



## **Operations Committee**

Wednesday 25 October 2023  
Meeting held via Microsoft Teams

### **Minutes**

#### **Present Members:**

Aimie Chapple (Chair); Suzy Adcock; Dr Paul Ayriss; Deepan Banati; Jeremy Barraud; Beth Beasant; Mike Brown; Simon Buller; Georgie Cade; Sara Collins; Geoff Dunk; Helen Fisher; Clare Foyle; Marie Gallagher; Ian Galloway; Megan Gerrie; Dr Thea Gibbs; Claire Glen; Katy Hamilton; Lesley Houfe; Richard Jackson; Tansy Jones; Sarah Lawson; Natasha Lewis; Sian Lunt; Mary McHarg; Alice Mortlock; Ciaran Moynihan; David Pacey; Andy Smith; Julie Smith; Dr Kathryn Walsh; Donna Williamson.

#### **Apologies:**

Ian Dancy; Becky Whitham.

#### **In attendance:**

Hayah Nawaz (for Becky Whitham)  
Pip Jackson, Head of Inclusive Environments (Minute 4)  
Marc Biebuyck, Programme Director of Enterprise Service Management (Minute 6)  
Margaret Spink, Business Transformation Advisor (Operations) (Minute 6)  
Jason Clark, Assistant Director of Sustainability (Minute 7)

#### **Officer:**

Douglas Bertram, Secretary.

## **Part I: Preliminary Business**

### **1. Welcome to New Members**

1.1. The Chair welcomed members of the Operations Committee (OC) to the first meeting of the new academic year.

### **2. Minutes of the Last Meeting (Paper 1-01)**

2.1. Operations Committee approved the minutes of the meeting held on 29 June 2023 [Minutes 46-53, 2022-23].

### 3. Matters Arising from the Previous Minutes (Paper 1-02)

- 3.1. Minute 48.2: The Head of Recruitment was taking forward the suggestions in respect of Talentlink.
- 3.2. Minute 48.3: The furniture supply chain issue would be picked up at a future meeting.
- 3.3. Minute 49: The Head of Timetabling and the Director of Finance Business Partnering were addressing the issue. OC members were encouraged to draw attention to poor practice in respect of room booking wherever possible.
- 3.4. Minute 50: Business Continuity. The Head of Business Continuity was working with colleagues on increasing the scope of the business continuity paper to include risk management, lessons learnt during Covid and cyber security.

## Part II: Strategic Items for Discussion

### 4. Inclusive Environments Policy and Action Plan (Paper 1-03)

- 4.1. Operations Committee received a presentation on a five-year Inclusive Environments Policy and Action Plan. The following key points were noted:
  - a. Over 600 members of staff had submitted comments as part of the development of the policy to date.
  - b. The policy and action plan included a draft risk register that would feed in to UCL's broader risk processes. It was anticipated that the risk register would be finalised in the spring term.
  - c. An Inclusive Environments Working Group had been established with membership drawn from CE&I, Estates Development, VPEE and UCL Communications.
  - d. It was proposed that an Inclusive Environment Sub-Committee be established, reporting twice-yearly to the Operations Committee with a copy to the EDI Committee. One of the sub-committee's first tasks would be to review the availability of inclusive environments data for reporting purposes.
- 4.2. During the discussion the following points were made:
  - a. Members discussed the current approach to accessibility data and how this was made available to the UCL community. 'AccessAble' guides had been used but were limited in scope. The policy would seek to address this by way of a ten-year auditing plan. The question of building data for reporting in this area should be scheduled for a future meeting.

**Action: the Secretary**
  - b. Funding for the work in this area would fall within the brief of the appropriate estates portfolio. It was noted that matters of compliance requiring urgent attention were identified in the action plan; members

agreed that the relevant portfolio(s) should be given direction on the question of which elements of the work related to compliance issues.

**Action: Executive Director of Estates Development**

- c. It was agreed that the policy and action plan would be submitted to UMC for information, updated to reflect the current discussion. The documents did not yet seek to quantify the expense of the individual strands of work; this would require further consideration at EMC / UMC in due course.
- d. Members noted the need for clarity about the extent of the accessibility issues on campus and the likely cost of addressing these. The Chair suggested that a written engagement plan should be produced with a view to addressing any potential ambiguities related to funding sources.

**Action: Director of Finance Business Partnering**

- 4.3. Operations Committee approved the recommended direction for the Inclusive Environments Policy and Action Plan, including the establishment of an Inclusive Environments Sub-committee.

**5. Confidential – Education Administration and Student Experience (EASE) (Paper 1-04)**

- 5.1 *Exempt from publication – please see confidential minutes.*
- 5.2 *Exempt from publication – please see confidential minutes.*
- 5.3 *Exempt from publication – please see confidential minutes.*

**6. Enterprise Service Management Summary (Paper 1-06)**

- 6.1. The Strategic Plan 2022-27 identified service delivery as a key delivery area. UCL services had tended to be developed in silos with undue focus on the needs of the service provider rather than the user. Operations Committee was briefed on the proposal to implement a digital platform that would enable the delivery of efficient and integrated services across UCL, with consequent reduction in staff workload. The paper included a summary Full Business Case which would be submitted to FPPC.
- 6.2. Members expressed support for the breadth of programme, but queried how certain individual processes would be migrated into the platform.
- 6.3. The Committee discussed how the proposed changes would impact on internal and external communications, particularly regarding the use of Microsoft Outlook. It was noted that the design principles phase of the programme would help provide clarity on these issues.
- 6.4. OC confirmed its support for the ESM programme business case to be submitted to FPPC.

**7. UCL Sustainability Update (Paper 1-06)**

- 7.1. Operations Committee was briefed on the approach to and timelines for the development of a Sustainability Plan. Although this would supersede the 2019-2024 Sustainability Strategy, it would build on work to date and align with the Strategic Plan 2022-27.
- 7.2. During the presentation the following points were made:
  - a. The Covid-19 pandemic had presented a significant obstacle to the realisation of the aims of the ambitions of the Sustainability Strategy. A refresh of the Strategy had been called for by UMC and Council. The new plan would include a Sustainability Development Plan Matrix with more granular detail on targets, outcomes, and metrics.
  - b. A Steering Group had been established, chaired by the Vice-President (Operations), with the aim of managing and monitoring activities against the Sustainability Development Plan Matrix. The Steering Group was scheduled to conclude its work in March 2024 prior to consulting UMC and Council in April.
  - c. Jason Clarke would be leading the sustainability team in an interim capacity prior to the appointment of a new Director. Professor Mark Emberton would continue to act as Chair of the Sustainability Sub-Committee, which reported to Operations Committee.
- 7.3. During the discussion the following points were made:
  - a. The Sustainability Development Plan Matrix did not currently include any indicators of success. This would be considered by the Steering Group.
  - b. The importance of reporting on sustainability in research activity was noted, in the context of the UK Research Institute (UKRI) Concordat on Environmental Sustainability and Research as well as the Wellcome Trust's work on sustainability.

**Part III: Other Business for Approval or Information**

**8. Costing and Pricing Policy for Industry Funded Research and Innovation Collaborations (Paper 1-07)**

- 8.1. Noted.

**9. Date of next meeting**

- 9.1. Thursday 30 November 2023, 10:00am.