



Change and Digital Committee

Monday 4 July 2022, 3:00pm

Minutes

Present Members:

Ms Fiona Ryland (Chair), Ms Sarah Cowsls, Dr Tom Crummey, Ms Donna Dalrymple, Mr Ian Dancy, Ms Claire Glen, Mr Alan Harper, Ms Sophie Harrison, Professor James Hetherington, Ms Sarah Lawson, Ms Katja Lamping, Mr Ric Passey, Ms Kate Pearce, Mr Derfel Owen, Professor Norbert Pachler, Mr Andy Smith, Dr Fiona Strawbridge, Mr Matthew Swales

Apologies:

Mr Paul Clark, Professor Mark Emberton, Ms Kathryn Hageman, Professor Ivan Parkin, Ms Alex Potts

In attendance:

Mr Marc Biebuyck, Ms Natalie Conway, Mr Haydn Gibbins, Ms Zoe Hunter, Professor Allison Littlejohn, Mr Richard Stephen

Officer:

Mrs Hazel Crompton, Secretary

Part I: Preliminary Business

18. Changing from DSC to CDC (3-02)

- 18.1. Andy Smith, Chief Information Officer explained the reasons behind the formation of this new Change and Digital Committee:
- a. The committee aligns closely with the realisation of UCL's strategy, and the priorities set out in UCL's Enablers. There is a clear focus on service, experience and the underpinning end to end processes, and how that is supported by technology.
 - b. The work of ISD, ARC and C&I is brought together under a set of connected portfolios enabling a holistic approach to investment in and delivery of change.
 - c. UCL's digital transformation is still underway with the Modernise, Digitise and Differentiate agenda progressing.

- d. The Change and Digital Committee is an evolution of the Digital Strategy Committee. The original responsibilities of the committee are retained, but are broadened to reflect the updated change portfolios.
- 18.2. The linkage between the Committee and the needs of UCL's faculties was discussed:
- a. The new portfolio structure includes a Faculty Operations change portfolio led by Professor Ivan Parkin. This group will consider both the needs and impact of the faculties in relation to change.
 - b. All change portfolios have a duty to think about their work from end to end and include the faculties as part of that process. In addition, there is a Faculty Director of Operations linked to each of the change portfolios.
- 18.3. The updated Terms of Reference was shared with the committee in advance of the meeting:
- a. **ACTION:** Committee members to confirm any required changes to the updated Terms of Reference (3-02).
 - b. **ACTION:** Hazel Crompton to send the updated Terms of Reference to Academic Services for review by the University Management Committee.

19. Minutes of the last meeting (3-03)

- 19.1. **APPROVED:** The committee approved the minutes of the last meeting.

20. Matters arising from the last meeting

- 20.1. No matters arising from the last meeting were raised.

Part II: Strategic Items for Discussion

21. Benefits Realisation

- 21.1. Sophie Harrison, Director of Agile Product Delivery summarised the key outcomes achieved by the delivery teams throughout the year. Highlights included:
- a. The launch of a new course lifecycle tool in Moodle.
 - b. The AssessmentUCL platform performed well throughout the exam period.
 - c. A new, short course proposal process was released.
 - d. Installed hybrid technology across 300 meeting spaces.
 - e. Optimised the curricular lifecycle enabling students to select modules earlier, online and interactively.
 - f. Work carries on in the admissions and relationship management space.
 - g. Launched the Electronic Research Notebook service to allow researchers to edit and manage their notes, and integrated with research data storage.
 - h. Onboarding users on to the pilot hardware for the AI platform.

- i. Cloud Centre of Excellence established; enabling alignment to modern cloud based ways of working.
 - j. Implemented tracking and reporting of mandatory learning and tactical fixes to the Professorial Appraisal review.
- 21.2. The full list of outcomes achieved across the portfolio are detailed on slides 7-18 in the accompanying presentation (Change and Digital Committee.pptx).
- 21.3. The Committee discussed the planned outcomes that were not delivered. It was noted that the migration of SITS to the Cloud is not yet complete. This is proving to be more complex and challenging than expected.

