



## Change and Digital Committee

5 October 2022, 2:00-4:00pm

### Minutes

#### Present Members:

Mr Andy Smith (Chair), Mr Ayman Benmati, Mr Paul Clark, Ms Sarah Cows, Dr Tom Crummey, Ms Donna Dalrymple, Mr Ian Dancy, Mr Ian Galloway, Ms Claire Glen, Mr Alan Harper, Ms Sophie Harrison, Professor James Hetherington, Ms Katja Lamping, Mr Ric Passey, Ms Kate Pearce, Mr Derfel Owen, Professor Norbert Pachler, Mr Matthew Swales

#### Apologies:

Professor Mark Emberton, Ms Sarah Lawson, Professor Ivan Parkin, Ms Alex Potts, Dr Fiona Strawbridge

#### In attendance:

Mr Andrew Churchill, Mr Richard Stephen, Mr Ben Watson

#### Officer(s):

Mrs Hazel Crompton, Secretary

### Part I: Preliminary Business

#### 1. Minutes of the Last Meeting (4-02)

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

#### 2. Committee Terms of Reference (4-03)

2.1. There have been some updates to the membership since the last meeting and the revised Terms of Reference was shared with the committee in advance of the meeting.

a. **ACTION:** Hazel Crompton to send the updated Terms of Reference to Academic Services for review by the University Management Committee

### **3. Matters Arising**

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

### **4. Introduction**

- 4.1. Andy Smith, Vice-President Operations (Interim) introduced the meeting and emphasised the importance of the Committee's role in managing change, striving for coherence and leading the Change Portfolios to effectively translate the universities requirements into co-ordinated delivery.
- 4.2. UCL's strategy document is being developed for consultation and is expected to be fully endorsed by the end of the calendar year. The strategy is focussed on streamlining and simplifying the way UCL operates, ensuring that funding is distributed in the right way and that the university is investing in the right things.
- 4.3. Investing in staff and digital infrastructure are key priorities alongside making better use of UCL's spaces with a focus towards the experience of both staff and students working and studying at UCL.
- 4.4. There will be a series of town hall meetings in the coming weeks to discuss the measures we can take to protect the long-term financial sustainability of the institution.

## **Part II: Strategic Items for Discussion**

### **5. Role of the Portfolio Owner**

- 5.1. Andy Smith, Vice-President Operations (Interim) outlined the responsibilities of UCL's Change and Digital Portfolio Owners:
  - a. The Portfolio Owner oversees the management of product/platform teams and initiatives within the change portfolio.
  - b. All Portfolio Owners should hold a vision for their change portfolios, a view of where they want to get to in the next 5 years.
  - c. The change portfolios are a coming together point for service and excellence, continuous improvement, process and process ownership, products and platforms, data and new capabilities, where we are continuously improving.

- d. The role involves stakeholder management and coherence, bringing people together and benefits realisation.
- 5.2. The need to clearly define the change portfolios and their parameters was noted, particularly where the work across the two portfolios needs to be closely aligned.
- 5.3. Maintaining a good awareness of the activities across the other portfolios and understanding the cross-portfolio dependencies was highlighted, to avoid teams delivering in a siloed way. This is particularly important for the underpinning systems such as HR and Finance.

## **6. Portfolio Roadmaps**

- 6.1. Portfolio Owners have been working with their leadership teams to develop a roadmap for their change portfolios linking strategy to the work we need to do.
- 6.2. Portfolio Owners and Portfolio Leads were invited to discuss progress with the development of their roadmaps, sharing the priorities that were balanced, key decisions reached, and the challenges faced.

### **Student Experience**

- 6.3. Work on the student experience portfolio roadmap is progressing well. There are recruitment challenges making it difficult to recruit the number of staff needed to deliver the portfolio. There are particular concerns with respect to resourcing the SITs team and the work towards SITs to Cloud.
- 6.4. There are specific challenges with scheduling portfolio work around the academic year calendar.
- 6.5. A number of significant initiatives are being delivered simultaneously which is also challenging. For example; admissions transformation, student records modernisation, student enquiries, learner analytics and scheduler.
- 6.6. Future priorities include initiatives around accommodation, careers and personal tutoring.
- 6.7. As there are a vast array of projects and programmes within the change portfolio, maintaining an awareness of the interdependencies both within the portfolio and across the other portfolios is critical.

### **Digital Research and Innovation**

- 6.8. Work on the roadmap for the ARC Digital Research and Innovation Change Portfolio is in its early stages of development. There are challenges due to the volume of demand across the research community.

### **Research and Innovation Operations**

- 6.9. This is a new change portfolio and work on the roadmap is therefore still developing. However, this is an immediate priority to ensure clarity around the future work.
- 6.10. There are challenges around bringing together teams that are quite dispersed although having a central place to coordinate the work is helpful.
- 6.11. The team have had to balance priorities around tools and processes, long and short term goals as well as risk appetite.
- 6.12. Current delivery challenges include initiating product teams and managing dependencies across the portfolios.

