Operations Committee

16 May 2024 at 10:00am

Online via Microsoft Teams

Minutes

Present Members:
Aimie Chapple, Vice-President (Operations) (Chair); Suzy Adcock; Marion Atkinson; Dr Paul Ayris; Deepan Banati; Jeremy Barraud; Beth Beasant; Mike Brown; Simon Buller; Jason Clarke; Sara Collins; Donna Dalrymple; Geoff Dunk; Helen Fisher; Clare Foyle; Ian Galloway; Megan Gerrie; Dr Thea Gibbs; Claire Glen; Alex Hall; Tansy Jones; Graham Keel; Mary McHarg; Andy Smith; Dr Kathryn Walsh; Rebecca Whitham; Donna Williamson.

Apologies:
Georgina Cade; Sarah Cowls; Ian Dancy; Charu Gorasia; Katy Hamilton; Lesley Houfe; Natasha Lewis; Sian Lunt; Ciaran Moynihan; David Pacey; Julie Smith; Thomas Turner; Julie Whetton.

In Attendance:
Marc Biebuyck, Enterprise Service Management Consultant & Programme Lead (for Minute 44); Kash Bokhari, Chief Risk & Compliance Officer; Helen Crane (for Sian Lunt); Tom Crummey, Director of IT Service and Operations (for Minute 46); Maresa Harvey, Senior Partnerships Manager, UCL Centre for International Medical Education Collaborations; Effie Koliou, Deputy Head of Governance; Arun Kumar, P&S Hub Consultant (for Minute 43); Joanna Marshall-Cook, Head of Sustainability Programmes (for Minute 42); Rupal Patel, Director of Operations Planning; Margaret Spink, Business Transformation Advisor (Operations); Ben Stubbs, Head of Sustainable Built Environment (for Minute 42).

Officer:
Olivia Whiteley

Part I: Preliminary Business

39. Welcome

39.1. The Chair welcomed those attending Operations Committee for the first time including new member Graham Keel, Executive Director, PS Hub, along with those attending to support presenters.

40. Minutes of the last meeting (5-01)

40.1. Operations Committee approved the minutes of the meeting held on 20 March 2024.

41. Matters arising from the minutes

41.1. There were no matters arising from the minutes.

Part II: Matters for Discussion

42. Sustainability Plan (5-02)

42.1. Operations Committee was introduced to the draft Sustainability Plan noting its trajectory so far and the role of Council and UMC in encouraging the development of an updated plan for UCL. Key revisions included an embedding of climate change transition risk and a commitment to Net Zero by 2040 in relation to Scope 3 (concerning travel and consumables) while reducing Scope 3 emissions by 53% by 2030 and retaining the commitment to Net Zero in Scope 1 and 2 (emissions from directly or indirectly controlled operations) by 2030. There was a good level of confidence in meeting this target for Scope 1 and 2 due to decarbonising activities and green tariff power purchasing. In response to requests from UMC and Council, the Plan clarified UCL's position on offsetting as a last resort and on the basis of four tenets – additionality, verifiability, permanence and social justice – working with an expert academic panel to assess decisions against those criteria.

42.2. The Plan proposed a 10-year timeframe to align with UCL 2034, with annual reporting and review points at 2027 and 2030. Outputs and metrics would be linked to the newly introduced UK Research and Innovation (UKRI) Concordat for Environmental Sustainability of Research and Innovation Practice. Work was underway with the Grand Challenges team to see how UCL might also embed and leverage its research in operational activities.

42.3. During discussion, the following key points were addressed:

a. There was support for the work to date and in particular the strengthening of the narrative on sustainability.
b. By taking a robust approach towards delivery across the institution it was hoped to reduce risk associated with the carbon reduction framework. The Committee noted that this framework provided detailed actions for delivery, while the Sustainability Plan provided the overarching framework.

c. Detailed cost implications would be addressed as the Plan progressed via UMC and onwards to Council for consideration.
d. While engagement was taking place with stakeholders to identify the best means of communicating with different audiences about the Plan, there would need to be further consideration given to messaging on the UKRI Concordat and evidencing in grant funding applications.
e. In considering UCL's subsidiaries, such as UCLB, there would need to be clarity on what was in and out of scope.

42.4. Subject to the discussion above Operations Committee approved the proposed Sustainability Plan for onward consideration by UMC.

