Minutes

COMMITTEE | University Information and Communications Technology Governance Committee
Meeting 3/2014

DATE / TIME | 31 July 2014, 11:30-12:30pm
VENUE | Mills Room, Chancelry Level 4

PART 1 – PROCEDURAL ITEMS

1. Announcements, Apologies and Disclosures

Attendees:

| Vice-Chancellor | Ian Young (Chair) |
| Chief Financial Officer | Alastair Sinton |
| Chief Information Officer | Karen Hill |
| College Dean | Stephen Bottomley |
| College General Manager | David Akers |
| Deputy Vice-Chancellor, Academic | Marnie Hughes-Warrington |
| Executive Director, Administration and Planning | Chris Grange |
| University Librarian | Roxanne Missingham |

Apologies:

| Deputy Vice-Chancellor, Research | Margaret Harding |
| Director, Service Improvement Group | Lakshmi West |

Secretariat:

| Executive Officer, CIO | Kus Pandey |

2. Arrangement of Agenda

The Committee agreed that items 7.2 and 9 should be grouped together for discussion.

3. Minutes

The minutes of meeting 2/2014 (UICT Document 2014/70) held on 8/5/2014 were accepted.
4. Business Arising and Action Items

Item 1: It was noted that ITS had recently appointed an Associate Director (IT Service Management), who will lead this project.

5. Future Agenda Items

The items on this list were noted.

PART 2 – FINANCIAL & BUSINESS ITEMS (Confidential)

6. UICT Project Costing update

It was noted that the original document in the agenda pack (UICT Document 2014/71) had been updated (UICT Document 2014/76), and the revised document was tabled at the meeting.

New Action Item: Circulate a soft copy of UICT Document 2014/76 (Secretariat)

7. UICT Project Acquittal Statement

The CIO spoke to the UICT Project Acquittal statement (UICT Document 2014/55), which was a reckoning of the outstanding over and under spends on various UICT projects undertaken over the past couple of years. The committee agreed to endorse all 10 recommendations in this paper.

7.1. Brand Asset Management (BAM) Status Briefing Paper

The Committee noted the briefing paper on the BAM project (UICT Document 2014/56). It was agreed that the project seemed a costly solution to the business requirement; having a low initial ICT cost, but a high recurrent cost. The CIO has advised the relevant business area, the ANU Marketing Office, that this project has been suspended for 2014, with a small amount having been spent on vendor costs. The CIO recommended that a revised project proposal that includes a clarification of the request for funding be considered as part of the 2015 UICT program of works. This will be submitted to the next UICT meeting.

The CIO’s recommendation was approved.

7.2. ANU Workspace Project Phase 1

As outlined in UICT Document 2014/57, the CIO noted that Workspace – Phase 1 has delivered:

- A base Windows 8.1 image;
- A Standard Operating Environment for the Information Commons;
- The packaging and testing of more than 200 software applications;
- The refresh of approximately 1350 devices for the Information Commons and HR Division; and
- The refresh of approximately 250 devices for Information Commons that was previously missed during the first round of deployment.

The remaining task for Workspace – Phase 1 will be to finalise the asset disposal program; which will incorporate a staff and student buyback scheme.

The CIO spoke to the changes in direction for this project, noting that while the first iteration of the project had been structured around a managed service arrangement with heavy involvement of a third party, future phases of the project would now leverage in-house expertise prior to any outsourcing conversation. It was noted that the majority of costs for Phase 1 came from the project management services and the vendor supplying specific services. It is not anticipated
that any further costs associated with this part of the project will arise. The intention is to draw a line under Phase 1, to document all costs associated with delivery, along with the lessons learned. The CIO recommended that the Committee endorse the request to recover the costs incurred during Phase 1.

The Committee agreed to endorse this request.

The Committee then discussed the scope of ANU Workspace Phase 2 (Item 9 on this agenda). Given the discontinuation of support by Microsoft for XP, it was noted that where XP is still in use it may be more efficient to refresh the fleet, which will be addressed by Phase 2.

The CIO advised the Committee that the business case for ANU Workspace Phase 2 will not be submitted to this meeting, as several elements are still being worked on.

Another key change will be the replacement of the system management tool, KACE (a Dell product), with System Centre Configuration Manager (SCCM, a Microsoft product). This is already been used in some areas of the University.

