



ESTATES MANAGEMENT COMMITTEE

**Held on Wednesday 5 October 2016
at 10.00 a.m. in the Council Room**

MINUTES

Present:

Professor Michael Arthur (Chair)
Ms Wendy Appleby
Dame Nicola Brewer
Mr Simon Cane
Dr Celia Caulcott
Dr Mike Cope
Professor Mark Emberton
Professor Becky Francis
Dame Hazel Genn
Mr Andrew Grainger
Mr Phil Harding
Professor Graham Hart
Mrs Lori Houlihan
Mr Rex Knight
Professor John Mullan
Professor Ivan Parkin
Professor David Price
Professor Geraint Rees
Mr Ivan Royle
Mr Tom Rowson
Professor Anthony Smith
Professor Alan Thompson

Apologies for absence were received from Dr Paul Ayris, Professor Mary Fulbrook, Professor David Lomas, Professor Alan Penn, Professor Nigel Titchener-Hooker, and Mr Nigel Waugh.

In attendance: Dr Marguerite Nolan (Committee Secretary), Mr Duncan Palmer (Managing Director, Facilities Management), and Mr Geoff Prudence (Director, Facilities and Infrastructure).

Preliminary Business

1a. WELCOME AND APOLOGIES

- 1a.1 The Chair welcomed members to the meeting. A special welcome was given to Professor Ivan Parkin who had been appointed Dean of the Faculty of Mathematical and Physical Sciences.
- 1a.2 Apologies for absence were noted as listed above.

1b. CONSTITUTION, TERMS OF REFERENCE AND MEMBERSHIP OF THE ESTATES MANAGEMENT COMMITTEE FOR 2016-17 EMC 1-1 (16-17)

- 1b.1 **Received:** The Committee received and noted the Constitution, Terms of Reference and Membership of the Estates Management Committee (EMC) for 2016-17 at EMC 1-1 (16-17).

2. MINUTES OF THE MEETINGS HELD ON 15 JUNE 2016 AND 29 JUNE 2016

- 2.1 **Approved:** The Committee approved the Minutes of the meetings of EMC held on 15 June and 29 June 2016.

3. MATTERS ARISING FROM THE MINUTES

- 3.1 **Noted:** The Committee noted the following:

- a) At its meeting on 5 July 2016, the Finance Committee approved the following proposals/reports:
- Queen Square House
 - 1 St. Martin's Le Grand
 - Wilkins Terrace Lower Refectory
 - Hatter Institute Lease and Eastman Dental Institute Rent Review
- b) Following consideration of the Clare Hall proposal by the Finance Committee at its meetings on 5 July and 27 September 2016, the proposal was due to be submitted to the Council on 19 October 2016 for consideration. It was noted that a considerable amount of work had gone into the development of the Clare Hall business case for submission to Council and the Committee thanked all those who had been involved in this process.

Items for Discussion

4. 69-75 CHENIES MEWS EMC 1-2 (16-17)

- 4.1 **Considered:** The Committee considered the 69-75 Chenies Mews proposal as set out at EMC 1-2 (16-17). This proposal recommended that UCL should acquire three floors in 69-75 Chenies Mews on a leased basis from UCLH Charity. UCLH Charity would procure the fit out of the space in 69-75 Chenies Mews with a rental to UCL on favourable terms.
- 4.2 It was noted that the proposed acquisition of space at 69-75 Chenies Mews would alleviate a number of outstanding long-term issues for the Faculty of Population Health Sciences as outlined in the paper. Importantly, it would also provide the opportunity to deliver additional

teaching space at Torrington Place for the summer 2017. The Committee highlighted the importance of securing a strong lease agreement for the space at 69-75 Chenies Mews.

- 4.3 **Resolved:** The Committee approved the 69-75 Chenies Mews proposal as set out at EMC 1-2 (16-17).

