



Change & Digital Portfolio Review Committee

12/10/23, 1200-1500

Minutes

Present Members:

Aimie Chapple (Chair); Andy Smith; Paul Clark; Ivan Parkin; Ian Galloway; Ric Passey; Sophie Harrison; Fiona Strawbridge; Tom Crummey; Lloyd Naylor; Donna Swann; Kathryn Woods; James Hetherington; Claire Glen; Donna Dalrymple; Matthew Swales; Beth Beasant; Katja Lamping; Margaret Spink; Tom Turner, David Cooper

Apologies:

Alexandra Potts
Mark Emberton
Iain Fowler

In attendance:

Stephanie Esuloa; Daniel Farrell; Rosie Ingham; Owain Kenway; Julie Whetton; Marc Biebuyck

Officer(s):

David Samuel (secretary)

Part I: Preliminary Business

1. Minutes (8-02)

1.1. CDPRC approved the minutes of the meeting held on 17th July 23

2. Matters Arising

2.1. There were no matters arising from the minutes

Part II: Strategic Items for Discussion

3. Portfolio Review Session Actions Update

3.1. Campus Experience

- a. ACTION: The IWMS Benefits needs to be developed. Put a hypothesis in the LBC and build on them/refine them as the initiative develops – Lloyd Naylor

3.2. Education

- a. The Change Portfolio are running a session with Adobe on their creative campus offerings
- b. The Change Portfolio strategy is going to be developed by a Digital Education sub-committee
- c. ACTION: Provide an update on the strategy in Term 2 – Kathryn Woods

3.3. Digital Infrastructure

- a. Regarding the action to discuss whether Digital Infrastructure structure should be funded in the same way as other portfolios: it will be determined by CDPRC if it needs to be escalated to another committee or can be approved by CDPRC

3.4. Student Experience

- a. Regarding the action to establish a cross-portfolio working group; regular catch-ups have now been arranged on how EASE maps to Education and Student work

3.5. Cyber

- a. There is a UMC workshop on the 29th Nov, part of which is to look at “crown jewels” protections, critical incident readiness and overall level of risk tolerance for the University

3.6. Faculty Ops

- a. Work is ongoing regarding the academic work profiles. It will be revisited in the summer
- b. As part of the scoping work being undertaken with faculties, KPIS will be agreed

3.7. Research & Innovation Ops

- a. Based on conversation regarding the strategic direction for Libraries, the portfolio may need to reconsider their Product Team structure. Further discussion is required with Paul Clark and Libraries
- b. Regarding PGR, some of the user experiences need to be looked at regarding where the pain point are and how to address them
- c. **ACTION:** Put some kind of placeholder in the LBC regarding the above point – Claire Glen

3.8. ARC

- a. The first three actions from the portfolio review sessions will be covered in TI Planning.
- b. Actions 4 and 5 should be realised by the portfolio funding proposal
- c. The meeting to discuss the recovery model with Aimie Chapple and Tom Turner still needs to be scheduled. Although some information gathering has begun

4. Scheduling

- 4.1. Stephanie Esuola and Daniel Farrell presented the latest version of the Scheduling LBC, seeking permission to continue to the next tranche of milestones
- 4.2. Aimie Chapple requested an urgent rethink of what our design needs to look like to solve the scheduling problem,
- 4.3. Paul Clark wanted to know if on the current trajectory users will see some benefit within the strategic plan timeline of 26/27. Stephanie confirmed that they would based on the current timeline
- 4.4. **ACTION:** Agree a way to take this forward – within the next four weeks we need a strategic design with all connecting points to check we are doing the right things first - and then feedback the output to the CDPRC for agreement on how to proceed – Daniel Farrell
- 4.5. **ACTION:** Tom Turner would like to confirm the Estates wastage number in the business case – Tom Turner
- 4.6. **APPROVED:** One terms funding was approved

5. Facilitating Cloud, Self Service and Automation

- 5.1. Tom Crummey presented the updated LBC for Facilitating Cloud, Self Service and Automation
- 5.2. **ACTION:** The LBC needs to be updated in the next four weeks with more robust milestone benefits and then circulated to CDPRC members for an out of cycle approval – Tom Crummey
- 5.3. **APPROVED:** Pending the escalation of the above action

