University of Strathclyde:
Information Services Directorate –
Operational Plan for 2016/17
1 EXECUTIVE SUMMARY

The Information Services Directorate (ISD) is part of the Professional Services Group that provides the critical context and support infrastructure within which academic colleagues work to deliver on our strategic and academic objectives. ISD makes a major contribution to the Group. Driven by a commitment to the university's values, the Professional Services Group seeks to play an integral part in realising our ambitions as a Leading International Technological University by:

- Working collaboratively with faculties, schools and departments and across professional services
- Delivering innovative services and solutions in support of the University's strategic objectives
- Developing and realising ambitious plans for service development and operational efficiency commensurate with the University's overall ambitions
- Being bold in the development of services and governance models which are effective and efficient, whilst not compromising compliance or quality
- Providing leadership and interacting with others in a manner which embodies the people-oriented approach central to the delivery of high-quality services

The Professional Services Group as a whole is committed to working closely with academic colleagues and embodying the University's values in our service delivery. The Group’s overarching strategic objectives are to:

Provide good quality, efficient and effective professional and operational support to Faculties, Departments and Schools to help them meet their strategic and academic objectives

- Promote and support growth, service quality and improvement and internationalisation in research, knowledge exchange and teaching
- Focus resource strategically and develop and empower our people in support of the University's strategy
- Create a modern and stimulating physical and technological working environment across the University for staff, students and visitors
- Lead the application of professional competence and best practice in the University, ensuring effective business practice, proper accountability and compliance with statutory and professional standards
- Take every opportunity to promote and enhance the University’s profile and reputation;

With a team of 235 (191 FTE) staff and a total budget of £11.6M 2015/16 (not including ISC & DCSC tactical budgets), the ISD is comprised of two main areas, Technical Services and Library and Information Resources. This document presents a high level overview of the ISD Operational Plans for the academic year 2016/17.

Key Achievements for the year 2015-16 include:

- NSS Results – Library (95%) 1st in Scotland for Universities; IT (95%) 2nd in Scotland for Universities, both in the top quartile in the UK.
- Library – delivered 68 additional study spaces by stock relocation and de-duplication
- Implementation of the new Finance Management System across the University including Help Desk support for new users.
- Next generation Library Management System (ALMA) procured (Implementation by 26th May 2016)
- Archivematica procured for preservation and curation of archive material with the potential to roll out for research data.
- RDMS – rolling out a new research data management service with RKES and implementing 2 petabytes of secure, resilient and high availability usable storage that can be accessed world-wide.
- Implementation of new mobile application to improve the experience of both staff and students.
- CLA Audit – highest level of compliance with several best practice examples cited.
- Service Catalogue launched
- SUnBIRD in partnership with Strategy & Policy delivered improved DataMart to improve student retention, progression and outcomes.
- Delivery of SIMS, in partnership with SEES, and Discovery Phase along with the delivery of its underpinning infrastructure.
- Capita Framework – reduction of greater than 12% in procurement costs against standard frameworks with investment in 4 PhD studentships, 5 internships, sponsorship of the Children’s University gowns, bursaries, mentoring and various events including outreach activities within local schools.
- Open Access enabling the promotion of the university’s innovative knowledge capital.
In keeping with the PS Groups overarching objectives, the ISD objectives and top priorities for 2016/17 are meeting the needs of our customers and ensuring our services are aligned with the University Strategy and Values by:

- Reviewing and updating the Information Strategy, identifying key objectives and activities in the short to medium term.
- Developing the Programme Management approach to support the governance of the ISC.
- Delivering business projects across the Institution in partnership with the business owners.
- Delivering a Cyber Security programme which is fit for purpose and mitigates risk to the University.
- Implementing a new Library Management System to deliver improved management information and business processes which demonstrate and drive value for money in resource acquisition.
- Supporting the exposure of institutional research outputs.
- Continuing to deliver high levels of satisfaction to all customers with ISD services.
- Continuing to deliver a secure, high performance resilient infrastructure to support the ongoing needs of the Institution.
- Providing an application support and development service for corporate systems and Institutional website.
- Working collaboratively with Estates to define and deliver the Curran masterplan.
- Delivering efficient and effective services which provide value for money to the Institution.
2 INFORMATION SERVICES

