



ESTATES MANAGEMENT COMMITTEE

Wednesday 5 June 2013

MINUTES

PRESENT:

President and Provost (*Chair*)
Professor Stephen Caddick
Professor Richard Catlow
Professor Mary Collins
Professor Anthony Finkelstein
Professor Dame Hazel Genn
Mr Andrew Grainger
Mr Phil Harding
Mr Rex Knight
Professor David Lomas
Professor Alan Penn
Professor David Price
Professor Anthony Smith
Professor Stephen Smith
Professor Alan Thompson
Professor Jo Wolf
Professor Michael Worton

In attendance: Mr Jason Clarke (Secretary); Ms Valerie Hogg; Mr Dave Smith.

Apologies for absence were received from Professor Graham Hart and Professor Sir John Tooke.

Key to abbreviations

EAC	Estates Approval Committee
EMC	Estates Management Committee
SoP	School of Pharmacy

Preliminary Business

59 MINUTES OF THE MEETING HELD ON 13 MARCH 2013

Approved:

59.1 The Minutes of the meeting of EMC held on 13 March 2013 [*EMC Mins. 43-58, 13.3.13*]

60 MATTERS ARISING FROM THE MINUTES

60A Hard copies of the Bloomsbury Masterplan [EMC Mins. 53.6, 13.3.13]

Noted:

60A.1 Hard copies of the full Masterplan had been circulated to EMC members by UCL Estates.

<i>Business for Discussion</i>

61 ESTATES AND FUNDING STRATEGY

Noted:

61.1 The paper on the above at EMC 5-13 (12-13), presented by the Director of Finance & Business Affairs.

Reported:

61.2 The Director of Finance & Business Affairs noted, *inter alia*, the following:

- The paper at EMC 5-13 (12-13) was a position paper which set out progress in developing an integrated Estates and Funding Strategy. Input from EMC members was invited on a number of issues which would be covered in the Strategy.
- The paper illustrated the inter-dependence of UCL's future level of financial performance and its capacity to invest in its estate over the next 10-15 years.
- A modelling exercise had been undertaken to assess both the deliverability and affordability of UCL's current estates plans; the model would be refined in light of comments from EMC.
- A rigorous process, and associated criteria, would need to be developed for prioritising projects against the backdrop of UCL's future academic and financial strategies.
- In a separate, but related, exercise, an early assessment of faculties' future estates needs had been prepared following interviews with Deans and/or scrutiny of faculties' three-year plans. That analysis had reinforced the need for UCL to develop a new university quarter.
- The paper was very much work in progress and reports would be submitted to the forthcoming meetings of Finance Committee and Council to update them on current thinking in this area.

Discussion:

61.3 During the Committee's discussion of the paper, the following points were noted:

- The Committee welcomed the paper and the supporting analysis of space needs, although there were questions of detail which would need to be addressed as the Strategy is developed.
- Some members queried the estates needs projections for particular faculties. Whilst it was accepted that this was work in progress, it was agreed that those projections should be revisited and, if necessary, revised.
- Expanding UCL's academic activities could lead to further pressure on UCL's estate and this would need to be factored in to the Strategy.

- The Strategy would need to address the provision of general teaching space as well as faculty-specific research space, office accommodation *etc.* It was suggested that a breakdown of space needs by category of space should therefore be developed in order for consideration to be given to the types and mix of space that UCL would need over the next 10-15 years, in light of its academic and financial strategy.
- It was anticipated that student numbers would increase significantly over the lifespan of the Strategy. A strategic decision would need to be taken as to the nature and pace of that growth in the student population.
- It was noted that the space estimates set out in the paper were not currently included in the modelling exercise.
- The role of co-development projects should feature more prominently in future iterations of the paper and in the Strategy itself.
- It was confirmed that the figures relating to projected philanthropic fundraising related to those funds raised solely for capital investment and did not include philanthropic funds which had been raised for other purposes such as the funding of Chairs *etc.*
- Whilst the Committee recognised that the paper was not intended to address future IT and infrastructure requirements, it agreed that UCL's future digital presence would need to be taken into consideration.
- The Strategy should reinforce UCL's institutional objective of striving for and nurturing academic excellence.

