



Change and Digital Portfolio Review Committee

Thursday 20 April 2023, 14:00-16:00

Minutes

Present Members:

Mr Andy Smith (Chair), Mr Paul Clark, Ms Sarah Cows, Dr Tom Crummey, Mr Ian Galloway, Ms Claire Glen, Mr Alan Harper, Ms Sophie Harrison, Professor James Hetherington, Ms Katja Lamping, Mr Ric Passey, Professor Norbert Pachler, Mr Matthew Swales. Ms Sarah Lawson, Professor Ivan Parkin, Dr Fiona Strawbridge, Mr Lloyd Naylor, Ms Beth Beasant, Ms Donna Swann, Professor Mark Emberton, Mr Ian Dancy, Donna Dalrymple, Mr Alan Harper, Dr Kathryn Woods, Mr Iain Fowler

Apologies:

Mr Derfel Owen, Ms Kate Pearce, Ms Alexandra Potts

In attendance:

Mr David Cooper, Dr Owain Kenway, Mr Deepan Banati, Mr Tom Turner, Mr Michael Marques, Mr Daniel O'Keeffe, Ms Stephanie Esuloa, Ms Loleta Fahad, Mr Peter Derrick

Officer:

Mr David Samuel, Secretary (acting)

Part I: Preliminary Business

1. Introduction

1.1. Andy Smith, Vice-President Operations (Interim) introduced the meeting.

2. Minutes of the Last Meeting (6-02) 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.

3. Updates to Committee Terms of Reference

- 3.1. **APPROVED:** The committee approved the terms of reference. However, Paul Clark pointed out that they may need further updates once UCL's overall delivery framework has been agreed.

4. Finance Update

- 4.1. Sophie Harrison provided an update on the spend to date and the current forecast. Ian Galloway requested that in addition to this information it would be useful to see what the return on investment is.
- 4.2. **ACTION:** Return to next CDPRC with some articulation of business value delivered – **Sophie Harrison**

Part II: Matters for Discussion

5. Business Cases

- 5.1. Beth Beasant gave a summary of the Improve Education Administration and Student Experience (EASE) Within Faculties Business Case.
- a. Sarah Cowls was supportive of this initiative but pointed out that we need to understand the interactions between this and student experience transformation activities – e.g. Scheduling.
 - b. There was generally support for the initiative from the other committee members.
 - c. **APPROVED:** Funding was approved until the end of the current Financial Year (£374K).
- 5.2. Stephanie Esuola gave a summary of the Scheduling Business Case.
- a. There was support from the committee. Paul Clark highlighted a need for a portfolio view for the interdependent work and Kathryn Woods highlighted an upstream dependency on the Programme Architecture work.
 - b. Stephanie confirmed that there is a weekly update between the Scheduling Programme and the Programme Architecture team

- c. **APPROVED:** Funding was approved until the end of the current Financial Year (£387K).
- 5.3. Andy Smith provided an overview of the Functions Lean Business Case. It was explained that following this initial work the expectation is that further Lean Business Cases for individual functions will be raised by the relevant portfolios.
 - a. Sophie Harrison raised a concern that there will be multiple business cases relating to functions in future and the committee has a responsibility to ensure we are spending an appropriate amount of collective investment in these areas in future years.
 - b. **ACTION:** Understand the change heatmap and what changes are hitting which faculty at which time - **Change Management Team**
 - c. **APPROVED:** Funding was approved until the end of the of the current financial year (£444K).
- 5.4. James Hetherington and Owain Kenway provided an overview of the Computer Science Service Collaboration.
 - a. Ian Galloway asked if this business case would enable the consolidation of hardware spend in this space – James Hetherington shares that ambition and Ian suggested it should be reflected in the business case.
 - b. Tom Crummey also stated he would like to see an “end game” stated in the business case as it currently appeared to be indefinite.
 - c. Andy Smith was supportive providing the purpose of the business case is to invest in people who can build new assets for UCL.
 - d. **APPROVED:** The full value of the LBC was approved (£683k).
- 5.5. Donna Dalrymple and Loleta Fahad introduced the business case, explaining that the implementation of the system will provide HR with workforce data that has not previously been available and will increase the number of appraisals occurring throughout the University.
 - a. **APPROVED:** Approval for the funding to complete phase 1 of the implementation was granted (£750K across two financial years, until approximately January 2024).
- 5.6. Peter Derrick provided an update on the Admissions Transformation Programme business case.

- a. Andy Smith requested that the partnership agreement with PWC should be agreed, then fully articulating the final benefits in a final business case that should go to Financial Performance Committee in June before returning to Change and Digital Portfolio Review Committee in July.
- b. Andy Smith and other committee members also instructed the programme to try and keep spend in this financial year below one million pounds by reducing PWC spend. However before doing so the programme should fully understand the impact of doing that.
- c. **ACTION:** Spend no more than one million pound in the current financial year pending a summary of no-regret opportunity to reduce pace vs impact. The CDC will confirm out of committee that the balance of cost and impact is correct – **Sarah Cowls and Peter Derrick**

5.7. Unfortunately there was no time left in the meeting for an update on the Networks Transformation.

- a. **ACTION:** Provide an update in the July CDPRC – **David Cooper**

6. Spotlights

6.1. Fiona Strawbridge and Kathryn Woods gave an overview of the proposed new structure of the Education Change Portfolio.

6.2. There was insufficient time for the planned agenda item about the Connected University initiative.

- a. **ACTION:** Arrange a separate optional session about Connected University for any committee members that would like to hear more about it – **Ric Passey**

7. 23/24 Financial Year

7.1. There was insufficient time to cover this agenda item.

- a. **ACTION:** Add this item to the July CDPRC Agenda – **David Samuel**

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 13th July 2023 (2-5pm).

David Samuel

April 2023