The figure below summarises ISD’s overall drivers and strategic objectives for the coming year. All activities are informed by the Information Systems Development Framework (ISDF) & Library Strategy

- Information Systems Strategy 2014/17;
- Portfolio of Programmes and Projects (the implementation of the Strategy)
- Library Strategy

FIGURE 1 INFORMATION SERVICES DIRECTORATE

ISD KEY DRIVERS

- Deliver information services, resources, facilities & systems that underpin University corporate strategies and objectives, aligning these with needs of Faculties and other Professional Services Directorates to ensure a customer-oriented framework for corporate developments.
- Respond to changing national, international economic & educational landscapes to position the University at forefront of innovative approaches in all of its activities.
- Transform the Library to deliver an outstanding student experience by developing state-of-the-art facilities, services and spaces to support and enhance study, research and scholarly activity.
- Deliver excellent information services and infrastructure as befits a leading international technological university in the 21st century.
- The need to address economic efficiency.

ISD VISION

To deliver a truly encompassing, responsive, transparent and effective technology service which helps enable the achievement of the University’s goals and aspirations

MISSION STATEMENT

To provide state-of-the-art facilities, providing our users with access to all the information they need.

VALUES

People-oriented
Bold
Innovative
Collaborative
Ambitious

ISD’s overarching aim is to support the University’s strategic themes for: outstanding student experience; internationally-leading research; world-leading innovation and impact; global engagement; operational excellence. To clarify how we will do this, we have defined our key objectives, strategies and performance measures, which are set out in the figure below.

<table>
<thead>
<tr>
<th>Objectives What do we want to achieve?</th>
<th>Strategies How will we do it?</th>
<th>Performance measures How will we measure progress?</th>
</tr>
</thead>
</table>
| • Meeting the needs of our customers and ensuring our services are aligned with the University Strategy and its five strategic themes and KPIs | • Deliver quality, reliable, cost-effective, scalable and trusted services | Customer satisfaction:
| • Improved customer satisfaction | • Constantly evolve through innovation | • National Student Survey results >90% in relevant areas |
| • Improved customer service | • Strengthen working relationships across the University | • Regular user satisfaction surveys |
| • Ensure value for money | • Understand the changing needs of the University | Quality of service:
| • Integrate University Values into all our day to day activities | • Improve collaboration, responsiveness and accountability | • Service availability >99%
| • Reflecting the University’s values in all ISD’s activities | • Implement simple, clear, consistent processes | >90% of customer service desk calls resolved within target times |
| | • Faster more agile projects – making sure we can deliver projects which benefit the university | Value for money:
| | • Ensuring effective programme management of all projects | • 10% cost savings from centralised IT procurement |
| | • Deriving increased value for money from e-resources and their procurement | Monitoring of all activity to ensure alignment with the values. |
| | | • Increasing usage of e-resources |
| | | • Staff absence in line with industry benchmarks. |
| | | Operational Excellence |
| | | • Project delivery to time & budget monitored via the Programme Board |
| | | Robust financial management systems in place |
3 GOALS & ACTIVITIES

This Operational Plan defines the goals and activities ISD wish to achieve over the coming academic year 2016/17. They focus on both our internal improvement as well as those focussed on service provision for our users. Each theme is supported by multiple activities, with the ISD introducing an overarching architecture, set of standards and governance. Our goals generally support more than one area of the strategic plan and multiple institutional KPIs (Appendix 1).

ISD OVERALL OPERATIONS

Progress to date: As a service directorate the successful operational delivery of Library, IT and AV services to the University is vital to the overall success of ISD. As such a variety of measures are used to assess the success of the operational delivery.

