LONDON'S GLOBAL UNIVERSITY

Operations Committee

Thursday 10 March, 10:00-12:00

Minutes

Present Members:
Fiona Ryland (Chair); Kevin Argent; Paul Ayris; Jeremy Barraud; Beth Beasant; Matthew Blain; Mike Brown; Sara Collins; Natalie Conway; Ian Dancy; Geoff Dunk; Helen Fisher; Ian Galloway; Thea Gibbs; Claire Glen; Clare Goudy; Richard Jackson; Tansy Jones; Natasha Lewis; Sian Lunt; Alice Mortlock; Kate Pearce, Julie Smith; Dean Stokes; Donna Williamson.

Apologies:
Simon Buller
Katie Canada
Derfel Owen
Andy Smith
Kathryn Walsh

In attendance:
Sally Hillman for item 3
Benita Noel and Lee Standen for item 4
Ray Sykes for item 5
Clare Foyle for item 6
Sarah Earl for item 7
Gary Sabini for item 8

Officer(s):
Louise Moore, Secretary

Part I: Preliminary Business

33. Minutes (Paper 4-27)

33.1. Operations Committee approved the minutes of the meeting held on 3 February 2022.

34. Matters Arising

34.1. Arising from minute 23.3c, Welcome & Induction: Sarah West, Deputy Registrar to contact Thomas Turner, Head of Finance Professional Services to discuss how to baseline Welcome & Induction into the SRS budget.
Noted: that a paper had been prepared for consideration at the Financial Performance Committee and that Fiona Ryland, Chair (Operations Committee) had agreed to sponsor the paper.

34.2. Arising from minute 26.3b, Change Plan: Dean Stokes, Director of Planning and Sarah Earl, Head of Centre of Excellence to produce one more iteration of the Change Plan for review by Operations Committee before rolling out further.
Noted: Change Plan was on the agenda, item 7.

34.3. Arising from minute 27.2b, Inclusion: Richard Jackson, Sustainability Director to develop the inclusive environments proposal and bring back a full access plan for consideration by Operations Committee.
Noted: to be considered at the October 2022 Operations Committee.

34.4. Arising from minute 28.3b, Sustainability BIG Ideas: Ben Stubbs, Senior Sustainability Manager to work with the Chair on a BIG tidy up event for Bidborough House.
Noted: that it was agreed to prioritise the Building Switch Off initiative and the BIG tidy up:

- Building Switch Off initiative: an increasingly prominent issue due to rises in energy costs and clear examples of buildings 'left on' unnecessarily during evenings and weekends, sometimes with very low occupancy levels. Building on earlier work which identified an initial list of 45 potential buildings to focus on, a working group was being convened with relevant colleagues.
- BIG tidy up –meetings with colleagues from Soft Services were taking place to consider issues around the BIG tidy up, focusing on
    - waste management infrastructure and services,
    - appropriate timings to run the BIG tidy up events.

Part II: Strategic Items for Discussion

35. Facilities Services, Insourcing or Outsourcing

35.1. Ian Dancy, Executive Director of Operations and Sally Hillman, Consultant gave a presentation setting out the scope of the insourcing/outsourcing consultation, focusing on catering, cleaning and security services. The timeline for the paper was explained: UMC in April, Finance Committee in May

and Council in July. Noted that a range of stakeholders across UCL had been consulted and the positive and negative feedback collated. These next steps were identified:

a. To continue to engage with the first line teams.
b. To ensure that all views were represented in the paper to Council.
c. To validate and update the financial analysis.

35.2. The following points were raised in discussion:

a. The feedback was very anecdotal and it was important to check and supply facts to accompany the feedback.
b. UCL was not a market specialist, and it was important for UCL to improve the management of outsourced contracts. Good outsourcing was about holding strong partnerships.
c. In addition to quality of management, the quality of policies was important, and could UCL ask contractors to work to UCL policies?
d. Important to be clear on the current quality of the service provided and to demonstrate what agreement needed to be in place to improve or maintain the quality.
e. Important to articulate the problem clearly and identify what problems needed to be solved.
f. Important to include the impact of the decision and any associated costs, e.g. HR and TUPE, Finance and payroll, PS Hub, ISD and new systems, etc.
g. Cost neutral was questioned: was there a competitive advantage to insourcing? Myth that outsourced providers made huge profits as margins were often very low.
h. Job risks, often more opportunities when outsourced.
i. Noted that UCL East had just agreed an integrated outsourced model, built on the welfare of staff and including the recruitment of apprentices and ex-offenders. Suggested that UCL East could be used as a pilot.

35.3. Operations Committee:

a. Noted the important points raised under 35.2;
b. **ACTION:** Sally Hillman, Consultant to incorporate the feedback into the paper for Council.

36. Student Load Exercise (Paper 4-29)

36.1. Beth Beasant, Director of Operations, Faculty of Medical Sciences introduced the paper, explaining that this was an annual exercise to ensure that departments received the correct proportion of income for the students they taught. The exercise was paused during the Covid pandemic and colleagues reviewed the process and questioned whether it should be reinstated, and the recommendation was that although it did not generate income, the exercise supported the academic mission and helped behaviours. The following points were made:

a. Potential ways to change procedures were being explored, to capture and process data to make it a more efficient and robust exercise.
b. Currently unclear about who would own the process as it cut across all departments.

