Change and Digital Committee (CDC)

11 April 2024 at 1:00pm

Online meeting held via Microsoft Teams

Minutes

Present Members:
Aimie Chapple, Vice-President (Operations) (Chair); Beth Beasant; Shaban Chaudhary; Dr Tom Crummey; Marie Gallagher; Ian Galloway; Megan Gerrie; Claire Glen; Alan Harper; Sophie Harrison; Professor James Hetherington; Gethin James; Graham Keel; Sarah Lawson; Professor Paola Lettieri; Professor Ivan Parkin; Ric Passey; Andrew Ridley; Andy Smith; Dr Fiona Strawbridge; Thomas Turner; Julie Whetton; Dr Kathryn Woods.

Apologies:
Sarah Cowls; Donna Dalrymple; Ian Dancy; Professor Mark Emberton; Katja Lamping; Alexandra Potts.

In attendance:
Graca Carvalho (for minute 6); Iain Fowler; Rosie Ingham; Stuart McLellan (on behalf of Donna Dalrymple); Lloyd Naylor; Rupal Patel; David Samuel; Margaret Spink; Donna Swann.

Officer(s):
Alex Brace; Olivia Whiteley.

Part I: Preliminary Business

1. Chair's Introduction

1.1. The Chair welcomed Alex Brace as incoming Secretary to Change and Digital Committee (CDC). The Chair also welcomed Graham Keel to his first meeting as the Executive Director of the PS Hub.

1.2. The Chair advised that she was grateful for Professor Paola Lettieri's attendance as Vice-President (Strategy) to help steer the Committee.

1.3. CDC noted the purpose of this meeting at this point in the academic year, to review the Lean Business Cases and any additional requests for funding.

2. Minutes of the last meeting, any matters arising and outstanding actions (11-01)

2.1. CDC approved the minutes of the meeting held on 11 January 2024.

2.2. CDC noted that going forward the Committee should be referred to as Change and Digital Committee (CDC), not Change and Digital Portfolio Review Committee.

Part II: Strategic Items for Discussion

3. 2023-24 Financials and Indicative Budgets for Next Year

3.1. Thomas Turner, Director of Finance Business Partnering, presented an update on the spend to date, noting that projected spend for 2023-24 was over budget, along with indicative budgets for 2024-25 of which a significant element had been earmarked for new spend including the Digital Strategy and previously committed business cases. Allocations had been proposed based on historic spend levels and indicated that a 65% capex and 35% revex budget assumption was correct.

3.2. The following points were raised in discussion:
   a. The Chair noted that for 'change' activity, which was not routinely capitalised, CDC would need to ensure that the work was making progress and yielding value. The Chair also noted the importance of staying within the overall allocated budget and encouraged portfolio owners to shave budgets where possible.
   b. Members considered the basis for the allocations, noting that these were indicative only and would require further discussion focused on individual roadmaps in the context of the overall strategic plan.
   c. CDC noted that budgets across the institution faced the same challenges to keep spend within the envelope, and the need for clear explanations as to the reason for any overspending. It was suggested that contingencies should be built into the indicative budgets to respond to potential emergencies.
   d. Professor Paola Lettieri, Vice-President (Strategy), noted that it would be useful to visualise the progress of each portfolio in terms of cost and schedule variance.
   e. The Chair noted that portfolios had historically had the ability to spend under a certain threshold on items deemed important from a product perspective and that these amounts added up to a significant value. Decisions would need to be made on whether to place controls on smaller spend to ensure the strategic focus of budgets going forward.

3.3.   CDC agreed to revisit the indicative budgets for 2024-25 at a meeting in September.

4.   Digital Strategy

4.1.   Andy Smith, Chief Information Officer, presented an update on the draft Digital Strategy, which had been shared with UMC on 12 March 2024. It was noted that UMC recognised the case for change but sought to understand more about current digital investment and how that was to be progressed efficiently in portfolios. The request to reserve additional funding towards the Digital Strategy of £22m over three years had met some challenge.

4.2.   CDC noted the importance of showing how the funding envelope would change in terms of investment in future years and how the various portfolios would network together as they moved forward. It would be important for UMC to see what the intended outcomes of each tranche of investment would be in terms of value and benefits for Faculties and Departments, as well as the impact of any limitations with the existing CDC allocation.

4.3.   Andy Smith, Chief Information Officer, requested that by the next CDC meeting, portfolio owners consider how the work in their portfolio aligned with the Digital Strategy. It was noted that once the Strategy had been approved, CDC would play a key role in ensuring that the appropriate governance structure was in place.

5.   The Plan for Webinars

5.1.   CDC noted the request from UMC to arrange briefing sessions on each portfolio to help members understand the current expenditure, the capital available for future projects, and the outstanding requirements.

5.2.   The Chair asked all portfolio owners to arrange a briefing session between 45 minutes to an hour and to invite all relevant team members including the portfolio sponsor. She noted that these webinars should be recorded and that a standard agenda had been drafted.

6.   LBC 1954 Centre for Digital Innovation (LBC 1954)

6.1.   Professor James Hetherington, Director of the UCL Advanced Research Computing Centre and Portfolio Owner for Digital Research, presented an update on Centre for Digital Innovation (CDI).

