



Operations Committee

4 November 2021, 10:00 - 12:00

Minutes

Present Members:

Fiona Ryland (Chair); Kevin Argent; Beth Beasant; Joyce Bill; Simon Buller; Katie Canada; Sara Collins; Natalie Conway; Ian Dancy; Geoff Dunk; Ian Galloway; Thea Gibbs; Claire Glen; Clare Goudy; Richard Jackson; Tansy Jones; Natasha Lewis; Sian Lunt; Collette Lux; Derfel Owen; Andy Smith; Julie Smith; Dean Stokes; Osman Teklies; Rebecca Whitham; Donna Williamson.

Apologies:

Paul Ayris
Matthew Blain
Loren Moyse
Kathryn Walsh

In attendance:

N/A.

Officer(s):

Louise Moore, Secretary

Part I: Preliminary Business

1. Terms of Reference & Membership (Paper 1-01)

- 1.1. Operations Committee agreed the proposed changes to the membership, with the addition of amending the title of 'Research Services' to the correct title of 'Research and Innovation Services'.
 - a. **ACTION:** Proposed changes to the membership to go to UMC for approval.
- 1.2. Operations Committee suggested that future agendas should include:
 - a. Schedule of works across the year.
 - b. Item on the Strategic Risk Register.

Part II: Strategic Items for Discussion

2. Facilities Services, Insourcing or Outsourcing (Paper 1-02)

- 2.1. Ian Dancy, Executive Director of Operations introduced the paper, setting out the six-month strategic project on insourcing and outsourcing, which would culminate in a paper to Council in July 2022. The following points were made:
- a. Pay had been levelled up for UCL's outsourced workers.
 - b. Sally Hillman, a consultant, would be leading the project and would be in touch with colleagues over the next few weeks.
- 2.2. The following points were raised in discussion:
- a. The benefits of insourcing. What should we stop doing?
 - b. Careful communication of decision making and to think strategically.
 - c. Uniforms, and whether to commit to co-branding.
 - d. To ensure consistency, some issues would need to be fixed before insourcing/outsourcing.
 - e. Need to be clear about success factors and service delivery.
 - f. Management was identified as one of the key success factors:
 - i. Performance manage service well.
 - ii. Management expectation.
 - iii. Providing support and training for managers.
 - g. To consider other functions, including costs, number of people, and impact of TUPE.
- 2.3. Operations Committee:
- a. Noted that we had six-months of discussion time to ensure the best outcome.
 - b. **Agreed:** Ian Dancy would provide regular updates to Operations Committee.

3. Start of Term Update from PS Hub

- 3.1. Natalie Conway, Director, Professional Services Hub presented an operational update from the PS Hub.
- 3.2. The following points were raised in discussion:
- a. Suggested that the Leadership Briefing was used to circulate updates from the PS Hub.
 - b. Suggested that a representative from each Faculty could work with the PS Hub team to address the issues and resolve in a joint working group/forum.
 - c. Faculties and Central Teams to work together on challenges and to set deadlines and stick to them.
 - d. Could the approvals process be simplified?

- e. Increased visibility and transparency within MyHR so colleagues more aware about missing information, enabling proactivity, and working together better.
- f. Planning key to ensure sufficient resource in place.

3.3. Operations Committee:

- a. **Agreed/ACTION:** that the HR Services Comms could be sent out via the Leadership Briefing. Natalie Conway and Collette Lux to take forward.
- b. **Agreed/ACTION:** to set up a joint working group/forum with a representative from each Faculty and the PS Hub team to address and resolve issues together. Natalie Conway and Jonni Learoyd to take forward.
- c. **ACTION:** Fiona Ryland to raise recruitment with Matthew Blain.

4. Supply Chain Resilience & Inflation (Paper 1-03)

4.1. Ian Galloway, Commercial Director introduced the paper setting out the current issues around supply and inflation. The following points were made during the presentation:

- a. Supply chains across the UK were being stretched, with particularly long lead times for IT kit. The issues were nationwide and not unique to UCL, and were caused by a combination of Brexit, Covid and problems in the Suez Canal.
- b. Predicted that prices would increase over the next six months by 10% or more.
- c. Utilities and gas were protected for now, but the risk strategy would need to be reviewed.
- d. Impact on STEM (medical and engineering).
- e. Over the next six months, in addition to the financial risk, there were other risks to consider, such as organisations going into insolvency and cost pressures with research contracts.

4.2. The following points were raised in discussion:

- a. Look at inflation rates and document into contracts.
- b. Do the mitigation measures present us with new opportunities? Important to take ownership and act.
- c. Although planning for six months inflation it could last longer.

5. Sustainability: Net Zero Plan for UCL (Paper 1-04)

5.1. Richard Jackson, Sustainability Director and Chair, Sustainability Sub-Committee introduced the paper setting out UCL's plans to be net zero by 2030. The following points were made during the presentation:

- a. This was a major project that impacted the whole organisation.
- b. A consultant was being brought in to pull the business case together.

- c. Noted that the commitment was approved in October 2019 and then the pandemic struck. Concerns raised about what could be achieved in eight years.
- 5.2. The following points were raised in discussion:
- a. Research funders were increasingly interested in sustainability and asking for sustainability statements, for example, carbon offsetting travel. The ability to demonstrate and provide an audit trail was noted.
 - b. COP26 and HE sector plan for sustainability.
 - c. The ambition to drive forward, but the concerns about achievability.
 - d. Costs if not achieved:
 - i. Carbon loading on any new initiative.
 - ii. Students expect sustainability.
 - iii. UCL's global experts in the field of sustainability and the need to be at the forefront on initiatives and backing up what we say with what we do.
- 5.3. Operations Committee:
- a. Noted the business case.
 - b. **Agreed/ACTION:** To outline the business case over the next six months and Richard Jackson to bring the business case to Operations Committee for consideration.
- 5.4. Operations Committee:
- a. **Approved:** the recommendations with the following amendments:
 - i. To clarify product versus project.
 - ii. To clarify the timeline, so clear for planning purposes: Richard Jackson to work with Joyce Bill.
 - iii. To work with Mike Sheppard on the early feasibility work on key capital projects.
 - b. **ACTION:** Richard Jackson to update the recommendations and UMC to note.

Part III: Other Business for Approval or Information

6. **Sustainability Committee: Draft Terms of Reference (Paper 1-05)**
- 6.1. Operations Committee Name received the Sustainability Committee Terms of Reference.
7. **AOB**
- 7.1. Andy Smith, Chief Information Officer provided an update on the recent SITS incident. Noted that the system was back up and running. The system was

complex and had a huge impact across UCL systems when it went down. Lessons would be learnt.

8. Date of Next Meeting

8.1. Friday 3 December 2021, 11:00 – 13:00

Louise Moore, Secretary
November 2021