

Operations Committee

Thursday 23 June 2022, 10:00 – 12:00

Minutes

Present Members:

Fiona Ryland (Chair); Suzy Adcock; Paul Ayris, Jeremy Barraud; Beth Beasant, Mike Brown; Simon Buller; Katie Canada; Sara Collins; Natalie Conway; Sarah Cowls; Donna Dalrymple; Ian Dancy; Helen Fisher; Ian Galloway; Thea Gibbs; Claire Glen; Tansy Jones; Natasha Lewis; Sian Lunt; Alice Mortlock; Ciaran Moynihan; Kate Pearce; Andy Smith; Julie Smith; Dean Stokes; Kathryn Walsh; Becky Whitham, Donna Williamson.

Apologies:

Kevin Argent
Geoff Dunk
Richard Jackson
Osman Teklies

In attendance:

For minute 56, Bella Malins, Director of Access & Admissions and Katja Lamping, Director of Student Recruitment.
For minute 57, Joanna Marshall-Cook, Head of Sustainability Programmes, and Louise Ellis, Consultant.
For minute 58, Sarah Earl, Head of Centre of Excellence.
For minute 59, Sian Minnett,

Part II: Strategic Items for Discussion

56. Review of Undergraduate and Postgraduate acceptances

- 56.1. Katja Lamping, Director of Student Recruitment delivered a presentation setting out the work of our agents (SI-UK), reflecting on the reputation of UCL amongst undergraduates and looking at the China market. The following points were made during the presentation:
- a. SI-UK were commissioned as agents for UCL and started on 31 March 2021. It was noted that this was the first time UCL had commissioned agents in its long history. The performance of SI-UK had seen significant impact in India, Thailand, Taiwan, and Japan and it was noted that commission was paid on enrolment. It was also noted that India was a particularly price-sensitive market and scholarships were important.
 - b. The general perception of UCL amongst UK undergraduates was that it was more challenging to get into UCL than any oenepa

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relationship with China to ensure students would keep coming to UCL, albeit in smaller numbers.

- b. As the markets changed and UCL adapted to new markets, the impact

iv. Offsetting.

57.2. The following points were raised in discussion:

- a. Out of hours building closures would be encouraged further, particularly as energy costs were increasing. Noted that an additional £25m would be spent on utilities next year because of the price hikes.
- b. Important to ensure that the numbers quoted in the paper were not misleading, and to explain ongoing costs.
- c. Important to do things differently and to spend money in the most sustainable way.
- d. Important to change behaviours across UCL and a key tool in doing this would be to provide stats on costs to keep the campus open overnight.
- e. The opportunity to lead on sustainability in research funding applications was raised and the possibility of requiring funders to provide a sustainability case, in addition to a financial case.

ACTION: Claire Glen, Executive Director Research & Innovation Services to speak to Vice-Provost (Research,

- b. Noted that Research, Innovation and Global Engagement (RIGE) Committee recently undertook an audit of achievements, priorities, and challenges, and published some observations and identified issues for consideration, which would be of benefit to share with Operations Committee.

Agreed/ACTION: Jeremy Barraud, Director of Governance & Delivery, to share the findings from the RIGE Operations Committee Audit with Operations Committee.

58.3. Operations Committee:

- a. Agreed that the UCL Year Planner and Emerging Change Overview should come to Operations Committee on a regular basis.

59. Timetabling, Space Use and Cost of Space (Paper 6-46)

59.1. Ian Dancy, Executive Director of Operations, and Sian Minett, Director of Timetabling (Service Delivery and Improvement) introduced the paper, explaining that 82% of rooming requests had been roomed for 22-23 academic year, but this did not include any events under 5 weeks in duration. Concern was expressed about the risk of not delivering a roomed timetable unless action was taken. The following points were made during the presentation to mitigate the risk:

- a. Plea to Faculties to try and limit the number of changes and hours added.
- b. A written request to Faculties and Departments to maximise the use of teaching space throughout the day and across the academic year.
- c. Timetabling Team members were looking at creating new and additional teaching space within the UCL estate, with some new space achievable from September.
- d. Timetabling Team members were exploring ways to address the issue of booked space not being used. Data was collected using the occupancy sensors in the teaching rooms and currently 10% of bookings were not used, which equated to 31,500 wasted hours or the equivalent of 40 teaching rooms unused throughout the year. The significant associated energy costs and sustainability issues of unused booked space were also noted.

59.2. The following points were raised in discussion:

- a. Agreed that it was important to use internal UCL space for teaching and not to buy external space, as this was important for both the student experience as well as budgetary concerns. Noted that the only external space used was lecture theatre space at Birkbeck.
- b. Agreed that charging for unused booked space may not be the most effective deterrent and collecting and publishing data on unused booked space would be a more effective method to change behaviours. By being transparent with the data, this could drive and reinforce better behaviour.

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Suggested that the data should be shared with UMC and Operations