



Operations Committee

Thursday 5 May 2022, 10:00 – 12:00

Minutes

Present Members:

Fiona Ryland (Chair); Suzy Adcock; Kevin Argent; Jeremy Barraud; Mike Brown; Simon Buller; Georgina Cade; Katie Canada; Sara Collins; Natalie Conway; Sarah Cows; Ian Dancy; Geoff Dunk; Helen Fisher; Ian Galloway; Claire Glen; Clare Goudy; Richard Jackson; Tansy Jones; Natasha Lewis; Sian Lunt; Alice Mortlock; Ciaran Moynihan; Kate Pearce; Julie Smith; Dean Stokes; Kathryn Walsh; Becky Whitham, Donna Williamson.

Apologies:

Paul Ayris
Beth Beasant
Donna Dalrymple
Thea Gibbs
Lauren Moyse
Derfel Owen
Andy Smith
Osman Teklies

In attendance:

For minute 45, Clare Foyle, Planning Manager.
For minute 47, Bella Malins, Director of Access & Admissions.
For minutes 47 and 48, Katja Lamping, Director of Student Recruitment.
For minute 49, David Everett, Deputy Director Campus Experience and Commercial Services.
For minute 50, Sian Minett, Director of Timetabling (Service Delivery and Improvement), and Dean Judge, Programme Manager.

Officer(s):

Louise Moore, Secretary

Part I: Preliminary Business

43. Minutes (Paper 5-35)

- 43.1. Operations Committee approved the minutes of the meeting held on 10 March 2022.

44. Matters Arising (Paper 5-36)

44.1. Membership update: the following new members were welcomed to the meeting:

- Suzy Adcock, for Faculty of Life Sciences, (interim).
- Georgina Cade, Head of Communications Strategy & Planning, will represent Vice-President (External Engagement).
- Sarah Cowsls, Executive Director of Student Services and Registrar.

44.2. Arising from minute 35.3b, Facilities Services, Insourcing or Outsourcing: Sally Hillman, Consultant to incorporate the feedback into the paper for Council.

Noted: that the Insourcing/Outsourcing Project was on the agenda, item 9.

44.3. Arising from minute 36.3b, Student Load Exercise: Planning should own the process with a nominated DOO as partner. Dean Stokes, Director of Planning to ask the Vice-President (Strategy) if he agreed.

Noted: that progress had been made and in discussion with the Vice-President (Strategy), he agreed in principle that OVPS/planning should jointly own the student load process. Further work was needed to determine what was practically required to integrate and set-up the student load exercise for future success.

44.4. Arising from minute 37.3b, Incident Response and Business Continuity Management:

- i. To bring back to Operations Committee every 6 months.
- ii. To align with the Planning process.
- iii. To update the dashboard to cover all service areas.

Noted: that this was progressing.

44.5. Arising from minute 38.3a, Supply Chain Procurement Risks: Ian Galloway, Commercial Director and Dean Stokes, Director of Planning to review the identified risks considering the feedback received, and if content that the risks were strategic, to forward to RMWG to review and to add to the Strategic Risk Register.

Noted: that this would be considered at the Risk Management Working Group on 19 May, flagged as a new strategic risk. The strategic risk register would be signed off by the Audit Committee in June.

44.6. Arising from minute 39.1b, Change Plan: members of Operations Committee to use the UCL Year Planner outlook calendar and to feedback comments to the Planning Team.

Noted: that although no specific feedback since the last Operations Committee meeting, the UCL Year Planner continued to be kept up-to-date, and there would be a change item at Operations Committee on 23 June. On

change more broadly, this will be discussed further once the Change and Improvement Team has been established and responsibilities agreed.

- 44.7. Arising from minute 40.2g, Confidential item HS2 and how UCL responds: Richard Jackson, Sustainability Director and Ray Sykes, Business Continuity Management Advisor, to work with Faculties to include the Euston area works in their Business Continuity Plans.
Noted: that this had been included.
- 44.8. Arising from minute 41.2c, Travel Policy Update: Ian Galloway, Commercial Director to check about partner travel and provide an update.
Noted: the travel policy was updated, approved by UMC, uploaded to the UCL webpages, and transferred to HR.

