



Estates Committee

7 September 2022

MINUTES

Present: Ms Sarah Whitney (Chair), Mr Roger Blundell, Professor Jonathan Butterworth, Mr Turlogh O'Brien, Dr Michael Spence.

In attendance: Mr Ian Dancy, Ms Helen Bonneville [for minutes 3 and 4], Mr Nick McGhee (Secretary), Ms Fiona Ryland, Ms Tracy Smith [for minute 5].

Apologies: Mr Phil Clark, Mr Michael Pitt.

Part I: Preliminary Business

1 TERMS OF REFERENCE, CONSTITUTION AND MEMBERSHIP

- 1.1 The Terms of Reference, Constitution and Membership of Estates Committee were noted.
- 1.2 The Committee discussed the outstanding vacancies for an internal member appointed by Council and for up to two members with Real Estate expertise. It was agreed that Professor Stephanie Bird be approached about the internal vacancy, and that the Chair and Turlogh O'Brien would discuss the other vacancies further, in collaboration with Council.

Action – Sarah Whitney, Turlogh O'Brien

- 1.3 Members agreed to a suggestion from the chair that the SU Union Affairs Officer be invited to attend future meetings as an observer.

Action – the secretary

Part II: Matters for Discussion

2 VISION AND TIMELINE (Paper 1-02)

- 2.1 The Executive Director of Operations gave a presentation on the vision for the operation of the physical estate. The Estates team had recently been split into Estates Development, which had responsibility for capital projects, and Estates Operations. The latter, under the name Campus Experience & Infrastructure, was now progressing an action plan arising out of an audit of statutory compliance but also had a broad programme of work including: the

future use of the estate; meeting the requirements of the sustainability agenda; a survey of the condition of the estate; and delivery of the strategic maintenance programme.

- 2.2 The committee welcomed the opportunity presented by the new structure to introduce a new focus on the campus experience, maintenance and quality. A number of quick wins had been identified and delivered and a number of new appointments were coming on stream which would help to drive the rate of progress.
- 2.3 The Committee requested clarification on the outputs of the programme of work, the process for achieving them, and the key deliverables and milestones along the way. Members welcomed the suggestion that a 'deep dive' into each of the key themes be submitted to future meetings of the committee, presented by the lead in that area. It was suggested that Health and Safety Compliance be the first of these.
- 2.4 Discussions about capital allocation were ongoing but it was expected that over the next four years this be directed primarily to proposals that facilitated the release of space elsewhere, except for those capital projects already agreed. UCL also had the option of drawing down on borrowing sooner than initially planned.
- 2.5 The Committee asked about the feasibility of delivery across such a wide and challenging programme. It was confirmed that the leadership team and structure was now in place to progress the programme effectively.

3 CONFIDENTIAL – MASTERPLAN UPDATE

- 3.1 *Exempt from publication. Please see confidential minutes.*
- 3.2 *Exempt from publication. Please see confidential minutes.*
- 3.3 *Exempt from publication. Please see confidential minutes.*
- 3.4 *Exempt from publication. Please see confidential minutes.*

4 CONFIDENTIAL – LEASEHOLD STRATEGY (Paper 1-03)

- 4.1 *Exempt from publication. Please see confidential minutes.*

5 CONFIDENTIAL – ACCOMMODATION STRATEGY (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.*

5.4 *Exempt from publication. Please see confidential minutes.*

5.5 *Exempt from publication. Please see confidential minutes.*

6 ESTATES COMMITTEE DASHBOARD – UPDATE

6.1 An Estates Committee Dashboard had been requested for the Committee. An early draft had been shared with member Phil Clark, who had provided helpful feedback. A further draft was now being worked on and would be shared with the Committee in due course. A discussion was had about the provision of better quality data and the need to be realistic about the kind of data that could be provided.

7 VALETE

7.1 At her last meeting of the Estates Committee, members thanked Fiona Ryland for her contribution to UCL over the last five years and wished her well for her role as Chief People Officer of the Civil Service.

Part III: Other Business for information or approval

8 DATE OF NEXT MEETING

8.1 To be confirmed. A campus tour and presentation from Turnberry would also be arranged.

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