Digital Strategy Committee

10 January 2022, 3:00-5:00pm

Minutes

Present Members:
Ms Fiona Ryland (Chair), Mr James Davis, Professor Mark Emberton, Professor Deborah Gill, Ms Katja Lamping, Mr Derfel Owen, Professor Norbert Pachler, Professor Ivan Parkin, Mrs Kate Pearce, Professor Sasha Roseneil, Mr Andy Smith, Mr Dean Stokes

Apologies:
Professor Geraint Rees

In attendance:
Dr Tom Crummey, Mr Iain Fowler, Dr Clare Goudy, Mr Alan Harper, Ms Sophie Harrison, Dr James Hetherington, Ms Sarah Lawson, Mr Ric Passey, Mrs Alexandra Potts, Dr Fiona Strawbridge, Ms Nicola Tyson-Payne, Mr Robert Webb, Dr James Wilson

Officer(s):
Mrs Hazel Crompton, Secretary

Part I: Preliminary Business

This newly formed committee met for the first time. There were no previous minutes to review or matters arising for discussion.

Part II: Strategic Items for Discussion

1.   Terms of Reference (1-02)

1.1.   Andy Smith, Chief Information Officer introduced the Terms of Reference and explained that this committee replaces the former Information Services Governance Committee (ISGC) and Digital Transformation Investment Board (DTIB). The following points were made:

a.   This committee's broad membership shall be focused on working together to co-create, govern and realise benefits for UCL.

b. There is a need to balance investment, manage service delivery and associated risk to realise the outcomes needed for UCL and respond to changes in priority appropriately.

1.2. The following points were raised in discussion:
   a. The Digital Strategy is being developed and will need to evolve to respond to UCL's overarching strategy.
   b. The ambition is to become part of a connected university; to Modernise our IT foundations, Digitise the way UCL works and harness technology and new ways of working to focus on Differentiating activities that play a critical role in education, research and student experience.
   c. There will be a focus on improvements to Information Security as well as securing investment to achieve these ambitions.
   d. **ACTION**: Andy Smith to share the Digital Strategy with Committee members.

1.3. Digital Strategy Committee:
   a. **APPROVED:** The Committee approved the Terms of Reference.

2. **Sub-Committee Updates**

Information Risk Governance Group
2.1. An update on the new Information Risk Governance Group was provided by Professor Mark Emberton:
   a. This sub-committee consolidates and absorbs the activity of the former committees and reports into the Digital Strategy Committee.
   b. The full update is available in the accompanying slides (Digital Strategy Committee Slides_100122).

Service Delivery Board
2.2. Professor Ivan Parkin gave an update from the Service Delivery Board:
   a. The group supports the governance of ISD's services, reviews data on service performance and critical incidents, and provides feedback.
   b. The Board aims to provide transparency on ISD service operations and works in partnership to guide improvements.
   c. **AGREED:** The Committee agreed this approach should be adopted for more services across the university.
   d. **ACTION:** Fiona Ryland to consider how a similar model could be established for other services.

3.   Domain Highlights

3.1.   Domain Chairs and Domain Leads presented key outcomes delivered in Term 1 and summarised the priorities for the current term. An update on the financial position was included for each area:
a.   Cloud, Infrastructure and Connectivity
b.   Cyber Security
c.   Staff Running UCL
d.   Digital Research Domain
e.   Digital Student
f.   Digital Education
g.   Shared Data and Platforms
h.   Faculty IT and Partnering
i.   Cross-Cutting Initiatives

3.2.   The highlights presented by all domains are available in the accompanying slides (Digital Strategy Committee Slides_100122).

4.   Confidential: Investment For 21/22

4.1.   Exempt from publication, please see confidential minutes.

4.2.   Exempt from publication, please see confidential minutes.

4.3.   Exempt from publication, please see confidential minutes.

4.4.   Exempt from publication, please see confidential minutes.

4.5.   Exempt from publication, please see confidential minutes.

5.   Spotlight on Strategic Initiatives

SITs to Cloud Delivery Plan
5.1.   Iain Fowler presented the SITs to Cloud delivery plan:
a.   The system has become increasingly complex over time.
b.   The move to Cloud will enable us to reduce complexity and improve stability and security.
c.   Unforeseen challenges are likely given the scale of work involved.
d.   The presentation slides are available in the accompanying slide deck (Digital Strategy Committee Slides_100122).

CRM Programme update
5.2.   Sophie Harrison presented an update on the CRM Programme:

a. The discovery phase is now coming to a close and work is moving into implementation.
b. The vision for the programme is far broader than technology. The aim is to transform how we approach and manage relationships at UCL starting with the relationships with students.
c. The presentation slides are available in the accompanying slide deck (Digital Strategy Committee Slides_100122).

Part III: Other Business for Approval or Information

6.   Feedback

6.1.   Attendees were encouraged to provide feedback on the content of the first meeting to Fiona Ryland or Andy Smith.

7.   Date of the Next Meeting

7.1.   The next Digital Strategy Committee meeting will be held on Thursday 31st March 2022 (2-4pm).

Hazel Crompton
January 2022