- NSS results Library and IT (95% satisfaction) (3) (5) (8)
- Uptime results across all systems, services & infrastructure greater than 99% (3) (5) (8) (13) (15)
- Library access 2014/15 = 11.4% up on 2013/14 (3) (5) (8)
- Journal article downloads for 2014/15 up 48% on the previous year (3) (5) (8)
- 171 different software products available for staff & students for downloads – MatLab, Chemdraw Bio, Microsoft Office, etc (Software downloads 11,000 2014/15) (3) (5) (8) (15)
- 179 recorded changes to the underlying infrastructure to deliver safe, secure and enhanced systems (3) (5) (8) (13) (16)
- All institutional IT staff trained on data protection and the wider University community on copyright (15)
- Penetration testing by external organisation to identify and address weaknesses in cyber security (15)
- Refurbishment of the Business School including renovation of 21 teaching rooms and upgrading of the network infrastructure (3) (5) (8) (16)
- Upgraded AV facilities within 15 major teaching rooms across campus (3) (5) (8) (16)
- 330 PCs upgraded across campus (3) (5) (8) (16)
- Review and update the corporate Risk Register on a quarterly basis or as appropriate as it relates to ISD operations (15)
- Ensure all projects have Risk Registers (15)
- Maintain a cyber security Risk Register (15)
- Development of a Service catalogue to allow visibility and easy access to the wide range of ISD services and those services supported by ISD (3) (5) (8) (9) (13) (15)
- 6 Business Systems projects to ensure legislative compliance requirements were met eg HESA, KIS, HMRC, Home Office, Pensions (1) (2) (5) (8) (15)
- Extensive improvements to the resilience of the campus network and internet access (15) (16)

<table>
<thead>
<tr>
<th>Goals</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Deliver value for money</td>
<td>Actively monitor and report against metrics (15).</td>
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<tr>
<td>To be the “go to” area of the University for advice on IT, Information Systems, AV, information resources, security and management</td>
<td>Re-define standards that existing and new systems and services should meet (15).</td>
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<tr>
<td>The provision of reliable, flexible, consistent, cost-effective &amp; scalable services delivered to all users</td>
<td>Identify new opportunities to drive efficiencies, provide new services and deliver smarter technology solutions (3) (5) (8) (15).</td>
</tr>
<tr>
<td>To lead the University in adapting to technical innovation and providing constantly evolving services, reusing assets where appropriate</td>
<td>Review current support services and assess needs for extended support capabilities (3) (5) (8) (9) (13) (15).</td>
</tr>
<tr>
<td>Co-ordinate Cyber Security for the Institution</td>
<td>Establish easier instant feedback mechanisms (3) (5) (8) (13) (15).</td>
</tr>
<tr>
<td>Ensure strong, effective working relationships across the University partnerships with key vendors including Strategic Technology Partner.</td>
<td>Enhance stakeholder communications through better use of multiple channels (3) (5) (8) (13) (15).</td>
</tr>
<tr>
<td>Improve capabilities through broadening of skills</td>
<td>Review and establish new digital channels for providing end user support regardless of location (3) (5) (8) (13) (15).</td>
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<tr>
<td>Deliver clear, simple business processes</td>
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<td>Improved integration of information</td>
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### ISD OVERALL OPERATIONS

| Deliver high quality intuitive services through a single service point online & in person. | Delivery of a Cyber Security Improvement Programme subject to approval (9) (10) (15). |
| Deliver an enhanced student experience as relating to IT & Library through responding and adapting to changing student needs. | Collaborative purchase of Library materials through SHEDL (3) (5) (8) (13) (15). |
| Delivering additional study spaces in the Library. | Rationalising Library collections to increase capacity for additional study spaces (3) (5) (8). |
| | Implement the recommendations of the CLA Audit by raising staff & student awareness of copyright compliance, monitoring and actions plans (3) (5) (8) (9) (10) (13). |
| | Consolidate staff space to ensure increased efficiencies and improved services (3) (5) (8) (15) (16). |
OUTSTANDING STUDENT EXPERIENCE

Supporting the University’s Strategic Plan KPIs

1. Total Scottish domiciled undergraduate entrances from SIMD 0-40 areas
2. Undergraduate retention from Year 1 to Year 2
3. Student satisfaction as measured by the National Student Survey
4. Proportion of our graduates in work or further study
5. Total PGT population

Progress to date:

Both the Library and IT provision achieved 95% satisfaction in 2015 NSS. This reflects our engagements in gathering feedback from students and acting on it. We undertake our own more detailed survey of our customers annually, analyses feedback from the International Student Barometer and a range of other surveys. We meet regularly with USSA office bearers and conducts “you said we did campaigns” to show the action taken (3) (5).

