



## ESTATES MANAGEMENT COMMITTEE

Wednesday 2 July 2014

### MINUTES

*PRESENT:*

President and Provost (Chair)  
Dame Nicola Brewer  
Professor Stephen Caddick  
Professor Richard Catlow  
Professor Mary Fulbrook  
Professor Dame Hazel Genn  
Mr Andrew Grainger  
Mr Phil Harding  
Professor Graham Hart  
Mr Rex Knight  
Professor Alan Penn  
Professor David Price  
Professor Anthony Smith  
Mr Dave Smith  
Professor Alan Thompson  
Professor Jo Wolff.

In attendance: Mr Jason Clarke (Secretary) and Ms Valerie Hogg.

Apologies for absence were received from Professor Mary Collins, Professor David Lomas and Professor Sir John Took

*Key to abbreviations*

EMC	Estates Management Committee
FC	Finance Committee
MRC	Medical Research Council
SLASH	School of Law, Arts & Humanities, and Social & Historical Sciences

**Preliminary Business**

**73 MINUTES OF THE MEETING HELD ON 14 MAY 2014**

**Confirmed:**

73.1 The Minutes of the meeting of EMC held on 14 May 2014 [EMC Mins.56-72, 14.05.14]

**74 MATTERS ARISING FROM THE MINUTES**

**74A Finance Committee approval of recommendations from EMC**

**Noted:**

74A.1 At its meeting on 14 May 2014, EMC approved the following proposals which were subsequently referred to, and approved by, FC at its meeting on 10 June 2014:

- Central Welfare for Construction;
- Construction Logistics;
- Tuffnell Park;
- Roberts Building Materials Project;
- Charles Bell House/Maple Street Acquisition;
- New Senate House Library;
- Energy Purchasing;
- Institute of Ophthalmology.

**Reported:**

74A.2 The Director of Estates reported that the proposal relating to the acquisition of space at Tuffnell Park had fallen through. In response to concerns expressed by the Dean of the Faculty of the Built Environment regarding the implications of this for his faculty and the urgency of identifying an alternative solution, the Provost noted that this issue would need to be resolved speedily, although a degree of flexibility may be needed over the new location.

**Matters for Approval**

**75 COURTAULD BUILDING**

**Received:**

75.1 The above proposal at as set out at EMC 6-61 (13-14)

**Reported:**

75.2 UCL and the MRC were proposing to rejuvenate the existing Courtauld Building in order to transform it into a world-class, state-of-the-art research laboratory for the MRC Prion Unit. This would enable the Unit to relocate from existing accommodation in Queen Square House to the Courtauld Building on Cleveland Street.

**Discussion:**

- 75.3 Discussion revealed an apparent lack of a shared understanding as to the status of the MRC Unit in the medium- to long-term and whether the proposal was in any way predicated or conditional upon the Unit being integrated into UCL at some point. The Committee also discussed in some detail the financial aspects of the proposed project.
- 75.4 EMC agreed to approve the proposal on two conditions: (a) that UCL should negotiate an advantageous settlement in relation to the capital funding and (b) if the MRC unit is not to be integrated into UCL, or if such a move is not to take place in the short-term, then a rental agreement needs to be negotiated so that the arrangement is cost-neutral to UCL. EMC agreed that a revised proposal should be drawn-up for submission to FC.

**RESOLVED – for recommendation to Finance Committee:**

- 75.5 That EMC approve the proposal at EMC 6-61 (13-14), subject to the points noted above at Minute 75.4; that a revised proposal be prepared for submission to FC.