43. KPIs update

43.1. Operations Committee received an update on the development and roll-out of Key Performance Indicators (KPIs) across the Vice-President (Operations) Leadership Team. Since the first KPI monthly reports in January, levels of ownership and engagement had been very positive. In May, activities had been undertaken to establish options for more efficient and automated data collection and reporting, and proof of concept of a proposed front-end Power BI was currently being built. Customer satisfaction had been included, while a number of KPIs were still under development as efficient ways of measuring the data were being established. The KPIs would be of practical and strategic importance in measuring progress and steering planning for the next strategic planning phase.

44. Professional Services (PS) Hub / Enterprise Service Management (ESM) update

PS Hub

44.1. Operations Committee received an update on progress with the PS Hub noting the trajectory towards a more unified service operating framework and the activities underway to achieve this via adjustments, establishment of new services, and expansion of existing services and areas where consolidation and improvement were required. One Desk was consolidating a centralised point of contact for the PS Hub Services behind a shared 'front door', while the ESM platform implementation would enable improved and coherent self-access to a range of services. The combined functions of Operational Excellence and Automation would enhance focus on end-to-end services rather than on individual PS Hub processes. Another key development was the 2024 Cubane/Uniform survey, which would inform cost savings as well as targeted investment decisions for Strategic Priority Programmes such as Functions, EASE and ESM, providing also an opportunity to understand change and impact and to consider regular benchmarking going forward.

44.2. During discussion the following matters were raised:

a. There were lessons to be learned from the previous Cubane survey of 2020. The Continuous Improvement and Benchmarking Teams should be made aware of these when developing communications in order to encourage consistency in engagement with the survey and optimise the quality and usefulness of the resulting data. The Executive Director of the PS Hub would seek feedback from the Faculty Directors of Operations on experiences from the last exercise. **[Action: Executive Director of the PS Hub]**
b. The concept of a streamlined hub, to which access was placed as close to users as possible, was welcomed and was expected to build confidence in service provision.

ESM

44.3. Operations Committee was briefed on progress with ESM noting the programme's vision to join up services built around user experience as well as efficiency. This would entail a multi-phase programme with budgets set aside for the current and next financial years. In April the programme had moved from design to build operations and testing in a 'Replace, not replicate' phase which would run through to September. A priority during this phase was the migration of Remedy services to the ESM platform, enabling time for data archiving ahead of a hard switch-off date in February 2025; missing this deadline would have licensing and cost implications.

44.4. Operations Committee received a brief demonstration of the new system noting that it would act as a central point for services, notifications, knowledge articles and feedback and requests. Go-live would be a starting point with the delivery of further services to follow in Phase 2 over 2024-25.

45. Confidential: Strategic Risk Register and Operational Risk (5-03)

45.1. Exempt from publication, please see confidential minutes.

45.2. Exempt from publication, please see confidential minutes.

45.3. Exempt from publication, please see confidential minutes.

46. ISD service level performance

46.1. Operations Committee received an update on ISD service level performance over the January-April 2024 period. Key updates included a reduction of ticket volumes in One Desk (2,000 fewer than received in the same period last year) and a reduction in ticket resolution times following concerted efforts to improve this area. Usage of self-service forms to raise tickets was on the increase; it was hoped to achieve a majority of tickets coming in through this channel. An overview of recent critical incidents was provided, with Operations Committee

noting that overall impacts had lessened as more services had been moved to the Cloud. Service availability had remained above 99% throughout the period.

46.2. In the course of the discussion, the following points were raised:
   a. The data showed a positive trajectory. Next steps should include refining the KPIs and considering how to reconcile feedback on service performance which did not always match the picture shown by the data.
   b. It was suggested to consider key themes, and establish which tasks were runners and repeaters, to help define next level targets.
   c. It was suggested to differentiate performance by urgency and nature of the request (whether it was to fix something that impeded one's working or a request for advice, for example) as the implications of each type differed.

Part III: Other Business for Approval or Information

47. Minutes of sub-committees

47.1. Operations Committee received for its information the minutes of the 19 March 2024 meeting of the Digital Education and Student Experience sub-committee of Education Committee.

48. Vote of thanks

48.1. Operations Committee expressed its thanks to the outgoing Chief Information Officer, Andy Smith, for his contributions to UCL's operational activities over the past four years.

49. Date of the next meeting

49.1. The next meeting would take place on 27 June 2024 at 10:00am.

Olivia Whiteley, Secretary to Operations Committee
May 2024