61.4 In summing up the discussion, the Chair thanked members for a very helpful discussion. He noted the Committee's support for the paper and the Strategy, which would seek to bring together various strands of activity to ensure that UCL would be able to deliver over the next 10 - 15 years excellent research and research-led teaching, supported by the best possible facilities and estate. The Strategy would need to be flexible enough to enable UCL to respond to external developments, such as possible future changes in government policy on university funding. The Chair and other senior officers would confer about how progress in this area should be reported to the forthcoming meetings of Finance Committee and Council, given that the Strategy was still work in progress.

62 BLOOMSBURY MASTERPLAN – REVIEW UPDATE

Noted:

62.1 The paper on the above at EMC 5-14 (12-13), presented by the Director of Estates.

Reported:

62.2 The Director of Estates noted, *inter alia*, the following:

- Lifschutz Davidson Sandilands had been commissioned to undertake a review of progress in implementing the Masterplan and to assess its continuing consistency with its agreed strategic aims, especially in light of any key developments since the Masterplan was first approved by Council in July 2011.
- Both capacity and capability in Estates had been strengthened in order to support delivery of the Masterplan, in particular the creation of the Estates Strategy Unit.
- The report provided a summary of some of the projects which were being undertaken under the Masterplan.

Discussion:

62.3 It was suggested that a complete list of estates-related projects showing which projects were at different stages of development (including the feasibility stage) should be provided.

- 62.4 In response to a question from a member of EMC about the mechanism for ensuring academic input into the development of non-faculty spaces such as the Wilkins Building, the Director of Estates confirmed that, as noted in the report, governance arrangements for those projects were being developed.
- 62.5 The Chair noted that the expansion and improvement of UCL's estate was of critical importance to all of UCL's academic activities and the report provided a flavour of the scale of the work that was being undertaken and planned within UCL. He also thanked staff in Estates for their work in support of UCL.

<i>Business for Approval</i>

63 FACULTY OF LAWS – BENTHAM HOUSE AND HILLEL HOUSE REFURBISHMENT AND EXTENSION

Noted:

- 63.1 The above proposal, as set out at EMC 5-15 (12-13).

Reported:

- 63.2 The proposal entailed the complete refurbishment and expansion of the upper parts of Hillel House and the linking of Hillel House and Bentham House from the first floor upwards. This would address a range of issues with the current state of the accommodation, including improving functional suitability, improving the quality of the teaching space, increasing the quantity of office accommodation and improving support and social spaces.

Discussion:

- 63.3 It was agreed that the total request for funding included in the submission to Finance Committee should include the amount that might be required for undertaking the improvement to the facade to Hillel House and other such works.
- 63.4 It was also agreed that the Director of Finance & Business Affairs would discuss further with the Faculty the projected student numbers before the submission was forwarded to Finance Committee.
- 63.5 The business case included in the Faculty's submission was commended as an exemplar that could be followed by other faculties. It was agreed that the Director of Finance & Business Affairs would arrange for the guidance for faculties on preparing estates-related business cases to be updated, using the Faculty of Law's submission as an example of good practice.

RESOLVED – for recommendation to Finance Committee:

- 63.6 That EMC approve the proposal at EMC 5-15 (12-13), subject to the points at Minutes 63.3 and 63.4 above.

***[ACTION: Dave Smith, Nick McGhee – to note;
Phil Harding – to amend funding total and to discuss
student number projections with Faculty of Laws]***

- 63.7 That the guidance for faculties on the preparation of business cases to support submissions to EMC be updated by Finance & Business Affairs, citing the Faculty of Laws' submission at EMC 5-15 (12-13) as an example of good practice.