6.2.   The following points were raised in discussion:
   a. The Chair noted the addition of a benefits slide for each LBC to ensure that benefits were tracked more efficiently. It was requested that benefits content be added to each business case in future.

b. Ian Galloway, Director (Commercial and Procurement), noted that there was a case for innovation hubs to be considered 'business as usual' (BAU) and queried at what point CDI would cease to be in CDC's remit and start being BAU.

c. Professor Paola Lettieri, Vice-President (Strategy), stressed the need for strategic consistency in creating centres for innovation across the institution.

d. CDC noted the important of CDI forming part of the wider innovation strategy under development in the Office of the Vice-Provost (Research, Innovation & Global Engagement).

6.3. CDC approved the £347k investment requested for 2024-25 commencing in August 2024, and further conditionally approved the funding for the three-year renewal, subject to successful award of both the Amazon Web Service (AWS) contribution, a funding contribution from UCL innovation and enterprise, and further subject to discussion and agreement of the role of the CDI in the wider innovation strategy of the Vice-Provost (Research, Innovation & Global Engagement).

7.   LBC 2041 Functions

7.1. Margaret Spink, Business Transformation Advisor (Operations), presented an update on Functions.

7.2. CDC noted the update and that spend was covered by the existing funds release.

8.   LBC 2052 Cost Recovery (LBC 2052)

8.1. Claire Glen, Executive Director of Research and Innovation Services and Portfolio Owner for Research & Innovation Operations, presented an update on Cost Recovery.

8.2. CDC approved to July 2024 and noted that forecast spend of £203k would be covered by previous tranches (which totals £309k).

9.   LBC 2051 Contracting Transformation (LBC 2051)

9.1. Claire Glen, Executive Director of Research and Innovation Services and Portfolio Owner for Research & Innovation Operations, presented an update on Contracting Transformation.

9.2. The following points were raised in discussion:
a. The Chair noted that it was important to consider customer satisfaction and how that might be improved and measured over time.

b. Professor Paola Lettieri, Vice-President (Strategy), asked if the cashable benefits were aligned with expectations. The Executive Director of Research and Innovation Services advised that the programme had been delayed and would provide Professor Paola Lettieri with more information on the cashable benefits offline.

Action – Claire Glen

9.3. CDC approved the next tranche of investment requested of £488k, until October 2024.

10.   LBC 2060 Learner Engagement (LBC 2060)

10.1. Dr Kathryn Woods, Pro-Vice-Provost Education (Student Academic Engagement) and Portfolio Owner for Education, presented an update on Learner Engagement.

10.2. The following points were raised in discussion:
a. CDC noted that the spend was covered by an existing funds release.
b. It was suggested that a programme may need to be developed around the evolution of student administration overall, working across teams involved in the student lifecycle.
c. The Chair requested testing to ensure minimal viable project (MVP) acceptance by user groups.

10.3. CDC approved continuation and agreed to review three new business cases in October 2024 which would supersede this business case.

11.   LBC 2061 Media Environments (LBC 2061)

11.1. Dr Kathryn Woods, Pro-Vice-Provost Education (Student Academic Engagement) and Portfolio Owner for Education, presented an update on Media Environments.

11.2. The following points were raised in discussion:
a. CDC noted that training had been considered in the cost with the recruitment of a Change Manager role.
b. CDC noted that the product was the sector leader in Higher Education.
c. The Chair requested that consideration be given to opportunities to maximise and communicate success.

11.3. CDC approved the next tranche of investment requested of £65k until August 2024.

12.   LBC 1931 My Campus (LBC 1931)

12.1.   Lloyd Naylor, Director of Customer Operations, presented an update on My Campus.

12.2.   The following points were raised in discussion:
   a. CDC noted that this was a multi-year project and requested a roadmap be added to the business case to show the delivery of modules and expected benefits.
   b. The Chair noted that it would be important to consider customer satisfaction and how that might be improved and measured over time.

12.3.   CDC approved the next tranche investment requested of £489k until July 2024.

13.   Strategic Plan Report Submission

13.1.   Sophie Harrison, Director of Agile Product Delivery, asked members to ensure they had reviewed the entries for their initiatives. It was planned to bring regular updates on the Strategic Plan to CDC.

13.2.   The Chair noted the importance of strategically spending the allocated budget and ensuring that smaller expenditures were not draining resources.

14.   External Income Opportunities

14.1.   CDC discussed current external income opportunities and noted that this would be a standing agenda item going forward.

Part III: Other Business for Approval or Information

15.   2035 – Scheduling

15.1. CDC received an update on Scheduling.

16.   2058 – Curriculum Management (2058)

16.1. CDC received an update on Curriculum Management.

17.   2057 – Cloud ERP Phase 1 (2057)

17.1. CDC received an update on Cloud ERP Phase 1.

18.   2041 – Kathleen Replacement (2041)

18.1. CDC received an update on Kathleen Replacement.

19.   Service Delivery Board Update

19.1. CDC received an update on Service Delivery Board.

20.   Information Risk Governance Board Update

20.1. CDC received an update on Information Risk Governance Board.

21.   Any other business

21.1. CDC noted that there were two out-of-cycle Lean Business Cases to review.

21.2. CDC received an update on the Network Upgrade and noted that the design would minimise disruption through use of out-of-hours implementation.

21.3. Professor Paola Lettieri, Vice-President (Strategy), noted the current lack of visual representation to show progress of projects and value for money, advising that this could be a useful tool in driving a narrative for expenditure. Sophie Harrison, Director of Agile Product Delivery, noted that CDC tended to focus on qualitative rather than quantitative data. Use of a tracker was welcomed; the Chair agreed to meet with Professor Paola Lettieri to discuss this.

22.   Date of the next meeting

22.1. CDC noted the date of the next meeting, 4 July 2024 at 2:00pm.

Alex Brace, Secretary to CDC
April 2024