may originate.

4.5 Each College and Professional Services Group (Group) must agree with IT Committee the formal route for potentially University-wide systems proposals within their College or Group to be considered, prior to being submitted to the Committee for approval.

4.6 The Committee will consider all proposals for new systems that have a University-wide impact. This will include:

4.6.1 Proposals for University-wide enterprise business systems (irrespective of their value) examples would be student record systems, HR or finance systems;

4.6.2 Proposals for systems that would involve more than one College or Group; and will cost more than £50,000 to implement;

4.6.3 Proposals that would result in local systems that replicate the existing functions of a University-wide system or service, irrespective of their value. Examples would be HR, finance or procurement related systems;

4.6.4 Services or infrastructure proposals in the areas of digital research or learning technology that would replicate existing investments, irrespective of value;

4.6.5 The process for presentation of proposals is set out at appendix 1.

4.7 To assist with expediency of decision-making, the Committee as a whole (or in part) may consider these matters electronically or agree to delegate responsibility for approving such proposals to a sub-set of Committee members, one of whom must be either the VP CIO or Deputy CIO or other member nominated specifically by the VP CIO to act in their absence.

4.8 To ensure effective working of the Committee and promote informed discussion, College Library and Information Service Committees, or their equivalent, will have access to the members area for papers and minutes.

4.9 The Committee may approve proposals for the acquisition or development of systems or services costing up to £52500,000. For proposals in excess of £5200,000, the Committee will recommend approval to the VP CIO and KSC. [For investments in](#)

[excess of £2M, KSC will recommend approval to the appropriate governance committee.](#)

4.10 The approval route for World Class Digital Infrastructure (WCDI) developments will follow the normal governance path for City Deal elements whereby revenue requests are dealt with through the City Deal governance process and capital elements are approved through Knowledge Strategy Committee (KSC). A summary report of proposals submitted the KSC will be provided to IT Committee.

5. ESTABLISHMENT OF SUB-GROUPS OR WORKING GROUPS

5.1 The Committee has the right to create such sub-groups as it deems necessary to support it in the execution of its purpose and remit. Each sub-group will have a defined purpose and remit. The convenor of any sub-group will be appointed by the Committee, on recommendation by the VP CIO. The sub-group will produce a short summary report of its activities which will be presented for information to the Committee. Sub-groups will be reviewed at least every two years to ensure they remain relevant to the Committee.

5.2 The Committee can create short term working groups as it deems necessary to support in the execution of its purpose and remit. Each working group will have a defined objective and timeline of operation. The convenor of the working group will be appointed by the VP CIO. Reporting timelines for the working group will be agreed as part of the objective and timeline setting process.

6 CURRENT SUB-GROUPS AND WORKING GROUPS

6.1 Digital Research Services Steering Group

6.2 Information Security Group

6.3 Technology, Information & Communications Sub Group (to be renamed)

6.4 Web Governance Group

6.5 Learning Technology Advisory Group

7 OTHER

7.1 The Committee has the right to co-opt additional members for short term periods as it may deem necessary or helpful in carrying out its responsibilities.

VERSION CONTROL:

VERSION	DATE	AMENDMENT	AUTHOR
Draft version 1.0	08 November	First draft	Jo Craiglee
Draft version FINAL	07 December	Revisions and input from Gavin	Jo Craiglee
Near FINAL	19 December	Revisions from IT Committee	Jo Craiglee
FINAL APPROVED	08 April 2020	Finalised following KSC Comments	Jo Craiglee
<u>NEW VERSION</u>	<u>1 December 2022</u>	<u>Revisions to reflect change to Estates Committee</u>	<u>Jo Craiglee</u>

APPROVALS:

Version	Date Approved	Approvers	Notes
Near FINAL	20 Jan 2020	Knowledge Strategy Committee	Approved subject to minor amendment. Final version to be agreed between VP CIO, Deputy Secretary Strategic Planning and Head of Knowledge Management
FINAL	20 April 2020	VP CIO, Deputy Secretary Strategic Planning and Head of Knowledge Management	Approved as per KSC instruction.
<u>NEW FINAL</u>	<u>December 2022</u>	<u>IT Committee</u>	

