



Operations Committee

Friday 12 May 2023, 11:30am

Minutes

Present Members:

Aimie Chapple (Chair); Suzy Adcock; Jeremy Barraud; Beth Beasant; Mike Brown; Georgie Cade; Sara Collins; Ian Dancy; Helen Fisher; Ian Galloway; Megan Gerrie; Thea Gibbs; Claire Glen; Tansy Jones; Natasha Lewis; Sian Lunt; Kate Pearce; Andy Smith.

Apologies:

Deniz Akinci
Paul Ayris
Simon Buller
Sarah Cowls
Geoff Dunk
Clare Foyle
Marie Gallagher
Lesley Houfe
Richard Jackson
Alice Mortlock
Ciaran Moynihan
Julie Smith
Kathryn Walsh
Becky Whitham
Donna Williamson

In attendance:

For minutes 38-45: Sarah-Louise Earl, Head of Centre of Excellence for Project and Programme Management

For minutes 38-45: Katy Hamilton, Director of Operations, Social and Historical Sciences

For minute 41: Pip Jackson, Head of Inclusive Environments

For minute 42: Angela Clark, Head of Recruitment

For minute 43: Kjell Horn, Deputy Director of Faculty Estates

For minute 43: Mike Kelly, Head of Timetabling (interim)

Officer:

Louise Moore, Secretary

Part I: Preliminary Business

38. Minutes (Paper 5-25)

- 38.1. Operations Committee approved the minutes of the meeting held on 16 March 2023.

39. Matters Arising (Paper 5-26)

- 39.1. Arising from minute 33.3.c, Student Load Exercise: Deepan Banati, Finance Business Partner, to discuss the recommendation to change the Primary Process Owner from Planning to Finance with the Chief Financial Officer.
Response: Deepan Banati met with Julie Smith, Director of Operations Faculty of Arts & Humanities, and assigned her as a primary point of contact in Finance to support the Student Load Working Group.
- 39.2 Arising from minute 34.3.b, Scheduling Transformation 23/24: DOOs to speak to the Deans about providing their support for the scheduling transformation proposal when it comes to UMC.
Completed.
- 39.3 Arising from minute 35.3.b, Confidential: Soft Services Update: DOOs to speak to the Deans to raise awareness for the soft services discussion at UMC next week.
Completed.

40. Update from the Chair

- 40.1. Andy Smith, Chief Information Officer, was thanked for steering the team through the last nine months as Interim Vice-President (Operations). The Chair and Operations Committee (OC) members were very appreciative.
- 40.2. The Chair explained that her background was in the private sector, and she had 26 years leading successful large-scale transformations within complicated organisations. Her aim was to create a momentum of change across UCL and to ensure that UCL's community of stakeholders were at the heart of everything we aimed to achieve.

Part II: Strategic Items for Discussion

41. Inclusive Environments Action Plan Update (Paper 5-27)

- 41.1. Pip Jackson, Head of Inclusive Environments, introduced the paper and explained that the aim of the action plan was to ensure that the UCL campus

was accessible to all, putting our customers and stakeholders at the very centre of what we wanted to achieve. The following points were raised:

- a. A wide consultation across UCL had taken place, and the next stage was to socialise the plan and ensure buy-in from the UCL community.
- b. It would take time to achieve everything, so this was a 5-year plan with revisions and updates made along the way.
- c. The action plan was closely aligned with the Estates Strategy.

41.2. Views from Operations Committee members were sought, with reference to successful socialisation and ensuring collective responsibility. The following points were raised:

- a. Important to specify clear parameters around intent.
- b. Important to demonstrate how the policy connected with other policies cross UCL, to aid compliance.
- c. Noted that the EDI Vice-Deans would help to promote the action plan, and that it was also important to work closely with the EDI team.
- d. Important to be aware that people's expectations of an inclusive environment had changed, and some building users has expressed anger where new buildings had not met their expectations.
- e. It was suggested that the DA Forum should be included as part of the consultation process, and it was important to present the plan and explain how and what DA Forum members could contribute.
- f. Important to shift the balance between heritage and accessibility to ensure that heritage did not become a blocker to an inclusive environment. Noted that legal advice on heritage had been sought and that the team were actively engaging with Camden Council to work as partners and to improve the relationship.

41.3. Operations Committee:

- a. Noted the plan and were supportive.
- b. OC members were encouraged to email Pip Jackson, Head of Inclusive Environments, directly with any further thoughts and suggestions.
- c. **ACTION:** Pip Jackson, Head of Inclusive Environments, to take forward the suggestions listed under 41.2.

42. Confidential: Talentlink – the first six months (Paper 5-28)

42.1. Exempt from publication, please see confidential minutes.

43. Timetabling and Facilities Update for 23/24 (Paper 5-29)

43.1. Mike Kelly, Head of Timetabling (interim), and Kjell Horn, Deputy Director of Faculty Estates explained that their presentation focused on timetabling and rooming as they were still in the early stages of implementing change. A further update would be provided at the next meeting. The following points were made during the presentation:

- a. The aims of the changes were to:
 - i. Put students at the heart of our campus.
 - ii. Improve the student experience.
 - iii. Improve end-to-end timetable delivery.
 - iv. To provide a collaborative and coordinated approach.
 - v. Improve the teaching spaces.
 - vi. Align to the student and campus experience portfolio.
 - b. Noted that 80% of the 23/24 timetable had been roomed, compared to 73% at the same point last year.
 - c. Issues around sufficient rooms with larger flat floor space for 23-24 meant that the team were speaking to external providers for next year and were actively looking to improve UCL's large flat teaching space for future years.
 - d. A Teaching Improvement Steering Group had been established to lead on improving the teaching space. The Group was excited to make an impact this year starting with quick wins and setting up a rolling refresh across future years to create some real action.
- 43.2. The following points were raised in discussion:
- a. OC members were supportive and were encouraged to get as much done as possible before the start of the academic year.
 - b. Procurement of furniture and establishing a good supply chain was important, and this required more work.
Agreed/ACTION: Mike Kelly, Head of Timetabling (interim), and Kjell Horn, Deputy Director of Faculty Estates, to work with the team to address the furniture supply chain issue and to provide an update at the next meeting.
 - c. Important to set up KPIs to demonstrate and measure success.
 - d. Important not to room teaching in spaces unfit for purpose.
- 43.3. Operations Committee:
- a. Noted that a further update would be provided at the next meeting.

Part III: Other Business for Approval or Information

44. AOB

- 44.1. None raised.

45. Date of the next meeting

- 45.1. Thursday 29 June May 2023, 10:00-11:50

Louise Moore
May 2023