The Library is provided as a flag-ship study space for students. Its physical spaces & services continue to evolve & improve via the provision of additional study spaces (2) (3).
   - 68 study spaces added through consolidating library collections
   - Delivering a range of information skills and orientation sessions to support student learning, retention and progression (5)

ISD delivers the central IT labs and the AV provision across the campus (2) (3).

Numerous online resources for both teaching and study – including library resources, IT packages like Matlab, Chembiodraw, Qualtrics as well as business software such as Microsoft 365. Matlab and the Office packages have been extended to allow home use by students at no extra cost to the institution. As well as the annual refurbishment activities this last year saw ISD collaborating with Estates Service on their largest ever refurbishment project in the Business School (2) (3) (4).

ISD provides the physical infrastructure and applications support for the systems which underpin teaching, learning and research including MyPlace, Admissions and Student Records System (2) (3).

ISD is the lead partner in the delivery of the University’s Information Systems Development Framework, working with a wide variety of Professional Services, Departments and Faculties in delivering agreed and approved projects. This last year they included providing the new infrastructure for the Peoplesoft Student Record System that is being implemented and support the project through its Discovery Phase. The development and implementation of a new mobile app that has already seen 6930 downloads. The provision through the SUNBIRD project (joint with Strategy and Policy) data marts on Student Profiles and Tuition Fee Income as well as completely revising how the HESA Student Return is created annually. A new Careers Service portal was delivered (2) (3) (4).

<table>
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<tbody>
<tr>
<td>The Library as the study space of choice for the University</td>
<td>Deliver the annual IT student laboratory refurbishment in line with annual agreement with the ISC (3) (5)</td>
</tr>
<tr>
<td>IT labs welcoming and meeting teaching and student needs for study across the campus</td>
<td>In partnership with SEES delivering the SIMS Project (1) (2) (3) (4) (5)</td>
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<tr>
<td>Provide the underpinning infrastructure to meet the requirements of both academic staff for teaching and students for learning</td>
<td>Deliver innovative services to staff and students via the mobile app (2) (3)</td>
</tr>
<tr>
<td>Where possible ensure that all services, on and off campus, are equally available</td>
<td>Deliver a new Library Management System (3)</td>
</tr>
<tr>
<td>Provide high quality, relevant library collections that support teaching &amp; learning activity across the University</td>
<td>Enhance and support of systems that underpin the teaching and student experience such as My Place (VLE) and existing Student Records &amp; Admissions (2) (3)</td>
</tr>
<tr>
<td>Provide a suite of systems that allows the University to effectively manage teaching and learning</td>
<td>Deliver a large number of specialist and generic software packages/services for student (and sometimes staff use) including Matlab, Qualtrics,</td>
</tr>
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</table>
### Outstanding Student Experience

| Ensure the provision of management information relating to teaching and learning | Microsoft’s Pro Plus Packages, Mind Genius, ChemBioDraw etc (2) (3) (4) |
| Deliver AV provision across the campus that operates effectively, consistently and seamlessly | Deliver high quality, relevant library collections that support teaching activity across the University (2) (3) (5) |
| | Develop library space to provide a range of high quality, technology-rich learning spaces which facilitate student learning and collaboration increasing the range and availability of spaces and services through refurbishment projects and opening hours. (1) (2) (3) (4) (5) |
| | Deliver training and support to students to facilitate their learning and maximise their use of information resources and technologies. (1) (2) (3) (4) (5) |
| | Work collaboratively with Estates to develop and implement a major rolling programme of investment in the University’s teaching estate (3) (5) |
| | In conjunction with SEES define the future operating model for the support of SIMS once it has implemented. The first part of SIMS implementing late summer 2016 and requiring support from the autumn onwards (1) |
| | Assist SEES with the production of a business case for a My Place VLE development programme; and subject to approval assist with the delivery of this project (2) (3) |
### INTERNATIONAL-LEADING RESEARCH