Appendix 1

Enterprise Core Business Systems (Core Systems)

Approval process

1. **Definition:** This covers any new Core Enterprise Business System used University-wide – or use across multiple Colleges or Professional Services Groups. Enterprise Core Business System (hereafter Core Systems) is defined as any systems in the areas of Estates, Student Systems, HR, Finance, Payroll, Procurement, Research Administration, Customer Relationship Management, Legal, Compliance, Business Intelligence and Sustainability. All new systems used to underpin the Service Excellence programmes are in scope.

2. Existing Core Systems: Where it is planned to replace existing Core Systems, the system owner must inform the VP CIO who will decide if the proposal can move forward, or if it needs to be presented to IT Committee for approval. This will normally cover small, straight replacement proposals. Larger system replacements (for example the virtual learning environment, or student record system) will normally be referred to IT Committee for recommendation.

- ~~2.3.~~ **Summary:** The route for consideration of new Enterprise BusinessCore Systems will be as follows.
 - a) If the proposal for a new University-wide Enterprise BusinessCore System (see definition above) originates in a College, it must be considered by the College IT Committee or equivalent.
 - b) The College IT Committee will:
 - a. Agree that the proposal should go forward and either:
 - i. Recommend the proposal to University IT Committee for approval; or
 - ii. Agree that the proposal is not University wide and therefore can be approved by the College.
 - b. Reject the proposal.
 - c) Proposals recommended to IT Committee will follow the formal approval process set out in section 4 below.
 - d) IT Committee will consider proposals and either:
 - a. Agree that the proposal will proceed; or
 - b. Agree to recommend to KSC that the proposal should proceed; or
 - c. Reject the proposal.
 - e) Proposals will normally be considered at a full meeting of IT Committee. Should the timing of IT Committee prove difficult for decision-making, or the complexity of the proposal be such that it requires more time for discussion than would normally be allocated in a general business meeting, the Convenor and VP CIO can agree to delegate to a smaller subset of IT Committee. This subset must include either the VP CIO or their nominated delegate.

- ~~3.4.~~ **Pre-brief:** If appropriate, the project team can provide an early brief to the Head of College IT, CIO or Deputy CIO on the proposed new system. This can be an informal “sounding out” discussion to help provide initial direction/advice on the project. Whilst this is not a mandatory meeting, any owner of an existing

[Core System considering replacement thereof is strongly advised to discuss their plans with the CIO or Deputy CIO at the earliest opportunity.](#)

4.5. Formal approval step 1: System need, benefits and strategic placement/fit.

4.5.1 The Project wishing to introduce a new University [Enterprise BusinessCore](#) System will present the proposal to IT Committee. The presentation will cover:

- a. The need for the new system
- b. The benefits that will derived from the new system
- c. How the new system fits within the overall IT Systems strategy
- d. How the new system fits within the overall University data architecture
- e. Whether they plan to procure or develop the new system
- f. A rough idea of costs (procurement/development, implementation, integration and running costs.) and where the budget is coming from.
- g. A copy of the PID (Project Initiation Document) for this IT system. (or the PID for the whole project if it also covers the IT system)

4.25.2 The Committee will consider the presentation, provide recommendations and give or withhold approval for the team to proceed to planning the procurement or development of the new system.

4.35.3 If approval is given, the project team may move forward to start development or, if this is a procurement, they are approved to create a Procurement approach document (Formal approval steps 2 and 3).

4.45.4 For non-procurement projects go to Formal approval step 4 (section 7 below).

5.6. Formal approval step 2: IT Systems Procurement approach (only needed if it is a Procurement)

5.1 The project team in partnership with the assigned member of Procurement will create a Procurement approach document listing the logical procurement approach alternatives and the recommended approach.