**[ACTION: Andrew Grainger – to note]**

**76 SUMMARY OF PRG APPROVALS REQUIRING CONFIRMATION OF FUNDING**

**Noted:**

- 76.1 The following proposals which had been approved by the PRG and which required approval from EMC:

• School of Pharmacy, B56 Lab	£ 451,000
• Bloomsbury Research Institute, Fees	£ 700,000
• Anatomy & Medical Sciences Infrastructure Renewal	£ 800,000
• Interim Strategic Data Centre Relocation, TP3	£ 500,000
• CBER2 Refurbishment	£1,554,777
• ICN Growth Incubator	£ 650,000
• Torrington Place Data Centre (TP2)	£ 275,000

**Discussion:**

- 76.2 Concern was expressed by EMC members about the lack of background information provided relating to this item and noted that in future they would expect to receive a paper or summary document from Estates setting out key information in relation to the proposals.
- 76.3 The Committee discussed some more general issues relating to the capital programme and noted the following points:
- there was a need to maintain a balance in the capital programme between funding large-scale projects and the need to keep some funding in reserve to support smaller scale projects and to provide sufficient flexibility to enable UCL to respond quickly to opportunities created by government, research funders *etc*;
  - one option suggested was that some funding could be devolved to school estates boards for them to spend on minor projects. EMC agreed that this option should be explored in more detail, although it was recognised that the level of delegated financial approvals would probably need to be reviewed and changed if such a scheme was to be put in place;
  - increasing contribution targets in years after 2014-15 would be one way of generating sufficient funds to support small-scale or opportunistic projects.

- 76.4 EMC also noted that there may be some research funding applications which were in the process of being prepared or considered by the relevant research funding bodies, which, if successful, might have capital implications. It was agreed therefore that the projects listed above should be approved by EMC on the condition that an assessment is first made of any research projects being processed or prepared that may have capital funding implications which would fall in 2014-15.

**RESOLVED:**

- 76.5 That EMC approve the projects approved by PRG, subject to the points noted above at Minute 76.4<sup>1</sup>.

**[ACTION: Andrew Grainger – to note]**

## **77 ACQUISITION OF MAPLE HOUSE**

**Received:**

- 77.1 The above proposal as set out at EMC 6-63 (13-14).

**Reported:**

- 77.2 The proposal invited EMC to approve the leasing of space in Maple House rather than the previously approved Maple Street, for the reasons set out in the above note.

**Discussion:**

- 77.3 The leasing of additional space in Maple House was approved.
- 77.4 In light of the pressure for space on the Bloomsbury campus, there was a discussion about whether UCL should try to identify additional funding in order to acquire the additional space in the Maple Street property, as well as the space in Maple House. While some members supported that course of action, there was no consensus within EMC. It was agreed, therefore, that if the Maple Street property was still available, then further work should be undertaken to assess how the space there could best be used and financed; EMC would then need to take a view once that further work and analysis had been completed. If, in the meantime, the Maple Street property became unavailable due to the landlord finding an alternative tenant, then the further work would not be required.

**RESOLVED:**

- 77.5 That EMC approve the proposal at EMC 6-63 (13-14) relating to Maple House.

**[ACTION: Andrew Grainger – to note]**

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<sup>1</sup> Following the meeting, representations were made to the Chair of EMC that this decision would cause serious problems for a number of the projects which had been approved by the PRG and which needed to proceed in terms of expenditure. Not proceeding with those projects in order to undertake the review referred to in Minute 76.4 would cause unnecessary delay and potential difficulties for UCL. The Chair of EMC therefore took action on behalf of EMC to agree (i) that the 2014-15 programme should be reviewed to identify possible slippage in order to assess whether there would be any spare capacity to cover any estates-related requirements arising from research projects *etc*, but that (ii) approval of the PRG recommendations was not conditional on the review being undertaken and the projects could therefore proceed.

- 77.6 That further analysis of the issues relating to the acquisition of the Maple Street property be undertaken; that the results of this analysis be submitted to EMC for further consideration, assuming the Maple Street property remains a viable opportunity.

**[ACTION: Andrew Grainger – to note]**

## **78 CENTRAL CAMPUS GROUND SOURCE NETWORK PROPOSAL**

### **Received:**

- 78.1 The above proposal as set out at EMC 6-64 (13-14).

### **Reported:**

- 78.2 The Master Plan projects being implemented on the central Bloomsbury campus provide an opportunity to develop an alternative networked form of renewable energy. The proposed network would benefit multiple buildings and enable UCL to meet various demands and regulatory requirements in terms of renewable energy.