Part II: Strategic Items for Discussion

45. Review of Operations Risk Profile (Paper 5-37)

- 45.1. Dean Stokes, Planning Director and Clare Foyle, Planning Manager, introduced the paper explaining that the strategic risk register was currently being updated, and would be considered by UMC and then progressed to Audit Committee in June.
- 45.2. Operations Committee was asked to consider the five strategic risks, relevant to Operations Committee, and to consider whether they were the correct recommendations for UMC.
- a. The strategic risks, relevant to Operations Committee to consider, were:
1. Inflation
 2. Geopolitics
 3. Staff dissatisfaction
 4. Student dissatisfaction
 5. Climate crisis
- 45.3. The following points were raised in discussion, in relation to the five strategic risks:
- a. Agreed that the five top strategic risks were sensible.
 - b. At a recent meeting of Council, members had asked for an update on inflation and important for Operations Committee to be aware of this request.
 - c. Noted that the current top five risks on the risk register would be replaced, but they would not be removed and would simply move further down the list.

- d. Noted that as staff were returning to campus there was increased dissatisfaction with the estate, and the Estates Team were working on this.
 - e. Noted and agreed that the strategic risk register was not widely disseminated, and the lack of visibility was causing unnecessary duplication of risk.
 - f. **ACTION:** Dean Stokes, Planning Director, to take forward the suggestion of disseminating the strategic risk register more widely across UCL.
- 45.4. Operations Committee was asked to consider the newly escalated risks from local risk registers.
- a. The four risks to be considered were:
 - 1. Environmental investigation.
 - 2. Fire Marshal and First Aid provision across buildings.
 - 3. Meeting Competition and Markets Standards (CMA compliance).
 - 4. Managing and supporting the breadth of student activities across UCL, for example apprenticeships.
- 45.5. The following points were raised in discussion, in relation to the newly escalated risks from the local risk registers:
- a. Noted that a Fire Marshal and First Aid review was currently taking place.
 - b. Suggested and agreed that CMA compliance could be absorbed into the Student Satisfaction risk.
 - c. Suggested and agreed that programme risk at UCL East Pool Street West should not identify specific programmes, but that the risk should be applied to all programmes based there and that the risk should be contained within the project.
 - d. Suggested that risk profiles should be built around areas, such as Environmental, Technical, Operations, Social etc. and that all institutional risks would be captured across these areas.
 - e. **ACTION:** Dean Stokes, Planning Director, to take forward and implement the agreed suggestions in relation to the newly escalated risks from the local risk registers (45.5b. and 45.5c.), and to consider further the suggestion of risk profiles across areas (45.5d.).
 - f. **ACTION:** Claire Glen, Executive Director Research & Innovation Services to work with the Planning Team to refresh the mitigation and planned actions around Research risk.
- 45.6. Operations Committee:
- a. Agreed with the recommendation for UMC to consider the five strategic risks proposed in the paper: inflation, geopolitics, staff dissatisfaction, student dissatisfaction and climate crisis.

46. Confidential: International Research Collaborations: Governance and Management of Research Risks (Paper 5-38)

46.1. Exempt from publication, please see confidential minutes.

47. Review of PGT applications

- 47.1. Katja Lamping, Director of Student Recruitment and Bella Malins, Director of Access and Admissions, provided an update on PGT applications to date, making the following points:
- a. 83,000 PGT applications had been received, which was 6% up on this time last year, but was expected to drop down to 2%.
 - b. Noted that the increase in applications from Chinese applicants had abated.
 - c. 35% more offers had been made this year compared to this point last year. 22,000 PGT offers made and 12,500 acceptances received, which, compared to this point last year, was 39% over. The earlier offers were reaping a higher conversion rate.
 - d. The hard work of the team was commended and noted that recruitment of staff for overtime work was underway to help with the workload.
 - e. The PG Open Days received positive feedback from the 'Find a University' website.
 - f. China was a risk in student recruitment terms due to the volatile situation caused by several factors, including the lockdown in Shanghai, the National Congress of the Chinese Communist Party due to take place in the autumn and the potential problems with flights. Noted that the Summer School had already been negatively affected with lost income, as students were either unwilling or unable to travel.
- 47.2. The following points were raised in discussion:
- a. The Faculty of Population Health (FPH) raised a concern that the speed of making offers was a risk for them.
- 47.3. Operations Committee:
- a. Noted the risks around student recruitment in China.
 - b. **ACTION:** Chair of Operations Committee to speak to Vice-Provost (Education & Student Experience) about a mitigation plan for China student recruitment.

