

## Operations Committee

Thursday 13 October 2022, 10:00 – 11:50

### Minutes

#### Present Members:

Andy Smith (Chair); Suzy Adcock; Deniz Akinci; Paul Ayris; Jeremy Barraud; Beth Beasant; Mike Brown; Georgina Cade; Katie Canada; Sara Collins; Natalie Conway; Sarah Cows; Donna Dalrymple; Ian Dancy; Geoff Dunk; Helen Fisher; Ian Galloway; Thea Gibbs; Claire Glen; Tansy Jones; Sarah Lawson; Natasha Lewis; Sian Lunt; Ciaran Moynihan; Julie Smith; Kathryn Walsh; Becky Whitham, Donna Williamson

#### Apologies:

Simon Buller  
Richard Jackson  
Alice Mortlock  
Aloma Onyemah  
Kate Pearce

#### In attendance :

For minute 5: Joanna Marshall-Cook, Head of Sustainability Programmes, and Louise Ellis, Consultant

For minute 6: Veronique Mizgailo, Head of Business Continuity, and Ray Sykes, Business Continuity Management Advisor

For minute 7: Clare Foyle, Planning Manager

For minute 8: Sian Minett, Director of Timetabling (Service Delivery and Improvement)

For minutes 1-12: Noel Caliste, Deputy Director of Operations attending as part of the Accelerate to Leadership Programme

#### Officer :

Louise Moore, Secretary

### Part I: Preliminary Business

1. Minutes (Paper 1-01)

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2. Matters Arising (Paper 1-02)
  - 2.1. Arising from minute 57.2e, Net Zero Plan for UCL: Claire Glen, Executive Director Research & Innovation Services to speak to Vice-Provost (Research, Innovation & Global Engagement) about the possibility of adding a sustainability case to research funding applications.  
Completed.
  - 2.2. Arising from minute 58.2b, UCL Year Planner and Emerging Change Overview: Jeremy Barraud, Director of Governance & Delivery, to share the findings from the RIGE Operations Committee Audit with Operations Committee.  
Complete d: On agenda for information, item 10, paper number 1-08.
  - 2.3. Arising from minute 59.3b, Timetabling, Space Use and Cost of Space: Sian Minett, Director of Tie Use and Cos.B3o 9 b-3 (b)2( m)-3 (i)16 (nut) Td (AjTJ 0.002 Tc -0.00

- a. Operations Committee was the perfect forum to take forward hard and complex issues, and to seek solutions.
- b. It was right to worry about risk and to think carefully about mitigating factors.
- c. It was important to operationalise and to make initiatives happen.
- d. As a committee the importance of addressing real and present issues was raised, and members were encouraged to bring forward agenda ideas and to be active and not passive participants.

4.2. Operations Committee:

- a. Noted the comments and agreed to propose agenda items to Louise Moore, Committee Secretary.

5. Tackling UCL's carbon footprint (Paper 1-04)

5.1. Joanna Marshall-Cook, Head of Sustainability Programmes, and Louise Ellis, Consultant explained how they were operationalising the next steps to achieve net zero carbon. Colleagues from across UCL had been consulted over the summer to lock down some key decisions, and it was noted that a strategic business case would go through the committee cycle during the autumn term. The following points were made during the presentation:

- a. To achieve net-zero the following Carbon emissions were included:
  - i. energy,
  - ii. organisational travel,
  - iii. waste and water.

Not included:

- i. staff and student commutes,
  - ii. student travel at the start and end of term,
  - iii. products and services,
  - iv. emissions from investments.
- b. The key areas to achieve net-zero were identified as:
  - i. Cultural change and ensuring that green impact was owned by the UCL community.
  - ii. Infrastructure and investment across the UCL estate.
  - iii. Reducing travel and incentivising colleagues to travel less.
  - iv. Ensuring that carbon emissions were offset in the most effective way.
- c. Three scenarios had been

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- 6.3. Operations Committee:
- a. Endorsed the Business Continuity Management Policy and agreed to set up the working group.
  - b. Agreed to practice crisis response on an annual basis.
  - c. Noted that the incident plan would come to the November meeting of Operations Committee for approval.

7. Operational Risk Update (Paper 1-06)

- 7.1. Clare Foyle, Planning Manager, provided an overview of UCL's strategic risk and explained that the most risk exposure evolved around Estates, with the three categories of risk being:
1. Financial risk (mitigating actions were in place).
  2. Space availability (more difficult to mitigate against because of growth in the numbers of students and staff, and a reduction in available space).
  3. Maintenance of buildings (mitigating actions in place).

Noted that UCL's top strategic risks were:

- a. Inflation.
- b. Geopolitics.
- c. Staff dissatisfaction.
- d. Student dissatisfaction.
- e. Climate crisis.
- f. Cyber security.

- 7.2. The following points were raised in discussion:
- a. The risk to power supply over the winter months was rising and this was being escalated to the strategic risk register.
  - b. Noted that the risk of industrial action was rising.
  - c. Noted that an annual programme of mandatory training on cyber security was about to be rolled out to all staff.

8. Timetabling implementing scheduling to address failings in rooming an Institutional timetable (Paper 1-07)

- 8.1. Sian Minett, Director of Timetabling (Service Delivery and Improvement) introduced the paper, explaining that in response to a very difficult and frustrating year, the Provost had issued the challenge for improvement and required a response. The appetite for change was noted and there were options to make changes and improvements and a chance for input. The following points were made during the presentation:
- a. Proposal to place sensible limits on the curriculum and to reduce complexity. This was not to limit choice but to define pathways for students to take and to enable timetabling to be constructed around the pathways. Noted that this was a big cultural shift, and it would be extremely challenging to complete by February. Agreed that extra time





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12. Date of the next meeting

12.1. Thursday 24 November 2022, 10:00 – 11:50

Louise Moore  
October 2022