5.2 IT Committee will consider the alternatives and give or withhold approval of the recommended IT systems procurement approach or recommend an alternative approach.

5.3 Following this approval the Project team can proceed to create the draft tender documents (Formal approval step 3).

6.7. Formal approval Step 3: High level Tender and Tender marking summary and approval (only needed if it is a Procurement)

6.1 The project team will present a summary of the key elements of the tender to IT Committee and provide access to the full draft tender document as appropriate.

6.2 As a minimum, the summary will cover the following points:

- Term;
- Scope;
- SLAs;
- Warranty sought;
- Support method;

- scoring criteria & weightings; and
- proposed scoring (marking) team members.

6.3 The actions required from IT Committee will be as follows:

- For projects under £500k to approve or reject the proposal;
- For approved projects, IT Committee will delegate to the VP CIO the authority to authorise the award of contract following the procurement process;
- For projects over £500k, IT Committee will recommend approval to KSC.

6.4 IT Committee will give or withhold approval for the tender documents and marking team members. IT Committee reserves the right to recommend or ask for changes to be made to the tender documents or marking team members.

6.5 Following approval of this step, the project team is authorised to initiate the procurement; release the tender documents to the market; and proceed with marking.

6.6 **Tender Marking Results, Approval to Award:** Prior to the award being made, a mandatory meeting must be held with the VP CIO, or if delegated, the Deputy CIO, and the project or programme sponsor. The purpose of this meeting is to inform the VP CIO and the project or programme sponsor of the proposed results and proposed award. The VP CIO is delegated by IT Committee to give formal approval to award the contract.

6.7 **Contract Legal Brief to VP CIO:** The Project or Programme Manager will ensure that the VP CIO, or if delegated, the Deputy CIO, is provided with a legal brief on the proposed contract, and involved in any significant gaps against the University legal norms for IT contracts. This will be in separate meeting or meetings prior to the contract being agreed. This is a mandatory requirement.

6.8 **Outcome of tender:** The Project Team will notify the Secretary of IT Committee of the outcome of the tender for transmission to the Committee for information.

6.9 **Contract signing:** The VP CIO, or if delegated, the Deputy CIO, and the project or programme sponsor will sign the contract in a separate meeting. This is a mandatory meeting.

7. Formal approval step 4: Implementation and transition to BAU plans.

7.1 The project team will present their implementation plan including the installation, configuration, training, integration, and transition to BAU support model to IT Committee for approval. This should take the form of a summary slide presentation.

7.2 IT Committee will approve, modify or reject the plan. Following this approval the project team can move to full implementation and go live.

7.3 The project team will inform the Secretary of IT Committee when the system goes live, for onward transmission to ITC.

Note: For smaller projects, several formal approval steps may be combined together in one IT Committee meeting with approval of the Convenor and VP CIO.



KNOWLEDGE STRATEGY COMMITTEE

30 January 2023

Learn Ultra Upgrade and Early Adopter Programme – Update on Progress

Description of paper

1. This paper provides Knowledge Strategy Committee (KSC) with a brief update on the progress of the Learn Ultra Upgrade and the Early Adopter Programme.
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. The Learn Ultra Upgrade is a 3-year programme that was initiated in autumn 2021 to continue investment within the University's core Virtual Learning Environment (VLE), Blackboard Learn.
5. This is the latest investment via the [VLE Excellence programme](#) being undertaken within Learning, Teaching and Web Services.
6. The move to Learn Ultra upgrades a platform that is being sunsetted (Learn 9.1) to one that is in active development. It also brings our VLE in line with a number of other competitors in the UK and beyond.

