Change & Digital Portfolio Review Committee

11 January 2024

Minutes

Present Members:
Aimie Chapple (Chair); Andy Smith; Sarah Lawson; Ivan Parkin; Ian Galloway; Ric Passey; Alan Harper; Sophie Harrison; Fiona Strawbridge; Lloyd Naylor; Donna Swann; Iain Fowler; Kathryn Woods; Claire Glen; Donna Dalrymple; Beth Beasant; Katja Lamping; Tom Turner; Marie Gallagher; Megan Gerrie; Andrew Ridley; Gethin James; Julie Whetton; James Hetherington; Ian Dancy.

Apologies:
Mark Emberton; Paul Clark; Alexandra Potts; David Cooper; Tom Crummey; Shaban Chaudhary.

In attendance:
Daniel Farrell; Katerina Alexandropoulou; Rose Ingham; Sue Walker; Denise Long; Stephanie Esuola.

Officer(s):
David Samuel (Secretary)

Part I: Preliminary Business

1. **Minutes (9-02)**

1.1. The Change & Digital Portfolio Review Committee approved the minutes of the meeting held on 12th October 2023.

1.2. The Change & Digital Portfolio Review Committee approved the updated Terms of Reference which had been updated to reflect personnel and role changes.

2. **Matters Arising**

2.1. No matters arising.

Part II: Strategic Items for Discussion

3. **Portfolio Review Session Actions**

3.1. Updates were provided by each portfolio on September's Portfolio Review Session actions:

3.2. Campus Experience:
   a. **Action:** Regarding the action to explore connections between ESM and IWMS – Bring Lloyd into the session with Ric and Margaret about ESM – **Ric Passey**
   b. Aimie also requested that Lloyd communicate anything delivered - however small - that would bring "joy" to the Estate.

3.3. Education:
   a. **Action:** Regarding the action to "Better define strategic goals in this space, what are the timelines and when will they be delivered? "– Aimie requested that the minutes from the Digital Education & Student Experience Sub Committee be regularly submitted to the Ops Committee – **Kathryn Woods**

3.4. Student Experience:
   a. **Approved:** Marie Gallagher requested that the Student Experience portfolio change their name to Student Lifecycle with immediate effect, as it was felt by the Change Portfolio Leadership Group that this better fitted their remit. The committee agrees to this change.

3.5. People, Money & Insight:
   a. **Action:** Regarding the action to hold a meeting about timesheets to address needs and requirements - James Hetherington asked to see the RFI – **Donna Dalrymple**
   b. Aimie Chapple mentioned that she had met with Computer Science and believes they may have implemented a similar solution.
   c. **Action:** Aimie to provide the Computer Science contact details to Donna – **Aimie Chapple**

4. **Lean Business Cases**

4.1. **Action:** Regarding the format of the slides the Chair requested they include overall spend against the Business Case – **Sophie Harrison**

4.2. EASE (LBC 2037) – Beth Beasant presented the request for EASE to deliver their next milestone.
   a. Aimie Chapple said that it's important the comms plans should be able to articulate the non-cashable benefits.

b. Also, if as part of the initiative, new roles are defined during the process of agreeing staff structure with faculties, and then later in the rollout with a subsequent faculty we find a better definition for a role that was already defined in a previous iteration/faculty, we should plan the retro fitting activity to correct those definitions for faculties that have already been rolled out.
c. **Action:** Tom Turner would like Charu Gorasia to be briefed on the benefits of EASE – **Tom Turner & Beth Beasant**
d. **Approved:** The tranche was approved (July 2024 and £535K)

4.3. Curriculum Management (LBC 2058) – Daniel Farrell presented the case for approval to deliver the next milestone for Curriculum Information Management.
a. Aimie Chapple raised the point that the major benefits of this initiative will occur outside of the CDPRC scope
b. **Action:** Tom Turner would like to go through the LBC with Daniel Farrell to get some clarity on the milestones – **Daniel Farrell**
c. **Approved:** The tranche was approved (April & £219K)

4.4. Learner Engagement (LBC 2060) - Daniel Farrell presented the case for approval to deliver the next milestone for Learner Engagement.
a. Marie Gallagher recommended that the team speak to Sarah Cowls regarding compliance and ensuring it aligns with the policy and compliance piece.
b. Tom Turner asked if it was possible to deliver more for less.
c. **Action:** Tom Turner wanted confirmation that the forecast was accurate – **Fiona Strawbridge**
d. Aimie Chapple requested that the team be particularly mindful of dependencies.
e. Andy Smith noted that this was an exciting initiative that links to the strategy.
f. **Approved:** The next tranche was approved (April 2024 and £117.4K)

4.5. Media Environment (LBC 2061) – Fiona Strawbridge presented the case for approval to deliver the next milestone for Media Environment.
a. The importance of managing the communications well was noted.
b. **Action:** Aimie Chapple requested for the team to ensure there is faculty representation and engagement and to engage heads, library and faculty learning technologists – **Fiona Strawbridge**
c. Aimie also asked if there was an academic for whom this a specialist area, and to keep that in mind.
d. **Approved:** The tranche was approved (July & £270K) but will return to provide and update to CDPRC in April 24

