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10.2. Arising from minute 3.3a, Start of Term Update from PS Hub: HR Services Comms to be sent out via the Leadership Briefing.
Noted/completed: the first update was included in the Leadership Briefing sent out on 12 November 2021.

10.3. Arising from minute 3.3b, Start of Term Update from PS Hub: To set up a joint working group/forum with a representative from each Faculty and the PS Hub team to address and resolve issues together.
ACTION: Chair to follow up on progress of the joint working group with Natalie Conway, Director PS Hub.

10.4. Arising from minute 3.3c, Start of Term Update from PS Hub: To raise recruitment with Matthew Blain, Chief People Officer.
Completed.

10.5. Arising from minute 5.3b, Sustainability: Net Zero Plan for UCL: To outline the business case over the next six months and to bring the business case to Operations Committee for consideration.
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b. All teaching rooms now on CMIS Go. There was an issue initially with adding the rooms, but this had been resolved.

ii. Some departments particularly felt the challenge of a loss of space and the team were working with these departments to address this.

11.2. Noted that the desk top review had identified rooms that could be removed

14.2. Operations Committee:
   a. **Agreed** that there should be two separate reports because they served different purposes as well as different audiences.
   b. **Agreed** the structure of both reports.
   c. **ACTION:** Richard Jackson, Sustainability Director to share the sustainability reports with CAM, and to take the reports to UMC in the new year.

15. Strategic Risk Register (Paper 2-12)

15.1. Dean Stokes, Director of Planning and Clare Foyle, Planning Manager introduced the risk register paper. The following points were made:
   a. The strategic risk register reported to Audit Committee and Council.
   b. Proposed that the risk register came to Operations Committee on a regular basis with a specific focus on the risks pertinent to Operations Committee.

15.2. The following points were raised in discussion:
   a. Supply chain risk underreported. Ian Galloway, Commercial Director to follow up with Dean Stokes, Director of Planning and Clare Foyle, Planning Manager directly.
   b. Useful to plot the risks on the schedule of works for Operations Committee to review throughout the year.

15.3. Operations Committee:
   a. **Agreed/ACTION:** Dean Stokes, Director of Planning to work with Louise Moore, Secretary to plot the risks onto the schedule of works for Operations Committee to review regularly.

16. Diversifying Student Recruitment to Increase Applications from India (Paper 2-13)

16.1. Collette Lux, Executive Director of Communications & Marketing and Katya Lamping, Director of Student Recruitment introduced the paper setting out the plans to increase applications from India, noting that India was the next biggest market after China. The following points were made:
   a. UCL's biggest competitors in the India market were Warwick, Manchester and QMUL.
   b. It was a very good time to invest, and the following proposals were mentioned:
      i. UCL already had one in-

possible back up, but this would have an impact on students use of the theatre.

e. A positive step to bring graduations back onto campus and a good

Admissions Transformation Board, plus student advisors. There would be a strong focus on the student experience and our students listened to.

18.3. Operations Committee:
a. **Endorsed:** the approach and the governing structure.

Part III: Other Business for Approval or Information

19. Schedule of Works Across the Year (Paper 2-15)

19.1. Operations Committee received the schedule of works and noted that the plan was for it to be a dynamic planning document with both business-as-usual work and new and one-off works.

19.2. Noted that there were several different iterations of change plan documents across UCL.

19.3. **ACTION:** Dean Stokes, Director of Planning to meet with the Chair and discuss an overarching change plan and to bring back to Operations Committee for review.

20. Date of the next meeting

20.1. Thursday 3 February 2022, 10:00 – 12:00

Louise Moore, Secretary
December 2021