Discussion

7. To inform the wider roll out of Learn Ultra, the project team established an Early Adopter Programme to gain key insights, benefits and challenges from a range of disciplinary areas and course types.
8. 144 courses from across the University have taken part in the Early Adopter Programme, using Learn Ultra to teach their Academic Year 22/23 course(s). Each of the three Colleges have representation within this programme with all findings being shared in preparation for the at-scale rollout.
9. The project team have developed a range of resources available on a dedicated [SharePoint site](#) to gather insights from the early adopter year and to advertise as a resource to support the at-scale roll out. This includes: good practice guidance for building and teaching courses in Learn Ultra; frequently asked questions derived from queries that came up during the early adopter phase; a collection of openly licenced and pre-cropped course and page banners from the library collections making it easy for colleagues to add visual interest to courses (including guidance on

attribution); and a range of information and communications resources about the project.

10. A project is underway to create migration patterns that identify different types or courses and teaching approaches (large first year, online community driven, content-heavy, etc.) and map specific challenges to suggested solutions and improvements (how to use groups, how to design discussion fora, redesigning information architecture to be shallower and more accessible, etc.).

11. An evaluation of semester one is underway with lessons learned being undertaken. The outputs from this will be used to inform support, guidance, training and migration activities as the project moves into 2023.

12. Initial analysis of the feedback gathered from the Early Adopter courses being taught across semester one has been largely positive with constructive feedback being reviewed and implemented into support and guidance where appropriate.

13. To support with the at-scale rollout, the project is working in partnership with colleagues from across the Schools and Deaneries, in particular engaging colleagues in active user groups for academic and professional services staff.

14. In order to support with Start of Term activities, the Learn Foundations internship programme will be looking to recruit additional students across the summer of 2023. A resourcing model is currently being developed, using data from the Early Adopter programme to understand what support is possible from a student intern. The resourcing and management approach will be informed by experience of moving courses online at-scale in the first year of the pandemic when 47 students were employed.

15. The training programme that was rolled out to support early adopters will be reframed to support the at-scale rollout, starting in early 2023. Adaptions are driven from requirements gathered at engagement meetings with all Schools and Deaneries and will be delivered by a dedicated new resource that is being brought into the digital skills and training team.

16. Contextualised implementation plans for migration to Learn Ultra will be developed and agreed with all Schools and Deaneries in early 2023. Again, these are informed by requirements gathered at engagement sessions. Implementation plans will be mindful that not all courses will need to go live in September 2023. The project will continue to engage actively throughout the 2023/24 academic year to ensure courses that launch later are supported.

17. Appendix one provides an overview of the project timeline.

Resource implications

18. A project team from within Learning, Teaching and Web (LTW) 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.

19. 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

20. 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

21. UN SDG 4: Ensure inclusive and equitable quality education lifelong opportunities for all.

Equality & Diversity

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

- a. User profiles have enhanced inclusivity features giving both students and staff the ability to:
- b. Add pronouns to their profiles;
- c. Clarify the pronunciation of your name by adding the phonetic spelling and recording name pronunciation direct in the platform.
- d. 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.
- e. Enhanced accessibility with Learn Ultra being built with Universal Design in mind.
- f. 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.

- g. Responsive web design, with an interface that works well on all types of device and screen sizes.
- h. 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

23. To progress with the training and delivery of the Learn Ultra upgrade.

Consultation

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

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

Further information

26. Authors

Stuart Nicol, Head of Educational Design and Engagement

Presenter

Melissa Highton, Director of Learning, Teaching and Web Services

Lee-Ann Simpson, Senior Project and Programme Manager

Freedom of Information

27. Open paper.



Appendix One

LEARN ULTRA PROJECT TIMELINE





KNOWLEDGE STRATEGY COMMITTEE

30 January 2023

Library & University Collections Strategy 2020-25 Review

Description of paper

1. Library & University Collections developed a five year strategy in 2020. This paper provides a progress report against the objectives set in the strategy and highlights where new priorities have emerged.