36.2. The following points were raised in discussion:
a. Supportive of the changes and taking this forward.
b. Rolling processes would be beneficial.
c. Paul Clark, Vice-President (Strategy), was an important stakeholder in this exercise.
d. Suggested that a partnership model, with a central services owner and DOO/Faculty sponsor, could work well.

36.3. Operations Committee:
a. **Approved** the recommendations.
b. **Agreed/ACTION:** that 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.

37. Incident Response and Business Continuity Management (Paper 4-30)

37.1. Richard Jackson, Sustainability Director and Ray Sykes, Business Continuity Management Advisor introduced the paper explaining that the pandemic had shown that UCL managed the situation well, with strong communications across our community, however there was a danger in becoming complacent and we needed to explore how we would manage across different incidents. The following points were made:
a. Policy was about how we managed ourselves and our business activity.
b. Incident plan was about the initial incident.
c. Dashboard showed the work within Faculties and Departments on their own plans.
d. The plans revealed where we saw risk and would be joined up with our risk management approach.
e. Proposed that incident response and business continuity management was brought back to Operations Committee on a six-month cycle and that exercises were run to test our systems and response.

37.2. The following points were raised in discussion:
a. Supportive of scheduling a series of practice events across Professional Services and Faculties, exploring a range of incidents.
b. Important to consider our suppliers in our plans, including supply chain resilience.
c. Important to include research grants and portfolio of data.
d. Noted that the dashboard needed to be refreshed to ensure that all the new departments across UCL were included.
e. Importance of business continuity procurement for Libraries, e.g. SSEES collections.

f. To learn lessons from the pandemic and to build upon what worked well and reflect upon what did not.
g. Important to raise the profile of incident response and business continuity management across UCL and to dovetail timings with the risk register.

37.3. Operations Committee:
a. Noted the importance of identifying institutional risk and that the six-month cycle of reflection should draw this out.
b. **Agreed/ACTIONS**:
    i. To bring back to Operations Committee every six months.
    ii. To align with the Planning process.
    iii. To update the dashboard to cover all service areas.

    Richard Jackson, Sustainability Director and Ray Sykes, Business Continuity Management Advisor to take forward.

38. Supply Chain Procurement Risks (Paper 4-31)

38.1. Ian Galloway, Commercial Director and Clare Foyle, Planning Manager introduced the paper which identified the biggest supply chain risks and suggested mitigating actions. The following points were made:
a. Supply chain risk was significant: overly complicated with barriers to prevent change, lack of oversight and inadequate monitoring of performance of suppliers. Currently with over 30,000 suppliers it was important to simplify where appropriate.
b. Utility costs were rising.
c. Important to improve audit trials.
d. Reputational risk: with UCL's work taking place globally, our supply chain represents UCL across the world.
e. Recommended that the nine identified risks should be added to the risk register.

38.2. The following points were raised in discussion:
a. It was questioned whether all the identified risks were strategic risks, or whether they were issues.
b. Noted that Research and Innovation Services were working collaboratively with the Commercial and Procurement Team.
c. Important to have an agreed institutional framework to support who UCL works with.
d. Important for Risk Management Working Group (RMWG) to review the risks with an international focus.

38.3. Operations Committee:
a. **Agreed/ACTION:** 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.

39. Change Plan (Paper 4-32)

39.1. Dean Stokes, Director of Planning and Sarah Earl, Head of Centre of Excellence introduced the paper, setting out the change plan and the refreshed UCL Year Planner, available as a calendar in Outlook. The following points were made:

a. Suggested that this would come to Operations Committee once a term for a forward view.
b. To have a soft launch of the UCL Year Planner outlook calendar with members of Operations Committee. Feedback was encouraged.
ACTION: Members of Operations Committee to use the UCL Year Planner outlook calendar and to feedback comments to the Planning Team.

39.2. Operations Committee:

a. **Agreed** to bring back to Operations Committee once a term.

40. Confidential: Item HS2 and how UCL responds (Paper 4-33)

40.1. Exempt from publication, please see confidential minutes.

41. Travel Policy Update (Paper 4-34)

41.1. Ian Galloway, Commercial Director introduced the paper setting out the amendments to the travel policy and thanked the MAPS Faculty for their collaborative work to provide solutions and to enhance the policy. To summarise the significant changes to the policy were:

a. Visitors encouraged to use the travel policy, but this was optional.
b. Exemptions to the travel policy for accommodation linked to conferences, laboratories or research sites, where rates were better for participants.
c. Department/Institutional managers able to approve exemptions.
d. Where an exemption for accommodation existed, it was expected that travel would be booked through the travel provider, so that UCL would know where their staff and students were located.

41.2. The following points were raised in discussion:

a. The changes were welcomed.
b. Training on the policy would be helpful, particularly in relation to exemptions.
c. A question was raised about partner travel and how we would keep track of UCL staff travel when we were not responsible for booking.
ACTION: Ian Galloway, Commercial Director to check about partner travel and provide an update.

41.3. Operations Committee:
   a. Noted the transfer of ownership of the travel policy to HR from 1 April 2022.
   b. **Endorsed** the travel policy.

Part III: Other Business for Approval or Information

42. Date of the next meeting

42.1. Thursday 5 May 2022, 10:00 – 12:00

Louise Moore, Secretary
March 2022