It was also noted that the governance structures will be rearranged for Phase 2. This has involved working in close collaboration with the Colleges, Library, and other key stakeholders.

It is anticipated that the business case will include a three year internal leasing model for Service Divisions, and negotiations will continue with Colleges. The project is expected to achieve incremental savings over the next three years, as the underlying processes and systems are not yet in place to realise the full savings.

The Committee noted this update, and expressed interest in receiving the business case for Phase 2 for full assessment.

8. U Cloud Briefing Paper

The Committee considered the CIO’s briefing paper regarding uCloud (UICT Document 2014/58). In essence, the U Cloud initiative is to establish a community cloud for Universities that will offer a number of services: infrastructure, platform and software as a service. As it stands, the initial proposal provided by CISCO lacks several details in order to create a strong business case. It was noted that this was a business investment, not a technology decision. The ANU is participating in an independent risk assessment with UNSW, UoM and UWA to assess this proposal further.

It was also noted that the ANU needs to perform Activity Based Costing (ABC) in order to understand the true value proposition of this project. It appears that one of keys to making this proposal viable would be the ability to leverage a discount from Oracle on the main University enterprise systems. The Committee agreed that this proposal was of interest, and that the EDAP and the CIO would continue to participate and attend appropriate meetings throughout August, and then report back to the Committee.

New Action Item: Update Committee on uCloud activities after the meeting at the end of August (CIO)

PART 3 – PROPOSED SOFTWARE SOLUTION-BASED PROJECTS FOR PRIORITISATION

9. ANU Workspace Phase 2 – Business Case
This was discussed earlier in the meeting.

10. Chemical Inventory System (CIS)

The Committee reviewed the CIS Project Proposal (UICT Document 2014/61), and the accompanying Briefing Paper (UICT Document 2014/69). It was noted that in addition to the direct project costs, if this project were approved, ITS would be required to provision funding to support BAU.

The Committee agreed that this was a significant requirement, and that the in-house solution was heavily reliant on a single staff member who has now left the University. The CIO clarified that the subscription cost is on a per annum basis.

The Committee requested further information to be provided:

a. Scan of the market of similar products;
b. How the system will interact or make provision for e-procurement given the current CIS is more than an inventory system.

The Committee suggested that the analysis of the market and other products should always be evident in the proposals or supporting documentation.

It was agreed that although the Committee is generally supportive of this proposal, it is concerned about potential fragmentation of procurement activities, and that a greater understanding of the inter-relationships was required.

The Committee agreed to approve this proposal with the condition that the EDAP is provided with the information to address the above.

New Action Item: Provide additional information to EDAP in relation to a market scan of other potential products, and how ChemWatch will consider procurement requirements (CIO)

PART 4 – PROPOSED HARDWARE SOLUTION-BASED PROJECTS FOR PRIORITISATION

11. ANU Gateway – Website Search Capability project proposal

The Committee reviewed the ANU Website Search Capability project proposal (UICT Document 2014/67) in conjunction with the vendor proposal (UICT Document 2014/72). This project relates to the replacement of the Funnelback search engine on the ANU website with Google Enterprise Search. This is a dependency in delivering the ANU Gateway project which is being delivered by the Marketing Office.

The CIO explained that this would allow an enhanced search capability, and highlighted that the funds would actually be sourced from the ITS Infrastructure Fund, not UICT. It was noted that the project would require an alteration to the researchers.anu.edu.au portal. The Committee recognised that although this portal is not an optimal service, there are no funds available to perform a substantial revision. It was also noted that the current environmental scan of available Research Management Systems had revealed systems with standard functionality of a public profile component for University researchers.

The Committee approved the request.

PART 5 – OTHER ITEMS FOR DISCUSSION
12. **Post-Implementation Review (PIR): Identity Access and Management (IDAM) project**

The Committee considered the IDAM PIR (UICT Document 2014/62). The CIO noted that the key messages of this report were that the project delivered on its objectives, but with many issues noted relating to governance, project management, control and communications. This has been an important exercise within ITS to raise visibility on what could be improved in the management of projects, and has also been a useful to distribute with colleagues across the University to ensure that lessons are shared and visibility and transparency of ITS activities take place.