**Supporting the University’s Strategic Plan KPIs**

1. Total Competitively won research income
2. Field-weighted citation impact
3. Total PGR population

**Progress to date:**

ISD provides many systems, services and infrastructure that support the University in its research KPIs. It provides underlying systems infrastructure, applications, development and support such as PURE, FMS, PFACT, SUnBIRD & Awards Management that allows the University to manage its research income (6). It is integral to the Research Data Management Service (delivered in partnership with RKES). ISD supports both PURE and Strathprints, working within the Digital Asset Management Group (DRAM) on mechanisms and systems to ensure the maximum exposure of our research outputs (7). The Library collections provide a wide range of online resources targeted at researchers, such as Scopus, Web of Science and SciVal. PGR students are provided with the equivalent facilities as staff and ISD provides the infrastructure for the systems that support the University in managing its PGR population (8). Faculty Librarians work in partnership with RKES and OSDU to provide training and advocacy services for Open Access encouraging researchers to maximise use of the RCUK grant for publications (6) (7) (8). Grant awarded from the Wellcome Trust to support exposure of two internationally important archive collections (6).

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<tr>
<td>• Provide and deliver a library service (both physical and online) that meets the needs of the research community</td>
<td>• Assist RKES and Finance with the delivery of a replacement of PFACT system subject to approval (6).</td>
</tr>
<tr>
<td>• Deliver a responsive portfolio of information resources for researchers.</td>
<td>• Deliver and support a number of research related solutions such as PURE, SUnBIRD, Strathclyde Award Management, PFACT (prior to replacement) and data sets such as Scopus and SciVal for use along-side these systems (6) (7) (8).</td>
</tr>
<tr>
<td>• Ensure maximum discovery of the research outputs of the University of Strathclyde</td>
<td>• Implement Archivematica to preserve and curate University archival materials and assess its functionality for research data (6).</td>
</tr>
<tr>
<td>• Provide a suite of systems that allows both the researchers and the University to effectively manage the research process.</td>
<td>• Implement the next generation Library Management System (ALMA) to deliver increased management information for e-resource usage to aid purchasing decisions (8).</td>
</tr>
<tr>
<td>• Provide management information relating to research eg SUnBIRD.</td>
<td>• Negotiate best value information resource deals which meet research interests (6) (8).</td>
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<td>• Enhance liaison activities across the University’s research communities to inform the delivery of customised library services (8).</td>
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<td>• Enhance and improve metadata (in PURE/Strathprints/RDM) so that Strathclyde research outputs are increasingly discovered and cited (7).</td>
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<td>• Use technology to widen awareness of, and access to, our Archives &amp; Special Collections and be recognised as an internationally important centre for research through showcasing Strathclyde’s research outputs, archives and special collections (6) (7).</td>
</tr>
<tr>
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<td>• Work collaboratively with the Faculties to administer the provision of HPC facilities and services subject to approval (6) (7) (8).</td>
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WORLD LEADING INNOVATION AND IMPACT

Supporting the University’s Strategic Plan KPIs

9. Total income from licensing, gains on sales of spin-out/spin-off investments, CPD and Consultancy
10. Total value of industry research income

Progress to date:

In a similar way as for research, ISD provides the underlying infrastructure and Library facilities to support the University, its staff and students in their innovative activities. There are often limitations to services that can be provided for commercial purposes or to individuals who are not staff or students of the University. ISD works hard to minimise the impact of such situations by, for example implementing a guest WiFi Service based on “_The Cloud” for conference visitors to use (9).

