Information Services Governance Committee

Wednesday 26th June 2019

M I N U T E S

Present:

Professor Michael Arthur (Provost and Chair)
Dame Nicola Brewer
Professor Anthony Smith
Professor David Price
Dr Celia Caulcott
Professor Nigel Titchener-Hooker
Professor Alan Thompson
Professor Becky Francis
Professor Alan Penn
Professor Geraint Rees
Professor Ivan Parkin
Professor Piet Eeckhout
Professor Graham Hart
Professor Sasha Roseneil
Professor John Mullan
Professor Norbert Pachler (Education Domain Chair)
Dr Paul Ayris
Ms Clare Goudy
Ms Fiona Ryland
Mr. Tom Rowson
Mr Dean Stokes
Ms. Wendy Appleby
Ms Collette Lux
Ms Francesca Fryer
Dr Michael Cope
Dr James McCafferty
Mr Jeremy Speller (ISD, partial attendance)
Dr Tom Crummey (ISD, partial attendance)
Ms Fiona Strawbridge (ISD, partial attendance)
Mr Robert Maughan (Information Security Group, partial attendance)

Apologies:

Mrs Lori Houlihan
Professor David Lomas
Professor Stella Bruzzi
Professor Mary Fulbrook
Professor Mark Emberton
Mr Simon Cane
Mr Philip Harding

The Provost opened the meeting.

1   19/06/01 Minutes of the previous meeting

Minutes of the meeting held on the 6th March 2019 were approved.

2   19/06/02 Digital Masterplan update

Noted:

Each digital investment domain lead gave an update on progress in their respective areas.

2.1   **Digital Education:** Dr Strawbridge reported that the focus here has been on the education infrastructure – Audio Visual (AV), computers for students, supporting teaching in external spaces, and the Lecturecast and Moodle online environments. This has limited progress on more developmental initiatives. Key aspirations include bringing the AV provision across the teaching estate (spaces above 20 seats) to a consistent standard, and extending Lecturecast to all rooms with more than 20 seats. The domain also needs to ensure compliance with the new Digital Accessibility legislation.

2.3   **Research IT:** Dr McCafferty reported on progress with the launch of the new Research Data Repository, supporting the Open Science agenda. Also, further investment in High-Performance Computing (HPC) and Research Data storage, though it was noted that UCL were no longer represented in the world Top 500 supercomputers list. Dr McCafferty did also highlight further growth in UCL's Research Software Engineering group – one of the best in the UK.

2.4   **Digital Transformation:** Mr Speller reported that the domain have delivered on all major areas planned. Development has started on the new Digital Services Enablement platform for online services. The new DSE platform will be built by the end of this year and will be demonstrated early in 2020. Also, the beta version of the staff intranet (with circa 70 common tasks included) is now available The migration of UCL websites to the new Drupal content management system is now virtually complete and work has started on decommissioning the old Silva system.

2.5   **Administrative IT:** Dr Crummey and Dr Cope summarised progress in this domain, including support for the formation of the PS Hub, and developments to 'RemedyForce' which is becoming the *de facto* ticketing system across PS. The new CMIS Go service now supports centrally and departmentally managed spaces with a single booking system. The UCL Occupancy Sensing system now allows the Data and Insight teams to gain a much better understanding of how we use our teaching and student space. The domain will also be supporting the activities of Innovation and Enterprise including a new conflicts of interest application and KEF. The MyHR project is the subject of a separate SMT discussion next week.

2.6   **Information Security:** Dr Cope highlighted the main investments happening in this area. There is an increased focus on awareness and training for UCL staff and students. To improve protection, various additional investments are underway both for prevention of attacks, and detecting them if they occur. Further significant investment is planned for the Data Safe Haven.

2.7   **IT Infrastructure:** Dr McCafferty highlighted the rollout of Windows 10 across all UCL managed desktops/laptops. The new Print@UCL contract, awarded to Xerox will reduce costs and enable additional services (eg intelligent document scanning). The new integrated communications and collaboration solution (voice-over-IP using MS Teams/Skype-for-Business) is now designed, with ITT completed, and ready to start in pilot. Agile/Devops and

Hybrid Cloud Automation will introduce new technologies and techniques to reduce ISD's costs and delivery lead times.

Discussion:

2.8   Lecturecast – The Provost queried the levels of investment in Lecturecast, given that the original request from Prof Townsend-Nicholson had been scaled back. This is a key service with a high impact on student satisfaction. It was agreed that Lecturecast does need additional investment, and there are plans for further investment in the following financial year. Lecturecast itself needs to be easier to use, and easier to arrange, eg "turn up, turn on". The Provost summarised by saying that we need to push hard on this, and need to see what can be done to secure additional funds for the coming financial year.