The Committee discussed the findings, and noted disappointment that the UICT had approved the initial proposal with insufficient documentation on the intended deliverables. In particular, it was noted that although the Online Account Management System (OLAMS) was intended to be retired as a result of this project, it was not. Similarly, the retention of the Lightweight Directory Access Protocol (LDAP) represents fragmentation. Single sign-on was also not achieved.

The result of these deficits is that a second phase of this project is required to incorporate these issues. This will require a clear business case to come to UICT for all phases of the project.

**New Action Item:** A business case should be developed for the IDAM project including all phases of the project, and in the interim an action plan be put in place to rectify outstanding issues highlighted above. This will be required for UICT consideration.  (CIO)

13. **University wireless project**

The CIO gave a verbal update to the Committee on the review of the University's wireless service within the ANU student residences. Although it had been intended to be tabled on the day, the report was received from the vendor too late for this to occur. The document will be circulated to the Committee under separate cover.

The report was a comprehensive assessment of all residences, accounting for over 4,000 rooms; and consulted students and staff. A draft coverage plan and associated costing was included, and the CIO will now work with the DVCA and EDAP to identify the plan moving forward.

The CIO also flagged that the next report would address key areas on Acton campus such as the Libraries, and that the review would be finalised by late August. The subsequent report will be submitted to the next UICT meeting.

Any decision about wireless needs to take into account the broader context such as the ANU network audit.

**New Action Items:**
- Circulate the review of the University's wireless service within the ANU residences  
  (CIO)
- Submit report on wireless service within key areas such as the Libraries at the next UICT meeting (CIO)

14. **CIO’s report**

The CIO gave a verbal report, noting:
- Two recent key appointments within ITS:
o Associate Director, IT Service Management - Nicole Black. This role will be responsible for improving aspects of ITS Service Desk performance, such as incident management; stakeholder engagement and performance data; the need for improved processes; and a renewed focus on communications and customer management.

 o IT Portfolio Manager – Sean Jenkinson. Under the supervision of the Associate Director, Enterprise Systems and Project Delivery, this role will refine the project management process from identification to approval; will develop a three year lifecycle plan; and formulate the 2015 proposed program of work.

• A current focus on consolidation of IT strategy to support the University's stated goals.
• ITS is still recovering from the change in project management resources. Project managers for ANU Online and HR are in place, with an ICT Infrastructure PM starting next week. The market for project managers is tight at the moment, with the majority of resources currently being recruited from Melbourne.

14.1. Email Health Check report

The Committee noted the Briefing Note (UICT Document 2014/73) and Report (UICT Document 2014/74) on the University's email service.

The report found that the current e-mail service (Office 365) was in good health with some recommendations for improvements to the existing solution. However, it was noted that there are issues relating to the ongoing use of Macs in the Office 365 environment which will be rectified when Microsoft release their new version of Outlook for Macs. It was also noted that the technical support for profiles and configuration were delivered in an ad hoc fashion, which is particularly evident in the calendar issues experienced by the OVC.

14.2. Existing project update

The Committee reviewed the update on existing projects (UICT Document 2014/75). It noted that the HR project has a tight timeframe and the vendor team are currently on campus. It was also noted that the Timetabling project was designated at risk, although it has extra temporary resources currently allocated to ameliorate this risk. The communications on this project possibility need improvement from the College perspective.

14.3. ANU Network Request For Quotation (RFQ)

The CIO gave a verbal update on this activity. The RFQ approached four companies and received three responses for evaluation. The successful candidate was UXC. It is anticipated that a report will be provided by 30 November. This report will document the performance of the University’s network in terms of risk, needs, security and age etc.; and will then allow an approach to market for tender.

15. Privacy Officer’s report

The University Librarian gave a verbal update in her capacity as ANU Privacy Officer:
• Working on revised privacy policy.
• Collaborating with ANU Online to create simple and clear notifications for use with Echo 360.
• A security breach had occurred since the last UICT meeting. It was reported to the Privacy Commissioner, who assessed the University’s response as appropriate. No further action will be taken.
16. Changes to the Privacy Act: Position Paper

The ANU Legal Counsel, Mr Ken Grime, attended for this portion of the meeting, and spoke to his written submission (UICT Document 2014/51). Mr Grime noted that his document was initiated by the changes to Commonwealth Privacy legislation, but then began to address the requests coming from across campus that reflect engagement with cloud-based services in ways that weren’t previously anticipated. Use of off-shore vendors requires the University to ensure that data is handled as it would be if it were stored in Australia. The University can now be vicariously liable for the actions of a vendor. Other public institutions are facing the same issues. The NSW government has developed its own private cloud as a means of solving this problem. The larger vendors are starting to implement local services, which reduces our risk exposure.