Work within the Research Data Management Service ensures that our research data (when appropriate) and publications get the maximum exposure. ISD also supports the promotion of the University’s knowledge capital through promoting Open Access and provides a suite of collaborative tools such as Sharepoint and Strathcloud Sharefile to support innovative and collaborative activity both internally and internationally (9) (10).

Work collaboratively with RKES and the academic community to successfully manage the Open Access (OA) publishing process and RCUK OA grant, thereby achieving compliance targets set by the funding bodies (10).

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<tr>
<td>• Provide physical and virtual library services which support staff and students innovative activities.</td>
<td>• Implement a Unified Communications Platform to support innovative collaborative activities (9) (10).</td>
</tr>
<tr>
<td>• Provide a suite of systems and the underpinning infrastructure that allows University staff and students to undertake innovative activity, particularly in terms of world leading collaboration.</td>
<td>• Continued delivery and support of a number of research related systems that support the provision of management information relating to innovation and impact, such as PURE and Strathprints (9) (10).</td>
</tr>
<tr>
<td>• Promote the University’s innovative knowledge capital by increasing academic awareness of Open Access publishing protocols.</td>
<td>• Deliver information services which support collaboration with identified community groups (9) (10).</td>
</tr>
<tr>
<td>• Provide a range of systems which ensure effective management information relating to innovation.</td>
<td>• Develop and deliver effective Library services to support business partnerships and innovative activities (9).</td>
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<td>• Build reputation within the information community by delivering services and resources through innovation and leading edge technologies (10).</td>
</tr>
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</table>
GLOBAL ENGAGEMENT

Supporting the University’s Strategic Plan KPIs

11. Number of non-EU students
12. Diversity of Non-EU student population
13. Proportion of academic professional staff who are international

Progress to date:

By supporting the overall operation of the University and academic colleagues, ISD is also supporting the institution in its Global Engagement activities. Working collaboratively with Media & Corporate Communications to continue redevelopment the University’s website. This will ensure greater visibility of the University internationally (11) (12) (13).

Whenever services are implemented they are made as accessible as possible, worldwide with 24/7 service availability (with cognisance of legal and information security obligations) (13).

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<tbody>
<tr>
<td>• Provide services to meet the requirements of staff and students when engaging in international activities.</td>
<td>• With Media and Corporate Communications provide the underlying infrastructure and technology support for the University’s web presence (11) (12).</td>
</tr>
<tr>
<td>• All online services and systems are available worldwide and 24/7 (where legally possible and have a suitable security model).</td>
<td>• Promote unique archives and special collections through the innovative use of technology and linking to international discovery systems (13).</td>
</tr>
<tr>
<td>• All services and systems being designed from an international perspective.</td>
<td>• Deliver training and support to international students to facilitate their learning and maximise their use of information resources and technologies (11) (12).</td>
</tr>
<tr>
<td>• Support overseas partners and collaborations.</td>
<td>• Using our expertise to support Mzuzu university library Malawi in service recovery after destruction by fire (13).</td>
</tr>
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</table>
UNIVERSITY OPERATIONAL EXCELLENCE

Supporting the University’s Strategic Plan KPIs

14. Athena SWAN (towards the institutional silver award)
15. Operating surplus as a percentage of turnover
16. Carbon emissions reduction

Progress to date:

ISD is pivotal in supporting the rest of the University in achieving operational excellence. Fundamental to this is the provision of the basic IT infrastructure, as crucial to the operation of the University as its utilities. This is a continually evolutionary process of maintenance and renewal. It also provides the information architecture of the organisation from its management information systems to the digital research and learning resources it requires and provides the governance structure to ensure that the provision remains reliable, cost effective and fit for purpose.