22. Portfolio look forward for 22/23 including business cases for discussion

- 22.1. Portfolio Owners and Portfolio Leads presented the key priorities for the coming year across each of the Change Portfolios:
- a. Education.
 - b. Student Experience.
 - c. Digital Research.
 - d. Research and Innovation Operations.
 - e. Campus Experience.
 - f. People, Money and Insight.
 - g. Faculty Operations.
 - h. Digital Infrastructure.
- 22.2. The slides presented for each of the Change Portfolios are available in the accompanying presentation (Change and Digital Committee.pptx), slides 19 to 33.

Admissions Transformation Programme

- 22.3. The business case for the Admissions Transformation Programme was presented to the Committee for discussion:
- a. The programme is designed to address the issues with the current Admissions Service and the recommendations outlined in the External Admissions Review.
 - b. The ATP Programme Board approved the ATP Outline Business Case on 7 June 2022.
 - c. Exempt from publication, please see confidential minutes.
 - d. **APPROVED:** The Committee endorsed the funding request in principle.
 - e. **ACTION:** Kate Pearce, Director of Finance Business Partnering will take the business case through the necessary financial approval steps.

Pay-Online Replacement

- 22.4. The business case to replace the Pay-Online solution was presented to the Committee:
- a. This work is focused on modernising and simplifying the payment process so that it is student centric, transparent and improves financial and regulatory compliance.
 - b. There are expected to be significant operational savings as a result of the initiative. It was noted that the financial savings need to be reviewed by UCL's Finance department to ensure they are accurately represented and not double counted in the accounts.
 - c. **APPROVED:** The Committee approved the continuation of the work but acknowledged that feedback from UCL's Finance department on the content of the business case particularly around the savings was required.
 - d. **ACTION:** Kate Pearce, Director of Finance Business Partnering to progress feedback on the business case.
 - e. It was noted that given the volume of transactions and value to UCL, the University Management Committee should receive a briefing about this initiative.
 - f. **ACTION:** Fiona Ryland, VP Operations and Andy Smith, Chief Information Officer to discuss and agree the approach to briefing UMC.

Integrated Workspace Management Solution (IWMS)

- 22.5. The business case for a single integrated workspace management solution was presented to the committee for discussion:
- a. An early draft of the business case had been presented to the committee at its meeting in March. The document has subsequently been updated with input from colleagues in Finance.
 - b. **APPROVED:** The Committee approved the work to progress but noted that further input on the content of the business case is needed from colleagues in UCL's Finance department.
 - c. **ACTION:** Kate Pearce, Director of Finance Business Partnering to progress feedback on the business case.

23. Confidential: Proposed allocation of 22/23 investment funding

- 23.1. Exempt from publication, please see confidential minutes.
- 23.2. Exempt from publication, please see confidential minutes.

24. Enabling end-to-end Service Management for UCL

- 24.1. Director of Service Management, Marc Biebuyck presented a strategic vision for Service Management at UCL.
- 24.2. Delivering the full strategic vision would provide a modernised, digital experience for staff and students and would require the investment for a unified approach to Service Management with joined up back-end capabilities and seamless processes.
- 24.3. The Committee were supportive of the vision but suggested further work is needed to establish the importance of this delivery in comparison to other competing priorities.

25. Sub-Committee Updates

Information Risk Governance Group

- 25.1. Chief Information Security Officer, Sarah Lawson provided an update from the Information Risk Governance Group:
 - a. The Governance Group met recently on 20 June.
 - b. There were no significant/impactful Cyber and Data Protection incidents for the period March-June 22.
 - c. A cyber security event is being planned for January/February 23.
- 25.2. A full summary of the IRGC meeting on 20 June is available on slide 46 in the accompanying presentation (Change and Digital Committee.pptx).

Service Delivery Board

- 25.3. Director of IT Service Operations, Tom Crummey provided an update from the last Service Delivery Board, the following items were discussed:
 - a. Readiness in UCL East.
 - b. Service Management Platform.
 - c. Service Metrics Dashboards and Roadmap.
 - d. ISD and Faculty IT Service reports.
- 25.4. A reduction in the frequency and impact of Critical incidents throughout the year was reported, along with improved monitoring and reporting of service availability, indicating that the board is working well.

Part III: Other Business for Approval or Information

26. Feedback

- 26.1. Attendees were encouraged to provide feedback on the content of the meeting to Fiona Ryland.

27. Date of the Next Meeting

- 27.1. The next Change and Digital Committee meeting will be held on Wednesday 5th October 2022 (2-4pm).

Hazel Crompton
July 2022