Change and Digital Committee
5 October 2022, 2.00-4.00pm

Minutes

Present Members:
Mr Andy Smith (Chair), Mr Ayman Benmati, Mr Paul Clark, Ms Sarah Cowls, Dr Tom Crummey, Ms Donna Dalrymple, Mr Ian Dancy, Mr Ian Galloway, Ms Claire Glen, Mr

Officer(s):
Ms Hazel Crompton, Secretary

Part I: Preliminary Business

1. **Minutes of the Last Meeting (4.02)**

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

2. **Committee Terms of Reference (4.03)**

2.1. There have been some updates to the membership since the last meeting and the revised Terms of Reference was shared with the committee in advance of the meeting.

    a. **ACTION:** Hazel Crompton to send the updated Terms of Reference to Academic Services for review by the University Management Committee

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d   The role involves stakeholder management and coherence, bringing people together and benefits realisation

5.2.   The need to clearly define the change portfolios and their parameters was noted, particularly where the work across the two portfolios needs to be closely aligned

5.3.   Maintaining a good awareness of the activities across the other portfolios and understanding cross-portfolio dependencies was highlighted, to avoid teams delivering in a siloed way. This is particularly important for the underpinning systems such as HR and Finance.

6   Portfolio Roadmaps

6.1.   Portfolio Owners have been working with their leadership teams to develop a roadmap for their change portfolios linking strategy to the work we need to do

6.2.   Portfolio Owners and Portfolio Leads were invited to discuss progress with the development of their roadmaps, sharing the priorities that were balanced, key decisions reached, and the challenges faced

Student Experience

6.3   Work on the student experience portfolio roadmap is progressing well. There are recruitment challenges making it difficult to recruit the number of staff needed to deliver the portfolio   There are particular concerns with respect to resourcing the SITs team and the work towards SITs to Cloud

6.4.   There are specific challenges with scheduling portfolio work around the academic year calendar:

6.5.   A number of significant initiatives are being delivered simultaneously which is

Digital Research and Innovation

6.8   Work on the roadmap for the ARC Digital Research and Innovation Change Portfolio is in its early stages of development. There are challenges due to the volume of demand across the research community.

Research and Innovation Operations

6.9   This is a new change portfolio and work on the roadmap is therefore still developing. However, this is an immediate priority to ensure clarity around the future work.

6.10   There are challenges around bringing together teams that are quite dispersed although having a central place to coordinate the work is helpful.

6.11. The team have had to balance priorities around tools and processes, long and short term goals as well as risk appetite.

6.12. Current delivery challenges include initiating product teams and managing dependencies across the portfolios.

People, Money and Insight

6.13   The People, Money and Insight change portfolio has similar challenges to others in terms of forming the scope of the portfolio, bringing together Finance, HR, Data and Insight and Inside UCL under a broader umbrella that extends beyond a systems-based focus.

6.14. The work has involved looking more broadly across the themes to deliver our objectives and set up structures that deliver benefits to other change portfolios as well.

6.15. Ensuring that initiatives are aligned to UCL strategy has been a priority with a focus on staff engagement. The need to pay attention to UCL's values as part of the work was highlighted.

6.16   A significant part of the work in this portfolio falls into the 'housekeeping' area of our strategy and the team remains focussed on the importance of that.

Education

6.17. The Education change portfolio is very well established. A key priority is to continue supporting the university with issues around the Teaching Excellence

Framework (TEF) and the National Student Survey (NSS) and to prioritise initiatives accordingly.

6.18   The assessment team are supporting face to face exams again which may lead to capacity issues.

6.19   The portfolio are waiting to hear about UCL's strategy for online teaching and flexible education which will help determine future priorities.

6.20   There continue to be opportunities for synergy and delineation between the student experience and education change portfolios.

Campus Experience

6.21.   Work on the portfolio roadmap is progressing well. The team have been looking at the priorities alongside the current initiative to implement an Integrated Workspace Management System (IWMS).

6.22.   Key priorities to balance are; sustainability, making best use of UCL's spaces, balancing current commitments whilst evaluating the benefits of new proposals.

6.23   The big challenges faced in delivering the roadmap include; breaking down the work to reduce complexity of delivery, external forces such as the current economic climate and balancing the need for new spaces alongside maintaining and enhancing existing space.

Faculty Operations

6.24.   The Faculty Operations change portfolio is awaiting delivery of new strategic operating plans from faculties to understand IT requirements that will underpin future delivery.

6.25   The portfolio is currently reviewing how to integrate incoming change and improvement activity and confirm how this is prioritised

6.26   Balancing resource commitments to the university operating cycle as well as operational vs product requirements.

Digital Infrastructure

6.27.   The main priorities to balance in this Portfolio are managing the risk of hardware failure against enabling new transformative activities.