[ACTION: Phil Harding]

64 ANATOMY BUILDING – MAJOR REFURBISHMENT PHASES 3-7

Noted:

- 64.1 The above proposal, as set out at EMC 5-16 (12-13).

Reported:

- 64.2 The proposal was for the next phase of the refurbishment of the Anatomy Building to form open-plan wet laboratory areas, open-plan write-up areas, specialist research areas, meeting rooms and office space, as well as a new PhD study and learning facility.

Discussion:

- 64.3 EMC agreed that the academic case for the proposal was very strong but noted that the supporting business case had not been submitted in time for it to be included with the papers for the meeting. While the Director of Finance & Business Affairs advised EMC that the business case appeared to raise no concerns, it was agreed to recommend the proposal to Finance Committee, subject to the Director of Finance & Business Affairs confirming to the Chair of EMC that the business case was satisfactory.

RESOLVED – for recommendation to Finance Committee:

- 64.4 That EMC approve the proposal at EMC 5-16 (12-13), subject to the point at Minute 64.3 above.

**[ACTION: Dave Smith. Nick McGhee – to note;
Phil Harding – to confirm approval of business case to Chair of EMC]**

65 SCHOOL OF PHARMACY – WOLFSON TEACHING LABORATORIES REFURBISHMENT

Noted:

- 65.1 The above proposal, as set out at EMC 5-17 (12-13).

Reported:

- 65.2 It was proposed to redevelop, modernise and enlarge facilities at the School of Pharmacy to provide an improved Wolfson teaching laboratories facility for undergraduate and postgraduate education on the second floor, and to create a clinical pharmacy learning centre on the first floor of the building.

RESOLVED – for recommendation to Finance Committee:

- 65.3 That EMC approve the proposal at EMC 5-17 (12-13).

[ACTION: Greg Beach, Nick McGhee – to note]

Business for Information

66 DIRECTOR'S REPORT

Noted:

66.1 The above report at EMC 5-18 (12-13).

Reported:

66.2 The Director of Estates drew attention to, *inter alia*, the following points from his report:

- The London Borough of Camden and Transport for London are promoting a major scheme of improvements to Tottenham Court Road and Gower Street, as well as associated public realm and some cross streets. The scheme would include changing the circulation system and potentially making both roads two-way with changes to bus and taxi routes. The scheme could be completed by mid-2016. The promoters of the scheme, which UCL has been advocating for some time, would be commencing a public consultation shortly. UCL Estates is actively engaged in discussions with the promoters of the scheme to ensure UCL's interests are fully represented and protected.
- The current plans for occupation of 132-140 Hampstead Road have been agreed with the intention to move in the first tranche of occupants in December 2013, including the Bartlett School of Architecture, Mental Health, and Surgery and these will be followed by other groups which need to be decanted as other major projects continue.

Discussion:

66.3 Given that the new lease on Gordon House was for a longer period than some UCL staff had anticipated, it would be desirable to review the plans which had been developed for that building.

66.4 The 'Quick Wins' initiative had been very successful and was commended by EMC.

RESOLVED:

66.5 That EMC welcome the report at EMC 5-18 (12-13).

[ACTION: Andrew Grainger – to note]

67 CAPITAL PROJECTS WORKS CONTRACT PROCUREMENT REVIEW

Noted:

67.1 The above report at EMC 5-19 (12-13).

68 CAPITAL PROJECTS DASHBOARD

Noted:

68.1 The above report EMC 5-20 (12-13).

69 ESTATES APPROVAL COMMITTEE – MINUTES AND DECISIONS

Noted:

69.1 Minutes of the most recent meeting of the EAC at EMC 5-21 (12-13).

70 DATES OF MEETINGS IN SESSION 2013-14

Noted:

70.1 Dates of meetings for next session would be confirmed shortly.

JDC
June 2013