Major achievements in this area in 2014/15 and 2015/16 include:

- Initiated development of a programme management approach for Information Strategy Committee (ISC) (15).
- Lead cross university bodies such as the Developers’ Forum and IT Faculty Liaison Group (15) (16).
- Worked in partnership with Faculties and Professional Services to deliver major technology enabled business change projects – see the Information Strategy Portal for details and establishing the Information Security Policy (15) (16).
- Worked with the Business Improvement Team to embed techniques for process improvement to ensure greater efficiency across the Directorate (15).
- Continued leverage of the Capita IT Services Framework Agreement to add capacity and develop value for money solutions as well as providing an investment fund for PhD studentships, bursaries and internships (15).
- Delivered FMS in partnership with Finance (15).
- Delivered the Research Data Management project in partnership with RKES and delivering the new Data Management service (15) (16).
- Delivered SUnBIRD in partnership with Strategy & Policy, agreeing the migration of this into a service from April 2016 (15).
- In collaboration with SEES supported the SIMS Discovery Phase including the delivery of its underlying infrastructure (15) (16).
- Initiated the development of more efficient business processes in order to move to the next generation Library Management System (15) (16).
- Moved onto the online e-recruitment system (15) (16).
- Delivered Pensions Plus in partnership with Finance (15).
- Facilitated the move to central storage enabling the decommissioning of local department storage (16).
- Redesigned the Virtual Server facility within the datacentre dramatically reducing the heat output and carbon footprint (16).
- Worked with social enterprises to ensure the ethical and environmental approaches to stock disposal (16).
- Encouraged staff to participate in staff development activities which enable succession planning (14).
- Deployed staff more effectively to minimise enhanced payments whilst delivering extended services (15).
- Provided development of statutory returns and compliance for legislative changes – HMRC, Pension providers, Scottish government variable tax, HESA staff, HESA student, DLHE, Home Office, Tier 4 Students, UCAS, KIS, NSS, etc.
## Goals
- Provide a technical infrastructure that is reliable, cost-effective & scalable
- Provide information systems that allow the University to effectively manage its business.
- Provide the necessary management information structure to allow the University to effectively report on and understand its operations.
- Provide an effective and efficient library and IT service aligned to the University’s needs.
- Deliver effective governance process and scrutiny for both IT and Library provision via the Information Strategy Committee and the Library Board.
- Deliver university projects through effective programme management and technology enabled business change.
- Support customers in attaining high levels of digital and IT literacy through the University.
- Ensuring best value IT procurement through the continued use of the Capita IT Services Framework Agreement.
- Deliver fast agile projects as part of an ongoing programme.
- Ensure systems are up to date for legislative and compliance changes.

## Activities
- Continued support for Finance in the roll out of the new FMS functionality (15).
- Transitioning the SUNBIRD project into an ongoing business service (15).
- Support the relevant business owners in developing and delivering effective business cases (15).
- Programme management of technology enabled business change projects via a Programme Management Office subject to approval (15).
- Provide IT Training facilities (15) (16).
- Continue to benchmark Capita contract against industry standard frameworks to ensure best value for money (15).
- Develop relationships with Capita partners to facilitate investment in academic areas of the university (15).
- Update the overarching Information Strategy (15) (16).
- Design all IT infrastructure and business processes to minimise carbon footprint (16).
- To identify and support staff development opportunities which facilitate succession planning and identify potential future leaders (14).
- Delivery of SVQs in customer service (14) (15).
- Encourage staff to build working relationships nationally and internationally with other institutions, professional bodies and industry (15) (16).
- Analyse, develop and deliver software for all statutory and legislative changes (15).
- In conjunction with SEES prepare a business case for a tactical project that will address long term archiving requirements for historic Student Records; and subject to approval be integral to the delivery of this project (15).
1. Total Scottish domiciled undergraduate entrances from SIMD 0-40 areas
2. Undergraduate retention from Year 1 to Year 2
3. Student satisfaction as measured by the National Student Survey
4. Proportion of our graduates in work or further study
5. Total PGT population
6. Total Competitively won research income
7. Field-weighted citation impact
8. Total PGR population
9. Total income from licensing, gains on sales of spin-out/spin-off investments, CPD and Consultancy
10. Total value of industry research income
11. Number of non-EU students
12. Diversity of Non-EU student population
13. Proportion of academic professional staff who are international
14. Athena SWAN (towards the institutional silver award)
15. Operating surplus as a percentage of turnover
16. Carbon emissions reduction