Key points:
- The need to understand vendors in terms of their capability, whether they are a new provider, where they are storing University data, and what happens to this data if the company fails, or the University terminates the contract.
- Vendors often do not consider the impact of the way that they hold private information. It can mean that the University doesn’t retain control of the data and how it is managed.
- This is creating a need for a different set of skills on campus. We have staff who can setup an agreement with a service provider, but someone has to manage the contract.
- Negotiations can take much longer, particularly with smaller companies who have not previously addressed the needs of institutional data management.
- Planned flexibility. Outsourcing may lock us into a system because the product doesn’t integrate with existing or future systems. The University may want to extract data, but find that we can’t in the future. The question of data ownership needs to be carefully considered at the outset of a contract.

The Committee noted that the University is likely to conduct more outsourcing of this kind due to the associated cost savings, and asked what could be changed in the way that the University handles this kind of contract negotiation in order to achieve faster turnarounds.

Mr Grime noted that in general, there are two parts to this issue:
- Maturity of market. Vendors often require education on the issues facing the University, especially when they are relatively small companies.
- Awareness at the procurement level. Ensuring that the University considers the full impact of purchases. He has created a checklist to assist. It is effectively a paradigm shift in the way that the University should conduct future business.

The Committee agreed it would be ideal to amend the UICT project proposals to include the checklist supplied in UICT Document 2014/51 into the BA work, to ensure the project is prepared to address these questions before going to market; and to identify the contract manager once it has been established.

The Committee noted that although the LO have drafted a set of standard contracts, it is often the case that the University has to amend a vendor’s agreement, which adds time to a negotiation.

New Action Item: Amend UICT project proposal templates (CIO)

17. Audit Matters (Confidential)

The Committee noted the verbal report from the EDAP on this matter.

18. Research Portfolio update
Mr Douglas Robertson, the Director of the Research Services Division (RSD), attended for this portion of the meeting, in order to give the Committee an update on the Research Portfolio projects on behalf of the DVCR.

Mr Robertson advised that the five projects are presently proceeding on schedule. There are interconnections between all of the projects in this program of works, and RSD have worked closely with ITS on this. The ERA2015 project will be completed by the end of August, but it will require an increase to the project funding. The Committee received an updated version of the document initially submitted as UICT Document 2014/66, which was revised and tabled at the meeting (UICT Document 2014/77).

This results from a decision by the steering group to re-scope the project to include additional functionality in the form of a relative citation index, which will add significant benefit to panel chairs when they are structuring their panel submissions. During the previous ERA process, the panels were only able to model citations on an annual basis, using a manual procedure which was very time consuming. This new feature will be visible to all panel chairs, so that they will be able to benchmark using data rather than an informed estimate.

The Committee questioned whether there are likely to be further re-scoping requests. Mr Robertson advised that the steering committee have agreed that no further adjustments would add value.

The Committee also questioned the ongoing costs of the project, and received an assurance that the annual support costs would be consistent with the current costs. It was noted that the University had an opportunity to consolidate all Readify contracts, and the CIO agreed to investigate this option.

The Committee discussed the importance of maximising the University’s ERA performance. This request was approved.

**New Action Item:** Investigate the consolidation of all Readify contracts (CIO)

### PART 6 – ITEMS FOR NOTING

19. **UICT ToR update**

The Committee endorsed the revised UICT ToR (UICT Document 2014/63).

20. **ANU ICT purchases over $100K**

The Committee noted the ANU ICT purchases over $100K to 31 May 2014 (UICT Document 2014/64).

21. **2014 ANU ICT Aggregated Purchasing Summary**

The Committee noted the list of all ANU ICT purchases by business unit from 1 January to 31 May 2014 (UICT Document 2014/65).

22. **Date of Next Meeting**

Meeting 4/2014

Proposed: Monday, 13 October 2014

12 noon – 1:30pm
PART 7 – OTHER BUSINESS

The Committee agreed that the next meeting would require 90 minutes in order to evaluate the full agenda.

Meeting closed 1:07pm