48. Update on Undergraduate Open Days

- 48.1. Katja Lamping, Director of Student Recruitment, provided an update on undergraduate open days, highlighting the following points:
- a. Virtual open days were taking place between 23 and 27 May and there had been 8,000 pre-registrations. The virtual open days were proving very successful for all prospective students as there was no need for travel.

- b. Everyone who attended the virtual open days would be given the opportunity to pre-register for the two in-person open days on Friday 15 July and Saturday 16 July.
 - c. UCL departments were encouraged to use the 'UCL Open Day' template, which was a low-touch, first page template, to project a 'one UCL' image to prospective students.
 - d. Open days were important to both prospective students and their parents and it was important to show UCL in a positive light.
- 48.2. The following points were raised in discussion:
- a. Estates Team to work with VPEE to make the in-person open days as special as possible.
- 48.3. Operations Committee:
- a. Noted the update.

49. Confidential: Security Transformation (Paper 5-41)

- 49.1. Exempt from publication, please see confidential minutes.

50. Timetabling Progress (Paper 5-42)

- 50.1. Sian Minett, Director of Timetabling (Service Delivery and Improvement) introduced the paper which set out the progress made to date on business-as-usual timetabling and the progress of improvement workstreams. The following points were made during the presentation:
 - a. 315,000 teaching hours had been requested. This was a 25% increase on last year, reflecting the increase in student numbers and face-to-face teaching.
 - b. 73.3% of the teaching hours requested had been roomed. The focus was on the longer duration events and anything less than 5 weeks in duration had not yet been roomed.
 - c. The Timetabling Team were working with Departments/Faculties on solvable issues such as stacking, competing demands and timing of events. The challenging issues were:
 - i. PC cluster room space.
 - ii. Large lecture theatres.
 - d. The Timetabling Team were also working with the Faculty Education Leadership and engaging with Faculty Tutors, and this would continue.
 - e. Of the six improvement workstreams summarised in the paper the following points were flagged:
 - i. Timetabling Policy: this would be jointly owned by Education Committee and Operations Committee. The Timetabling Policy was approved by Education Committee last week and approval was sought from Operations Committee.

- ii. Students would be able to audit classes online. Face-to-face auditing would only be permitted if there was space in the classroom.
 - iii. Change to the UCL hour so that meetings started on the hour and finished at 50 minutes past the hour.
 - f. Noted that work would start imminently on the large programme of engagement for scheduling for the 23/24 academic year, and the following points were noted:
 - i. Sensible limits on student choice.
 - ii. Capturing lecturer availability.
 - iii. How the community worked together to deliver.
- 50.2. The following points were raised in discussion:
- a. The shared challenge and working together was noted.
 - b. It was helpful to view the programme of work, which gave a clear view of the challenge.
 - c. Noted that the Sustainability Team were working with the Timetabling Team to close buildings out of hours.
- 50.3. Operations Committee:
- a. Noted the progress made to date.
 - b. Approved the Timetabling Policy and the change to the UCL hour.

51. Confidential: Insourcing/Outsourcing Project (Paper 5-43)

- 51.1. Exempt from publication, please see confidential minutes.

Part III: Other Business for Approval or Information

52. Date of the Next Meeting

- 52.1. Thursday 23 June 2022, 10:00 – 12:00

53. Date of Meetings for 22/23 academic year

- 53.1. Noted: Operations Committee meetings for 22/23:
 - Thursday 13 October 2022, 10:00-12:00
 - Thursday 24 November 2022, 10:00-12:00
 - Thursday 26 January 2023, 10:00-12:00
 - Thursday 9 March 2023, 10:00-12:00
 - Thursday 11 May 2023, 10:00-12:00
 - Thursday 29 June 2023, 10:00-12:00

Louise Moore
May 2022