Action requested/Recommendation

2. Knowledge Strategy Committee members are asked to:

- Review the Strategy 2020-25 (https://www.ed.ac.uk/sites/default/files/atoms/files/luc_strategy20-25-4_0.pdf)
- Consider whether the Strategy is still aligned with the priorities for the University, and whether any new priorities should be considered.
- Review the selection of data provided by the Library and comment on progress made to date against objectives. Committee members should say if they believe any important data is missing.
- Highlight any areas of activity being delivered against the Strategy where they would like more information.
- Share information in the review with colleagues to increase awareness of Library activities and services.

3. The paper is not asking the Committee for any decisions. The Library would like the Committee to work alongside the Library in helping to shape current and future strategy and identify future objectives. We recognise the current strategy will come to an end in two years' time and we will need to begin work on our next strategy later in 2023.

Background and context

4. The Library created Strategy 2020-25 as part of a wider review of senior library management activity which was undertaken in late 2019 – early 2020. The document was reviewed by Library Committee in March 2020. The strategy is closely aligned with the overall University Strategy 2030.

5. As we are now at the mid-point of the Strategy period, we felt it appropriate to review whether the objectives set out in each section of the document remain relevant and whether there are now any significant gaps. We are very conscious that we have been through the Covid pandemic over the last two years and that the University is in the process of reviewing significant areas of its activity including the curriculum and the delivery of digital services.

6. The Library & University Collections Senior Management Team reviewed the Strategy document at an away-day in autumn 2022. Overall, the Team believe that the Strategy remains relevant and the objectives identified are in line with our current priorities. We recognise that there are some areas of activity which are either missing or underrepresented in the document. These include

- a. Our response to the work of the University Curriculum Transformation Programme.
- b. Our connection and contribution to University digital development and especially to the Digital Strategy and the digital estate work within the strategy.
- c. Sustainability and our response to the climate emergency. We should ensure all areas of our activity talk more directly to this challenge.

7. The Library has developed a series of work plans against the Strategy for each Library Team and associated measurements. A selection of the measurements we are using is presented in the appendix to the paper. We continue to struggle with the challenge of establishing the right level of measurement to be helpful and meaningful and finding effective and efficient ways to collect appropriate data. We would welcome suggestions from Committee members as to how we find the right balance in the context of thinking about the next Library Strategy.

Discussion

8. Having taken the time to review our Strategy and progress to date, we feel we have made significant progress towards achieving our objectives. We also recognise that for some of our objectives, we have not achieved what we hoped we might achieve when developing the Strategy. The Library has the potential to support and enhance a wide range of University activities. We must be careful not to over commit and to make sure we do not promise to deliver more than we are able.

9. In the following section we highlight a selection of our achievements to date and where we recognise we have further work to do:

People

- The Library is heavily involved in the University committees looking at issues connected to our contested history and race. Senior Library colleagues are helping to influence and shape this work and we are available to provide the archival resources need to carry out this work successfully.
- We have been successful with recruiting more women to work in our technical teams. We have appointed another woman to be the lead for our Digital Library Team. We are making a significant contribution towards addressing the gender balance challenge in the Information Services Group.
- The Library now includes a mandatory criteria in our job descriptions which asks candidates to confirm their commitment to equality, diversity and inclusion (EDI) activities. We have completed a light-touch review of EDI in the Library Research Support Team and will be using the information gathered to inform future recruitment.
- We have developed new guidelines for IT provision for staff working in the Library both on campus and at home. We have started the programme to distribute new equipment.
- We recognise with the return to campus and of opportunities to attend training and network events online and in person, that having had our

training and travel budgets significantly reduced during Covid, making use of these good training opportunities is going to be a challenge.

- We offer a modern apprentice position in our Centre for Research Collections and student placements. Many of the individuals working with us through these schemes go on to work in the cultural heritage sector.
- We have developed a new plan to support our philanthropic activities which focusses on three pillars: conservation, students and engagement. We successfully supported the Friends of the Library 60th Anniversary celebration through the provision of an online exhibition.