### **RESOLVED:**

- 78.3 That EMC approve the proposal at EMC 6-64 (13-14).

**[ACTION: Andrew Grainger – to note]**

<b>Matters for Discussion</b>
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## **79 BIDBOROUGH HOUSE/TORRINGTON PLACE**

### **Received:**

- 79.1 The above proposal as set out at EMC 6-65 (13-14).

### **Reported:**

- 79.2 Space constraints on the main Bloomsbury Campus were hampering academic expansion plans. The relocation of Professional Services staff from their current locations to Bidborough House would release much-needed space on the main campus for academic departments, teaching *etc*, especially for the SLASH faculties and departments. The paper at EMC 6-65 (13-14) set out three possible options for future space usage. Although there was still significant additional work to be undertaken in developing and refining the proposed plans, at this stage EMC was invited to approve ‘in principle’ Option 1 as set out in the paper.

### **Discussion:**

- 79.3 Whilst acknowledging that this proposal was still ‘work-in-progress’, there was strong support for Option 1 in the above paper. The SLASH Deans expressed their thanks to the Director of Estates and his team for devising an imaginative solution for alleviating the pressing space pressures faced by their faculties.

**RESOLVED:**

- 79.4 That EMC approve Option 1 in the paper at EMC 6-65 (13-14).

**[ACTION: Andrew Grainger – to note]**

**80 INSTITUTE OF IMMUNITY AND TRANSPLANTATION (IIT)**

**Received:**

- 80.1 The above proposal as set out at EMC 6-66 (13-14).

**Reported:**

- 80.2 This proposal was part of a joint initiative between UCL, the Royal Free Charity, and the Royal Free NHS Foundation Trust and an integral part of UCL Partners' strategy to accelerate the translation of research discoveries into patient care.

**Discussion:**

- 80.3 EMC agreed to approve the summary business case for IIT at EMC 6-66 (13-14), noting that the final business case would be submitted to first meeting of EMC in the 2014-15 session (unless Chair's action proved to be required over the summer period).
- 80.4 The proposal also referred to the Biological Services Unit, which EMC agreed should be treated as a separate issue.

**RESOLVED:**

- 80.5 That EMC approve the proposal at EMC 6-66 (13-14) in so far as it relates to the IIT; that the Biological Services Unit be dealt with as a separate issue.

**[ACTION: Andrew Grainger – to note]**

**81 THE BLOOMSBURY RESEARCH INSTITUTE (BRI)**

**Received:**

- 81.1 The above proposal as set out at EMC 6-67 (13-14).

**Reported:**

- 81.2 The proposal related to a joint initiative between UCL and the London School of Hygiene and Tropical Medicine.

**RESOLVED:**

- 81.3 That EMC approve the proposal at EMC 6-67 (13-14).

**[ACTION: Andrew Grainger – to note]**

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<b>Matters for Information</b>
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**82 DIRECTOR'S REPORT**

***Noted:***

82.1 The above report at EMC 6-68 (13-14).

**83 CAPITAL PROJECTS DASHBOARD**

***Noted:***

83.1 The above report at EMC 6-69 (13-14).

**84 ANY OTHER BUSINESS**

**84A Operation of EMC**

***Noted:***

84A.1 The Provost noted that, in his view, the way in which EMC was operating at present was sub-optimal. He would therefore be discussing the operation of the Committee with senior colleagues (including issues relating to estates planning, prioritisation, and production of papers for EMC meetings) with a view to identifying ways in which the Committee could work more effectively in future.

**85 DATES OF MEETINGS IN 2014-15**

***Noted:***

85.1 Meetings of EMC in 2014-15 had been provisionally scheduled as follows (meetings will take place 8.30am-11.00am):

- 10 September 2014;
- 22 October 2014;
- 14 January 2015;
- 11 March 2015;
- 6 May 2015;
- 17 June 2015.

85.2 EMC endorsed the above dates.

JASON CLARKE  
Secretary to EMC

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