6. Network Renewal & Transformation

- 6.1. David Cooper provided an update on the Network Transformation and associated LBCs.
- 6.2. LBC 2056 has been withdrawn and LBC 2044 is requesting approval to proceed
- 6.3. Ian Galloway asked what comes after the initial £1.8M investment. Tom Crummey explained that it will give us a model for the rest of the build
- 6.4. **ACTION:** Ian Galloway wants to review the contract to ensure there is a sufficient level of commercial assurance – Ian Galloway
- 6.5. **APPROVED:** Pending confirmation of the above

7. Enterprise Service Management

- 7.1. Marc Biebuyck gave an update on Enterprise Service Management
- 7.2. Aimie Chapple asked if the functional design work could be completed in parallel with going to FPPC
- 7.3. Ian Galloway requested that the element of the work relating to engagement with end users be stronger
- 7.4. Currently costs do not include potential additional “green field” areas – Marc Biebuyck confirmed that they would be subject to their own LBCs
- 7.5. Ian Galloway requested that we try to include a clause that allows us to buy more licenses or credits at same or reduced rate
- 7.6. Tom Crummey asked how we unlock savings
- 7.7. **ACTION:** Tom Crummey to work with Marc to be prepared for the point above for FPPC
- 7.8. **APPROVED:** To go to October FPPC and to progress parallel design activity
- 7.9. **ACTION:** Return to CDPRC for an update in Jan 24 – Marc Biebuyck

8. Contact Centre as a Service

- 8.1. Tom Crummey presented an updated LBC for Contact Centre as a Service
- 8.2. Ian Galloway queried how is this going to be implemented? What are the timescales? What are the benefits? Why now?
- 8.3. **ACTION:** Updated the LBC to better articulate the above and recirculate to CDPRC members for an out of cycle approval – Tom Crummey
- 8.4. Andy Smith pointed out that in real terms this initiative only has a net cost of £300K due to the cost of keeping the existing solution being £1.4m
- 8.5. This will be approved out of cycle by the committee pending resolution of point 8.2

9. Filestore

- 9.1. It was confirmed by Tom Crummey that this LBC should not proceed
- 9.2. **APPROVED:** This was approved by the CDPRC

10. Contracting Transformation

- 10.1. Claire Glen gave an update on the Contracting Transformation Epic
- 10.2. **ACTION:** Return to CDPRC in April with an Impact Assessment of the changes in the clinical elements – Claire Glen
- 10.3. **APPROVED:** To deliver milestones identified in slides in terms 1 & 2

11. Cost Recovery

- 11.1. Claire Glen presented an update on the Contracting Transformation Epic
- 11.2. **APPROVED:** The term 1 and 2 milestones presented were approved. This initiative is expected to return to CDPRC in April 24

12. Cloud ERP

- 12.1. Matthew Swales provided an update on the Cloud ERP Epic
- 12.2. Andy Smith asked if it was possible to do the work faster.
- 12.3. **ACTION:** Review if it is possible to do this work before Christmas – Matthew Swales
- 12.4. **APPROVED:** To deliver term 1 and 2 deliverables. Will return to CDPRC in April 24

13. Staff Functions Review

- 13.1. Margaret Spink presented an update on the Functions work
- 13.2. **ACTION:** Aimie Chapple requested that a map of dependencies be built – Margaret Spink
- 13.3. **ACTION:** Aimie Chapple would like to see the digital paper written by Alan Harper – Alan Harper
- 13.4. **APPROVED:** The milestone until January were approved along with approval to spend £328K. To return to CDPRC in January 24 with a new LBC

14. Condenser

- 14.1. James Hetherington presented an update on the High Availability for Condenser LBC
- 14.2. Ian Galloway pointed out that if this is for the good of all with UCL it may qualify for RCIF funding
- 14.3. **ACTION:** Ian and James Hetherington to frame the case for the condenser re: RCIF funding – Ian Galloway
- 14.4. **APPROVED:** The LBC was approved

15. Finance Scenario

- 15.1. Sophie Harrison presented proposed portfolio budgets for 23/24

- 15.2. **APPROVED:** The budgets were approved by the committee
- 15.3. Tom Turner went on record to say that the allocation was still £1.3M over budget and therefore if forecasts didn't come down naturally then CDPRC will need to make reductions at January CDPRC

16. Additional Actions

- 16.1. **ACTION:** Define some net promoter scores and begin to be more disciplined about utilising them as a benefit measure. Sophie Harrison to engage Sam Fanning and her team – Sophie Harrison

David Samuel
October 2023