### **People, Money and Insight**

- 6.13. The People, Money and Insight change portfolio has similar challenges to others in terms of forming the scope of the portfolio, bringing together Finance, HR, Data and Insight and Inside UCL under a broader umbrella that extends beyond a systems-based focus.
- 6.14. The work has involved looking more broadly across the themes to deliver our objectives and set up structures that deliver benefits to other change portfolios as well.
- 6.15. Ensuring that initiatives are aligned to UCL strategy has been a priority with a focus on staff engagement. The need to pay attention to UCL's values as part of the work was highlighted.
- 6.16. A significant part of the work in this portfolio falls into the "housekeeping" area of our strategy and the team remains focussed on the importance of that.

### **Education**

- 6.17. The Education change portfolio is very well established. A key priority is to continue supporting the university with issues around the Teaching Excellence

Framework (TEF) and the National Student Survey (NSS) and to prioritise initiatives accordingly.

- 6.18. The assessment team are supporting face to face exams again which may lead to capacity issues.
- 6.19. The portfolio are waiting to hear about UCL's strategy for online teaching and flexible education which will help determine future priorities.
- 6.20. There continue to be opportunities for synergy and delineation between the student experience and education change portfolios.

### **Campus Experience**

- 6.21. Work on the portfolio roadmap is progressing well. The team have been looking at the priorities alongside the current initiative to implement an Integrated Workspace Management System (IWMS).
- 6.22. Key priorities to balance are; sustainability, making best use of UCL's spaces, balancing current commitments whilst evaluating the benefits of new proposals.
- 6.23. The big challenges faced in delivering the roadmap include; breaking down the work to reduce complexity of delivery, external forces such as the current economic climate and balancing the need for new spaces alongside maintaining and enhancing existing space.

### **Faculty Operations**

- 6.24. The Faculty Operations change portfolio is awaiting delivery of new strategic operating plans from faculties to understand IT requirements that will underpin future delivery.
- 6.25. The portfolio is currently reviewing how to integrate incoming change and improvement activity and confirm how this is prioritised.
- 6.26. Balancing resource commitments to the university operating cycle as well as operational vs product requirements.

### **Digital Infrastructure**

- 6.27. The main priorities to balance in this Portfolio are managing the risk of hardware failure against enabling new transformative activities.

- 6.28. Key priorities in the roadmap are; campus core and edge network upgrade, maturing the Cloud platform, starting the enterprise service management initiative, begin delivery of identity strategy, continue delivery of data strategy and investment in maintaining and renewing audio visual installations.
- 6.29. Challenges include; balancing the capital and revenue funding, bandwidth to coordinate and deliver the work within the required timeframe and managing the change in skills needed to transition to a Cloud/SaaS operating model.
- 6.30. Challenges around the increased purchase of services rather than equipment were raised and the need for funding to support this model was discussed. It was noted that increased scrutiny of business cases was to be expected given the current climate and delivery teams were encouraged to engage earlier with Finance for support.

### **Summary**

- 6.31. There will need to be close alignment between UCL's strategic plan and each of the change portfolios.
- 6.32. All Portfolio Owners were asked to continue working with the Architecture team to document their roadmaps in preparation for Termly Increment (TI) planning.
- 6.33. This Committee will be used to oversee the strategic alignment of dependencies across the portfolio.
- 6.34. Further information about the Portfolio Roadmaps is available in slides 7 to 19 of the accompanying presentation (CDC\_Slides\_051022.pptx).

## **7. FY 22-23 Budget Allocations**

- 7.1. There are no changes proposed to the allocated budgets.

## **8. Digital Accessibility Policy**

- 8.1. Ben Watson, Head of Digital Accessibility presented an overview of UCL's Digital Accessibility Policy (circulated in advance of the meeting).
- 8.2. The policy is going to be reviewed by the University Management Committee and was presented to the Change and Digital Committee for feedback and endorsement.

- 8.3. The policy is the digital equivalent of putting ramps and lifts in for information and is about making sure all of our digital platforms and systems are accessible out of the box to everyone.
- 8.4. **AGREED:** The Committee voiced strong support and endorsement for the policy.

## **9. Sub-Committee Updates**

- 9.1. Updates from the Information Risk Governance Group and Service Delivery Board were summarised.
- 9.2. The updates are available to read in slides 35 to 37 of the accompanying presentation (CDC\_Slides\_051022.pptx).

## **Part III: Other Business for Approval or Information**

### **10. Any Other Business**

- 10.1. There were no items raised for discussion under this section.

### **11. Date of the Next Meeting**

- 11.1. The next Change and Digital Committee meeting will be held on Thursday 12th January 2023 (2-4pm)

Hazel Crompton  
October 2022