



Digital Strategy Committee

31 March 2022, 2:00-4:00pm

Minutes

Present Members:

Ms Fiona Ryland (Chair), Mr Paul Clark, Mr James Davis, Professor Mark Emberton, Professor Allison Littlejohn, Mr Derfel Owen, Professor Norbert Pachler, Professor Ivan Parkin, Mr Andy Smith, Mr Dean Stokes

Apologies:

Mr Ayman Benmati, Dr Clare Goudy, Mrs Kate Pearce Mrs Alexandra Potts, Professor Geraint Rees, Professor Sasha Roseneil, Mr Robert Webb

In attendance:

Dr Tom Crummey, Mr Ian Dancy, Mr Iain Fowler, Mr Alan Harper, Ms Sophie Harrison, Professor James Hetherington, Ms Sarah Lawson, Mr Michael Marques, Mr Ric Passey, Mr Ben Smith, Mr Richard Stephen, Dr Fiona Strawbridge, Ms Nicola Tyson-Payne

Officer(s):

Mrs Hazel Crompton, Secretary

Part I: Preliminary Business

8. Committee Membership Changes (2-02)

- 8.1. The Terms of Reference was shared with the committee and several changes were proposed to the committee membership.
 - a. **APPROVED:** The committee reviewed and approved the changes proposed to its membership, as detailed in the Terms of Reference (2-02).
 - b. **ACTION:** Hazel Crompton to send the updated Terms of Reference to Academic Services for review by the University Management Committee.

9. Minutes of the last meeting (2-03)

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

10. Matters arising from the last meeting

- 10.1. The suggestion to increase the use of Service Delivery Boards across UCL was discussed at the last meeting.
 - a. It was noted that Service Delivery Boards are now being used more widely in Professional Services.
 - b. **AGREED:** It was agreed that best practice in this discipline should be shared across different areas of the university.
- 10.2. Exempt from publication, please see confidential minutes

Part II: Strategic Items for Discussion

11. Sub-Committee Updates

Information Risk Governance Group

- 11.1. An update from the Information Risk Governance Group was provided by Professor Mark Emberton:
 - a. The committee recently met for the second time. There were no security incidents to report. The committee is looking at ways to ensure its meetings are as interactive as possible
 - b. A celebration of information security is being planned for January 2023. Further details will be shared when they are available

Service Delivery Board

- 11.2. An update from the Service Delivery Board was provided by Professor Ivan Parkin:
 - a. Service performance data was reported very positively with availability at over 90%
 - b. High levels of user satisfaction were also reported at around 80%

12. Strategic Overview – UCL Enablers

- 12.1. Andy Smith, Chief Information Officer provided a strategic overview of UCL's Enablers in the context of Digital and Professional Services Planning.
- 12.2. The following points were noted:
 - a. There is a focus on establishing and extending UCL's core digital platforms to get the basics right and a need for clear linkage in mindset and philosophy between UCL's Enablers and the work that we do
 - b. The demand for digital change and development means that there is more work to do than there is currently capacity available

- c. To fully support the Modernise, Digitise and Differentiate agenda, it is essential to get the foundations right, so that we can build on this to centre digital services around the student and staff experience
- d. We should explore opportunities and synergy in creating a single Change Portfolio including C&I work and other change initiatives
- e. The need for an integration plan and set of related objectives was highlighted by Fiona Ryland, VP Operations

13. Confidential: Investment Options For 22/23

- 13.1. Exempt from publication, please see confidential minutes
- 13.2. Exempt from publication, please see confidential minutes
- 13.3. Exempt from publication, please see confidential minutes
- 13.4. Exempt from publication, please see confidential minutes

14. Business Cases for Approval

Cyber Security

- 14.1 Sarah Lawson, Chief Information Security Officer presented two business cases for approval:
 - a. Security operations - including phishing prevention, network anomaly detection and managed detection and response service
 - b. Governance risk and compliance automation
- 14.2 The committee was asked to support the business cases within the budget ranges described, and for approval to proceed, whilst the exact costs are confirmed.
- 14.3 **APPROVED:** The committee confirmed approval of both Cyber Security business cases.

Integrated Workspace Management Solution (IWMS)

- 14.4 Ian Dancy, VP Operations presented the IWMS business case for approval:
- 14.5 The committee discussed the business case in detail. It was noted that further work is needed with the preferred supplier to understand the full cost.

- 14.6 Sophie Harrison, Director of Agile Delivery suggested the team consider options for early implementation to release value sooner.
- 14.7 Andy Smith, Chief Information Officer congratulated the team on the progress made to date.
- 14.8 **APPROVED:** The committee approved the work to continue to develop the full business case.
- 14.9 The full business case will be presented back to the Digital Strategy Committee for approval.

15. Business Cases for Noting

- 15.1. The ARC AI Platform business case was presented to the Committee for information and noting.

Part III: Other Business for Approval or Information

16. Next Meeting

- 16.1. At the next meeting, domains will present work that has been achieved throughout the year, sharing highlights and lessons learned.
- 16.2. The budget for the next financial year will be presented with a proposed split by domain for discussion, to ensure continued smooth running across the financial year boundary.

17. Date of the Next Meeting

- 17.1. The next Digital Strategy Committee meeting will be held on Monday 4th July 2022 (3-5pm)

Hazel Crompton
April 2022