



Change and Digital Committee

12 January 2023, 13:30-4:00pm

Minutes

Present Members:

Mr Andy Smith (Chair), Mr Paul Clark, Ms Sarah Cowls, Dr Tom Crummey, 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. Ms Sarah Lawson, Professor Ivan Parkin, Dr Fiona Strawbridge, Mr Lloyd Naylor, Ms Beth Beasant, Ms Donna Swann, Ms Alex Potts

Apologies:

Professor Mark Emberton, Ms Donna Dalrymple, Mr Ian Dancy

In attendance:

Mr David Cooper, Mr Iain Fowler, Mr Marc Biebuyck, Mr Martin Howells, Mr Adrian Cooper, Ms Natalie Conway, Ms Zoe Hunter, Mr Peter Derrick

Officer(s):

Mr David Samuel, Secretary (acting)

Part I: Preliminary Business

1. Introduction

- 1.1. Andy Smith, Vice-President Operations (Interim) introduced the meeting and confirmed that UCL's Enablers Strategy had been approved, representing a significant endorsement for the work in the Change and Digital Committee.
- 1.2. The CDC now needs to focus on delivery of the strategy. Working collaboratively with strong participation from faculties.
- 1.3. Change Portfolios were asked to think about the whole group, not just their individual change portfolios, and to match ambition with realism.

2. Minutes of the Last Meeting (5-02) And Any Matters Arising

- 2.1. **APPROVED:** The committee approved the minutes of the last meeting.
- 2.2. No matters arising from the last meeting were raised.

Part II: Matters for Discussion

3. Portfolio Round Table

- 3.1. Representatives from each Change Portfolio gave a brief update on their respective portfolios.
- 3.2. Clare Glen, Portfolio Owner for Research and Innovation Operations provided an update:
 - a. As a new Portfolio Research and Innovation Operations are still forming and embedding agile ways of working.
 - b. The Portfolio also need to start thinking about aligning their work to the new Enablers Strategy.
 - c. The portfolio have dependencies on the People, Money & Insight Portfolio.
- 3.3. Adrian Cooper, deputising for Portfolio Owner Ian Dancy gave an update on the Campus Experience portfolio:
 - a. The Procurement is complete for the Integrated Workplace Management system (IWMS). The portfolio is looking to deliver a world leading platform.
 - b. Based on the most recent forecasts the portfolio has offered £600,000 back to the committee for redistribution.
- 3.4. Matthew Swales, Portfolio Owner for the People, Money and Insight Portfolio provided an update:
 - a. The portfolio are progressing well and have benefited from bringing together a broad group of contributors for end to end delivery.
 - b. They expect to play a key part in the delivery of UCL's Financial Sustainability initiative.

- c. Ian Galloway asked if Payment Route Optimisation and Purchasing Card Solutions would fit within the PMI portfolio. It was agreed they would, but would require prioritising against all other demands.
- 3.5. Tom Crummey, Portfolio Owner for Digital Infrastructure gave an update:
- a. The portfolio is forecasting an overspend but has sufficient control over the remaining spend that it could potentially be reduced, depending on the needs of the whole delivery portfolio.
- 3.6. James Hetherington, Portfolio Owner for Digital Research & Innovation gave an update:
- a. Spend forecast is reliant on aggressive recruitment timescales, so there is the potential for some savings in 22/23 if these aren't met.
 - b. There was an emphasis on the important work ARC are currently doing with hospitals.
- 3.7. Sarah Cows, Portfolio Owner for the Student Experience Portfolio gave an update:
- a. Term 1 saw the completion of the SITS to Cloud migration and improvements to the UCL Go app.
 - b. The portfolio has a large backlog. A significant part of this are enhancements that were postponed whilst SITS to Cloud was prioritised.
 - c. The portfolio is forecasting to overspend. The Chair requested that we take stock of what is deliverable and we may need to make some tough decisions to agree what can be postponed.
- 3.8. Norbert Pachler, Portfolio Owner for Education provided an update:
- a. The Term 1 planned outputs have almost all been delivered or were on track to be delivered.
 - b. The portfolio is currently forecasting to spend to budget.
- 3.9. Beth Beasant, Portfolio Owner for Faculty Operations provided an update:
- a. The Portfolio now has an updated and simplified Portfolio Vision.
 - b. The Portfolio have identified a new Product Team that they would like to form – Faculty Operations Change & Development.

4. Business Cases

- 4.1. Committee members requested more time to review the Business Cases. It was agreed that comments should be recorded by the 19th January.
- 4.2. **ACTION:** Kate Pierce and Andy Smith to review the operating costs of the Business Cases.
- 4.3. The comments will be reviewed w/c 23rd January.
- 4.4. Depending on the comments, the Chair will either grant an out of cycle approval to proceed, with the comments as points of consideration for delivery. Or, smaller groups will meet to address any issues that stop a Business Case from proceeding in its current form.
- 4.5. The outcome of the comments review will be communicated back to this group w/c 30th Jan.

5. Spotlights

- 5.1. Admission Transformation - Zoe Hunter gave an update on the Admissions Transformation Programme:
 - a. The Proof of Concept final evaluation is due to be completed w/c 9th January.
 - b. An out of cycle Lean Business Case approval will then be required.
- 5.2. Service Management – Marc Biebuyck gave an update on Service Management:
 - a. A request to proceed with a Request for Proposal (RFP) was requested and granted by the committee.
 - b. Ric Passey requested this is not seen as just an IT change and appropriate portfolios (People Money & Insight and Student Experience) are appropriately engaged.
- 5.3. Network Upgrade – David Cooper provided an updated on the Network Upgrade:
 - a. A Request for Information with 10 suppliers has been completed.
 - b. To fully upgrade the network could take upwards of five years and cost between £30m and £55m as an estimate.

- c. **ACTION:** David Cooper is to create a sub-group tasked with looking at the plan, with representation from Finance, Procurement and ISD, with a view to agree on how to take this forward.

6. Investment Summary

- 6.1. Sophie Harrison presented the current forecast estimating a potential overspend of £2m
- 6.2. The committee agreed to allocate £300,000 to Student Experience Portfolio and £300,000 to Faculty Operations Portfolio. This will be facilitated by a £600,000 reduction in Campus Experience.
- 6.3. Sophie Harrison proposed we over-book an additional £2m to Student Experience to support some of their forecast.
- 6.4. Kate Pearce said she would review the upcoming Forecast Two before she could confirm anything but shared she would be generally comfortable with the approach, but stressed she was not approving the overspend at this moment.

7. Sub-Committee Updates

- 7.1. An update from the Information Risk Governance Committee (IIRC) is available to read on slide 65 of the accompanying presentation (CDC_Slides_120123.pptx).

Part III: Other Business for Approval or Information

8. Any Other Business

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

9. Date of the Next Meeting

- 9.1. The next Change and Digital Committee meeting will be held on Thursday 20th April 2023 (2-4pm).

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David Samuel

January 2023