Research

- The Library continues to have success in bidding for and winning grant funding including two Wellcome Trust funded projects.
- The Digital Library programme is delivering improved infrastructure for working with our collections online. Enhancements are being made to make it easier to discover our content, digitisation workflows have been improved and we have developed a site where researchers can work with collections as data.
- Robin Rice, our Research Data Support Manager is the Vice President of the International Association for Social Science Information Service and Technology (IASSIST).
- The Library lead on the development and implementation of the University's new Research Publications and Copyright policy. The University of Edinburgh was the first institution in the UK to implement a rights retention policy and our lead is being followed by the major research institutions in the UK.
- The Library Research Support Team has developed a suite of reports to improve research information management at the University. The open access compliance report was critical to ensuring a successful outcome for the University in the latest REF exercise.
- We have initiated work on the Collections 2025 programme but further progress will be dependent on future investment via the University planning round.
- We have not made the progress we had hoped to make on the long term plan for the storage of our heritage collections. Collections remain in buildings which are not fit for purpose and put the collections at risk.

Teaching and Learning

- We have continued to enhance and expand our resource list service which improves access to learning content for our students. A plan to further increase Resource Lists use across the University will be presented to Library Committee in 2023. We are continuing to transition essential reading content online with 85.9% of essential reading now available digitally.
- The Library has grown and adapted the Makerspace service as needs and demand has changed. We have acquired a new space in the Main Library which will allow us to offer enhanced 3D scanning opportunities. The service will also be rolled out to Kings Buildings in the New Year as a pilot service.

- We have developed new online information skills courses, LibSmart 1 & 2, which has made it easier to embed training into a variety of locations. Interest in the courses has been strong from pre-university, undergraduate and postgraduate learners.

Social and civic responsibility

- As well as our new Research Publications and Copyright policy, we have updated our Research Data policy which ensures data is managed properly and is made open wherever possible.
- The Library is supporting a number of open access publication initiatives. We have expanded our own Open Access hosting service, Edinburgh Diamond and now support a number of open access monographs. We are also contributing financially to and providing the infrastructure for the Scottish Universities Open Access Press.
- We are investing significantly in our conservation infrastructure post-Covid as a result of a significant external donation. The recruitment of a new Senior Conservator is underway.
- We are making progress with introducing good digital preservation practice in the University. We were able to appoint a Digital Preservation Developer and have formed a group in the Library to understand the need for digital preservation across our heritage, institutional and research data. We have been able to purchase a significant amount of new storage which will support our digital preservation activities.
- Our Prescribe Culture programme was made available to students at a time of increasing need for mental health support at the University. The programme has provided a platform for research and national and international collaboration.
- We have established new partnerships with external organisations through work with our collections. Organisations include Workers Education Association and HMP Edinburgh.
- The Library produced its Annual Acquisitions Highlights document which demonstrates our new heritage collection policy in action.

Emerging areas

Sustainability and Climate change

10. During our Management Team review of the Strategy 2020-25, although we do include a commitment to “Review our collecting practices to ensure they are environmentally sustainable”, we now recognise that our commitment to improving our own practice and helping the University achieve its environmental and sustainability goals should be much stronger. The Library services are significant users of energy both to support our physical estate and services and our digital services. There are opportunities for us to use the work being done by organisations such as Jisc (<https://www.jisc.ac.uk/reports/exploring-digital-carbon-footprints>) to think more carefully and deeply about how our decision making can impact on the environment.

11. The Library Management Team wants to explore how we can use our buildings, the busiest in person spaces on campus, to help the University to get our students and staff to engage more deeply with the environmental challenge. The Library can provide space for events and publicity. The Library also can provide the information

individuals may want to explore the topic more deeply. Our intention is to begin a conversation with the University Social Responsibility and Sustainability Team to understand how we can do more to support the University goals

Digital Strategy and the Digital Estate

12. The current Strategy 2020-25 was written before work began on the University Digital Strategy and the work stream within the Digital Strategy looking at the digital estate. As this work will provide a significant focus for University activities over the next few years, the Library needs to re-assess how we connect to the strategy and ensure that we both connect strongly to this work and highlight how the Library can contribute towards the objectives set out in the Digital Strategy.