2.9   High-performance computing – The Provost queried the levels of investment in HPC, given that UCL is no longer in the world top 500 list. Like Lecturecast, there are 'affordability' limits. Key points from the discussion were:

- UCL needs to be ambitious, and thinking strategically in this space.
- Investments ought to be less thinly sliced, focussing on the important strategic few
- Research IT needs to be better joined-up across the various departments with HPC facilities, including Computer Science, and maybe commercial partners too.
- We need to strongly support HPC for teaching, eg strong growth in Social and Historical Science.

3   19/06/03 Proposed Digital investment portfolio for FY 19/20

Noted:

3.1   Each domain lead summarised the investment plans for their respective areas, as agreed at the various domain groups.

Discussion:

3.2   The Provost again stressed the importance of investing in Lecturecast, and will forward Prof Townsend-Nicholson's analysis/proposal to the domain group for their review. It was noted that the forthcoming Lecturecast 'opt-out' arrangements will need strong SMT support.

3.3   Prof Price stressed the need for continued investment in UCL's network infrastructure, especially in the way of establishing a high-performance research data network to match UCL's plans for HPC investment.

3.4   The Admin domain plans aren't yet finalised, given the forthcoming discussion and decisions to be made on the MyHR project. Any allocations agreed here would be subject to finalising the MyHR costs/plans at the SMT next week, and the admin domain meeting on the 9th July.

3.5   Dame Nicola commented on the importance of not neglecting UCL's sustainability commitments, as well getting improved teleconf facilities across campus.

3.6   Prof Rees made the comment that going forward, we should focus more on 'top-down' strategic initiatives, where we can properly assess how far we are from where we need to be, and therefore better plan multi-year (and repeating) investments.

3.7   Prof Roseneil asked about the 'Agile/DevOps' initiative for infrastructure. Dr McCafferty outlined the new technologies and techniques aiming to reduce ISD's costs and delivery lead times.

Decision:

3.8   Subject to the forthcoming decision on MyHR being within its own allocated budget, the 19/20 IT investment plan is approved.

*** Post meeting update 8-JUL-19: The SMT have now reviewed the MyHR options and accepted the recommendation to continue with the MyHR project rather switch to the cloud option. The Director of Finance has also confirmed that Finance Strategy provisioned digital investment funding will be brought forward to cover the increased costs of MyHR and therefore there will be no impact on the expected levels funding in the other domains. The proposed project portfolios presented are therefore approved for the following domains:*
• *Research*
• *Education*
• *Digital Transformation*
• *Infrastructure*
NB The Administrative domain portfolio could not be finalised ahead of a decision about MyHR and this will now be finalised in the coming weeks.
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4.   19/06/04 Proposed updated digital investment governance

Noted:

4.1   Dr Cope presented on the proposed updates for digital investment governance. The key goals are to provide more transparency and governance over digital capital investment, particularly given the forthcoming increases in capital investment over the next 10-year period.

Discussion:

4.2   Ms Appleby highlighted the dangers of 'salami-slicing' such that we take on too many projects and don't deliver them particularly well. Project and programme governance needs to be more efficient.

4.3   Ms Ryland suggested that the changes to IT capital investment governance is wrapped into the forthcoming review of ISD. This got general agreement, along with the need to have a degree of independence in prioritisation, ensuring alignment with UCL's strategic goals.

Decision:

4.4   The paper wasn't approved but it was agreed to include this change within the scope of the forthcoming ISD Review, and the Provost invited all to send feedback/comments to Dr Cope.

5.   19/06/05 Proposed updated digital investment business case process

Noted:

5.1   Dr Cope summarised the paper, the plan being to move away from annual spend based funding in tranches towards a stricter business case regime. This would have more of a focus on benefits and benefits management with Finance.

Discussion:

5.2   The paper was noted. Themes arising in the discussion included: improved continuity of project managers and business analysts in multi-year projects; potential involvement of internal audit in the process; importance of managing the hand-over into operations; the need for change control; and the need for post implementation reviews.

6.   19/06/06 Information security update

Noted:

6.1   Mr Maughan (UCL Information Security Group) gave an update on the current information security situation. This included information on recent attacks on UCL, as well as other developments across the sector.

Discussion:

6.2   The issue of staff auto-forwarding all emails to private email addresses was discussed. Under GDPR, this can be a criminal act, eg when UCL personally sensitive data is auto-forwarded outside UCL. This applies to staff and students.

Decision:

6.3   It was agreed that ISG would brief people of the dangers of auto-forwarding, offer alternatives, and increasingly remove the ability to do auto-forwarding.

6.4   It was also agreed that ISG would arrange for an external review of UCL's information security arrangements, including penetration and responsiveness tests.

7.   19/06/07 Approach to digital project cost allocation

Noted:

7.1   Dr Cope presented the paper summarising the way in which day-rate project costs are calculated, including contractor day-rates versus UCL employee costs. The Provost commented it was good to see it clearly demonstrated that there was no double-accounting.

AOB

There were no AOB items

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