4.6. Functions (LBC 2028) – Margaret Spink presented the case for approval to deliver the next milestone for Functions.

a. It was explained that there was not yet alignment on how to commit to benefits and getting enough consensus on an operating model. These were the main two subjects for the governance meeting on 12th January 2024
b. **Action:** Tom Turner requested that for the next CDPRC if Functions could be presented after EASE, sequentially - **Sophie Harrison**
c. Ian Galloway asked if as much money was needed as initially thought.
d. Aimie Chapple said that the delivery team needed to look for cost "SAVINGS".
e. **Approved:** The next tranche was approved to April.
f. **Action:** The exact £ amount is to be confirmed following the governance meeting on the 12th January. Get confirmation and inform the chair offline – **David Samuel**

4.7. Learning & Talent Management (LBC 2029) – Donna Dalrymple presented the request for Learning & Talent Management to deliver their next milestone.
a. **Approved:** The tranche was approved (July 2024 and £500K

4.8. Scheduling (LBC 2036) – Daniel Farrell presented the request for Scheduling to deliver their next milestone.
a. Aimie Chapple requested that the delivery team looking for cost "shavings" wherever possible.
b. **Approved:** The tranche was approved (April 2024 & £177K)

4.9. My Campus (LBC 1931) – Lloyd Naylor presented the request for MyCampus to deliver their next milestone.
a. **Action:** Ian Galloway asked to explore if we can increase the full year benefits by doing the actions to get there quicker? i.e. Turning off systems such as CORA – **Lloyd Naylor**
b. **Action:** Tom Turner asked if there is anything that this tool can do that will help with financial planning. He would like to be involved in any conversations around this - **Lloyd Naylor**
c. Aimie Chapple also requested that the team think about how they can illustrate experience benefits for the communications.
d. **Approved:** The tranche was approved (April 2024 & £222K)

4.10. SITS To Cloud Phase 2 (LBC 2085) – Sue Walker presented the request for SITS To Cloud to be funded.
a. Aimie Chapple asked if we can articulate value that we can translate into cashable benefits
b. **Action:** Sarah Lawson raised a concern that the risk around the retention of protected data was not specifically refenced in the Business Case. Can SITS update CDPRC on its progress to removing the historical data risk and confirm when they will be compliant to the UCL data retention policy – **Marie Gallagher**

c. **Action:** The tranche did not match the forecast even though they seemingly reference the same period. Work offline to correct – **David Samuel & Sue Walker**
d. **Approved:** The tranche was approved (July 2024 & £728K)

4.11. Student Enquiries – Marie Gallagher & Daniel Farrell presented the request for Student Enquiries to be funded.
a. Marie Gallagher said that the portfolio may need to reduce, stop, postpone, or elongate one of their other initiatives in order to accommodate Student Enquiries
b. Aimie Chapple pointed out that according to the plan benefits won't be realised for a long time. Marie explained that this is because the launch will be a single point in 2025.
c. **Action:** Aimie Chapple requested a review of the service design to se if value can be delivered quicker than in 18 months – **Marie Gallagher**
d. **Approved:** The tranche was approved (July 2024 & £471K)

4.12. Enterprise Service Management (LBC 2043) – Margaret Spink gave an update on the ESM Programme's visit to the Financial Performance & Planning Committee.
a. The Business Case was approved by the FPPC on the basis that all processes that are simplified generate cashable savings
b. It was requested that they return to FPPC regularly to provide progress updates.
c. There is GAP Analysis work being undertaken to validate the savings in the Business Case
d. **Action:** Aimie Chapple requested that by the end of the financial year CDPRC have seen a benefits tracking approach for the initiative – **Margaret Spink**

5. Financial Update & Digital Strategy Funding

5.1. Sophie Harrison gave an update on the latest forecast and spend to date and Andy Smith talked about the committee needing to find a way to fund the Digital Strategy work.
a. **Action:** Aimie Chapple requested that for April CDPRC the cost to date and forecast is split between revenue and capital expenditure – **David Samuel & Sophie Harrison**
b. **Action:** Rather than taking a contribution from each portfolio, Aimie has requested we explore the option of this being an overall portfolio pressure. Please can Sophie review and propose some opportunities to make the saving – **Sophie Harrison**

6. AOB

6.1. Andy Smith requested that Change Portfolios make sure they are happy with the roadmaps, and that in February “Shifts” (as per the Strategy) will start to be applied.

6.2. **Action:** Kathryn Woods asked if Data Protection Impact Assessments should be completed for all initiatives. Sarah Lawson explained that there is a process that she’s happy to review with Kathryn offline if Kathryn would like – **Kathryn Woods**

David Samuel
January 2024