Next steps

13. We will take on board comments made by Knowledge Strategy Committee to update our current strategy and will look forward to working with Committee on our next strategy. We will continue to review the Strategy on an annual basis until the end of the current strategy period. We will also consider how we can focus more strongly on the issue of sustainability and our response to the climate emergency, and connect more strongly with the University Digital Strategy. We are already reaching out to the University Social Responsibility and Sustainability Team.

Resource implications

14. The delivery of our objectives is built into our current work plans. We recognise resource challenges will result in us not being able to make all the progress we might want to make. We will have the opportunity to highlight this through the regular reporting against the strategy.

15. We do not believe at the moment that a stronger focus on sustainability will require any significant new resources.

Risk Management

16. We intend to report against the Strategy on an annual basis and do this in a transparent manner.

17. We continue to bench mark our work against the work of comparator institutions in the UK and will share this information with the Committee and the University.

Responding to the Climate Emergency & Sustainable Development Goals

18. Our proposals talk directly to a number of the United Nations Sustainable Development Goals including goal 4 of quality education, and goal 9, Industry, innovation and infrastructure.

Equality & Diversity

19. An Equality Impact Assessment (EqIA) will be undertaken for any new services delivered.

Consultation

20. This paper is for discussion at Library Committee and for review by Knowledge Strategy Committee.

Further information

21. Further information can be supplied by:

Jeremy Upton
Director of Library & University Collections

January 2023

Freedom of Information

22. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

30 January 2023

IT Committee Report

Committee Name

1. IT Committee

Date of Meeting

2. 1st December 2022

Action Required

3. KSC is asked to note the key points detailed below.

Key points

University Digital Strategy Update

4. Paper written by the Programme Manager and Senior Lead (Digital Strategy) and presented by the Vice-Principal and Chief Information Officer and Librarian to the University. The Committee was asked to note the progress made on the University Digital Strategy.

Guiding Principles for New Education Partnerships

5. Paper written by Head of eLearning Services, Learning Technology Team Manager and the Digital Programme Manager and presented by the Head of eLearning Services. The Committee was asked to comment, review and approve the guidelines in appendix one in relation to considering any new educational partnerships. It was agreed that this paper needs to be taken to the appropriate governance groups and then to the University Executive.

IT Committee Terms of Reference

6. Paper written and presented by the Head of Knowledge Management & IS Planning. The Committee was asked to review the amendments and recommend approval to KSC. Committee recommended approval to KSC.

Final Terms of Reference for Sustainable IT Sub-Group

7. Paper written and presented by the Head of Knowledge Management & IS Planning. The Committee was asked to note the final terms of reference and approve. The Committee recommended approval.

Information Commissioners Office Update on Research Data

8. Verbal presentation by the Data Protection Officer. The Committee was asked to comment and note.

Data Centre Capacity

9. Paper written and presented by the Director of Information Technology Infrastructure. The Committee was asked to comment and note.

Network Update

10. Verbal Presentation by the Director of Information Technology Infrastructure. The Committee was asked to note the update.

Information Security Update

11. 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.

People and Money Update

12. Verbal presentation by the by the Vice-Principal and Chief Information Officer and Librarian to the University. The Committee was asked to note the update.

Full minute:

13. Final minute still to be agreed and finalised.

Further information

14. Further information is available from:

Convener: Michael Rovatsos

Secretary: Alan McBrier, Committee Clerk

Freedom of Information

15. This paper can be included in open business.



KNOWLEDGE STRATEGY COMMITTEE

30 January 2023

Library Committee Report

Committee Name

1. Library Committee

Date of Meeting

2. 12th December 2022

Action Required

3. Knowledge Strategy Committee is asked to note the key points detailed below.

Key points

Library & University Collections Strategy 2020-2025

4. Paper and appendix was written and presented by Director of Library & University Collections, asking for the Committee to work alongside the Library in helping to shape current and future strategy and identify future objectives. There was a request to add emerging items (Contested heritage and Curriculum Transformation). An updated paper will be brought back to a future meeting.

