



Estates Committee

17 October 2022

MINUTES

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

In attendance: Mr Adrien Cooper [for minute 11], Mr Ian Dancy, Ms Charu Gorasia, Mr Nick McGhee (Secretary), Mr Andy Smith, Ms Tracy Smith [for minute 12].

Observer: Mr Deniz Akinci, Union Affairs Officer, Students Union UCL.

Part I: Preliminary Business

9 MATTERS ARISING

- 9.1 Professor Stephanie Bird had agreed to fill the vacancy for an internal members appointed by Council [Estates Committee Minute 1, 2022-23].
- 9.2 Estates Committee welcomed Deniz Akinci, SU Union Affairs Officer, as an observer at the meeting.

Part II: Matters for Discussion

10 ESTATES STRATEGY (Paper 2-01)

- 10.1 Estates Committee reviewed the paper, noting the changes made following the discussion at the Council Away Day. These included an increased focus on the principles behind the strategy and on the medium-term vision.
- 10.2 During the course of discussion it was noted that:
 - *Exempt from publication. See confidential minutes.*
 - spend and savings would be tracked through the Financial Sustainability programme. Future progress updates would include details of savings;
 - there was support for an additional principle relating to the importance of a safe and healthy work environment;
 - further consideration would need to be given to the presentation of the issue of student spaces, and in particular how this was to be differentiated from the Student Life Strategy and the question of space for the students' union, with the Estates Strategy being updated accordingly;

- It was suggested that a map of the decision-making process could prove useful, and that this could include timelines and key approval points, and a summary of what had been approved, allocated and not yet committed. Estates Committee agreed that it should also review approved projects where contractual commitments had not yet been entered into. Further details of the governance around decision-making and the use of dashboard information would be brought to a future meeting.

Action – Executive Director of Operations

11 UNIAC COMPLIANCE (Paper 2-02)

- 11.1 Estates Committee received a presentation from the incoming Director of Campus Infrastructure and Operations, addressing the key themes of the UNIAC report, the workplan of action required to address the issues identified, and the plans for tracking progress by way of a dashboard.
- 11.2 Next steps in the process would include: clarification on the responsibilities of particular roles; development of policies and procedures; and work to address the culture in respect of health and safety across the institution.
- 11.3 During the course of the discussion the following points were made:
- The Committee was concerned with some aspects of the update, despite the fact that progress was being made. The Provost assured the Committee that compliance matters and Health and Safety were an absolute priority for the institution, and the Estates Strategy would be amended accordingly to highlight this priority.
 - Members understood that the data required to populate the dashboard may not be available for some time. The Committee queried whether additional resources were required in this area. It was noted that the Estates team was devoting multiple half-day training sessions to focus on particular issues arising from the report. The Infrastructure Safety Sub-committee met regularly to consider these issues.
 - The complexities of the way in which UCL's management structures interacted with the estate – for example in respect of departmental responsibility shared within buildings or spread across multiple sites – meant that the demarcation of responsibilities in different spaces was often unclear. Further work was required to clarify roles and to work with HR on embedding these into job descriptions.
 - The Committee members were not experts on issues of health and safety compliance and the future reports should be framed with that in mind. Members also requested that these include clarification on the risks to which the institution was exposed.
 - Given the critical importance of Health and Safety matters, there was a discussion about whether members of Council had a good enough line of sight on these issues. The Chair would raise the matter at the forthcoming Council meeting.

Action – the Chair

12 UCL ACCOMMODATION – NOMINATIONS AGREEMENT (Paper 2-03)

12.1 *Exempt from publication. See confidential minutes.*

12.2 *Exempt from publication. See confidential minutes.*

12.3 *Exempt from publication. See confidential minutes.*

Part III: Other Business for information or approval

13 DATE OF NEXT MEETING

13.1 To be confirmed.

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