Library Planning Round 2023

5. Paper was written and presented by Director of Library & University Collections asking the Committee to review the proposals and make recommendations where they could be changed and improved. Recommendations to improve Study Spaces and Systematic Reviews was requested.

E-Textbook Provision

6. This paper was written by the Content Acquisition & Access Manager. The Committee was invited to note the outcomes of the Library's 2021/22 provision of eTextbooks and to note the longer-term strategy for provision of core teaching content.

Library Materials Budget update

7. Paper was written by the Content Acquisition & Access Manager to provide an update. No comments were raised.

Full minute:

8. Open papers and previous minutes will be available online at:

[Edinburgh University Library Committee Papers | www.committees.ed.ac.uk](http://www.committees.ed.ac.uk)

9. Full papers and minutes prior to 23rd February 2022 can be found on the Library Committee Wiki at:

<https://www.wiki.ed.ac.uk/display/UCC/Library+Committee>

10. Full papers and minutes from 23rd February 2022 onwards can be found on the Library Committee SharePoint site:

[Library Committee SharePoint](#)

Equality & Diversity

11. There are no equality and diversity issues within this paper.

Further information

12. Further information is available from
Convener: Professor Sarah Prescott
Secretary: Mary Young, ISG Business Admin

Freedom of Information

13. Open paper.



KNOWLEDGE STRATEGY COMMITTEE

30 January 2023

University Collections Advisory Committee Report

Committee Name

1. University Collections Advisory Committee

Date of Meeting

2. 6th October 2022

Action Required

3. KSC is asked to note the key topics discussed by the Committee detailed below.

Key points

Summer Update – Start of Semester

4. The Committee received a verbal update by the Head of Heritage Collections (Access & Engagement) & Co-Director of the Centre for Research Collections (CRC) and Head of Heritage Collections (Research & Curatorial) & Co-Director of CRC on the major reorganisation within Heritage Collections, the results of the latest Planning Round and a general update from the start of the semester across the library. Committee were asked to note this verbal update.

Agenda setting – discussion

5. The Committee were invited to highlight priority topics to be covered by UCAC at future meetings. Various topics and presentations were suggested and added to the 2022/2023 Business Schedule plan for discussion in the near future.

Community Engagement Update

6. The Committee received the paper by the Head of Heritage Collections (Access & Engagement) & Co-Director of CRC. This paper was for noting and comments.

Heritage Collections Loans

7. The Committee received the paper by the Head of Heritage Collections (Access & Engagement) & Co-Director of CRC. The paper lists all the works on external loans from the University's Heritage Collections.

SFC Museums, Galleries & Collections Grant 2021/2022 Return and Update on Future of Grant

8. The Committee were asked to note the tabled return and verbal update by the Head of Heritage Collections (Access & Engagement) & Co-Director of CRC. Committee provided comments and received the return document after the meeting.

Heritage Collections Projects Update

9. The purpose of this paper is to update the Committee on Projects Activity within the CRC. Committee were invited to comment and note the updates.

International Activity

10. A paper was given to Committee from the Director of Library and University Collections. The paper highlighted specific international projects with Committee

asked to note these projects and provide thoughts on how the Library should prioritise international activity in 2022-23.

Digital Library Programme Update

11. This paper provides an update on the Digital Library Programme which is aiming to improve discoverability and access to digital collections for learning, teaching and research including digital scholarship approaches. The Committee were asked to note this update.

Full minute:

12. The minute, which is awaiting approval at the next UCAC meeting will be available soon.

Equality & Diversity

13. No specific diversity issues were raised by the Committee.

Further information

14. Further information is available from:
Convener: Prof. Fiona McLachlan
Secretary: Amanda Ferguson, Committee Clerk

January 2023

Freedom of Information

15. Open paper.