5. ESTATES, FACILITIES AND INFRASTRUCTURE UPDATE EMC 1-3 (16-17)

- 5.1 **Received:** The Committee received the Estates, Facilities and Infrastructure report at EMC 1-3 (16-17). This provided an update on the challenges of delivering robust and resilient building and estate infrastructure to support the University operations. It also gave an overview of the substantial improvements made and in train and sought continued support, including financial resources, to address these challenges.

- 5.2 The Committee discussed the progress with legacy issues as included in the report. The Committee discussed the overall scale of the backlog of maintenance work and the approximate cost. It was acknowledged that although much progress had been made, there was still a considerable amount of maintenance work to be completed over a number of years.

- 5.3 It was noted that value for money would be an area of focus, particularly with respect to minor works where the perception of high cost and over-managing against risk/ safety had been an emerging concern in recent years.

- 5.4 **Resolved:** The Committee noted the Estates, Facilities and Infrastructure update and endorsed continued support for change and improvement as outlined in the report at EMC 1-3 (16-17).

6. SHENLEY UPDATE EMC 1-4 (16-17)

- 6.1 **Considered:** The Committee considered the Shenley Update at EMC 1-4 (16-17). University College London Union (UCLU) was currently exploring opportunities to move UCLU Sport from Shenley to areas surrounding UCL East, including Hackney Marshes' grass based facilities.

- 6.2 The Committee was very supportive of the proposal to explore Hackney Marshes as a venue for UCLU Sport and this fitted in well with the UCL East project. It was noted that the proposed move to Hackney Marshes would be supported by an income stream from increasing the leasing opportunities of the Shenley Grounds. The Committee noted the importance of promoting sport and activity for students and staff at UCL. The provision of sports grounds nearer to UCL's teaching and learning facilities would support this initiative.

- 6.3 It was suggested by the Dean of Life Sciences that a small working group of the Senior Management Team (SMT) could be set up to consider sport and activity for students and staff at UCL.

- 6.4 **Resolved:** The Committee resolved the following:

- a) The Committee noted the Shenley update at EMC 1-4 (16-17) and that discussions were currently underway with Watford Football Club (WFC).
- b) It was noted that the EMC would be asked, potentially by Chair's action, to approve the new lease terms between UCL (and UCLU) with WFC, once the discussions had been concluded.

7. STUDENT ACCOMMODATION

EMC 1-5 (16-17)

- 7.1 **Received:** The Committee received the report on Student Accommodation at EMC 1-5 (16-17). Following on from the results of the Student Barometer in 2015, the report set out the progress that had been made in improving the services delivered to students in accommodation and in providing an increase in student engagement and the student experience.
- 7.2 The Committee discussed the work that had been undertaken by the Accommodation Team as included in the report. It was noted that the 'Welcome Home' project, which had been introduced to ensure that staff were more proactive in engaging with residents to enhance students' experience of the halls, had been very successful so far. The Committee also discussed and noted the enhanced range of initiatives and activities that had been included as part of the Welcome Experience for 2016. It was noted that research would be carried out on the effectiveness of the Welcome Experience for 2016 with a view to introducing further improvements in future years.
- 7.3 The Committee discussed and welcomed the improved communication initiatives which had been introduced. These ranged from pre-arrival information to a student hall reporter scheme which would be launched during the academic year.
- 7.4 The Committee discussed the impact and outcome of the Cut the Rent Campaign in the last academic year. The Committee highlighted the importance for UCL in providing early, clear and strong communications concerning student accommodation matters in the future.
- 7.5 The Committee thanked the entire Accommodation Team for all the work they had done to provide students with a very positive start to the academic year.
- 7.6 **Resolved:** The Committee noted the report on Student Accommodation at EMC 1-5 (16-17).

8. UCL ESTATE STRATEGY 2034

EMC 1-6 (16-17)

- 8.1 **Considered:** The Committee considered the UCL Estate Strategy 2034 proposal at EMC 1-6 (16-17). This proposed the development of a long-term estate strategy to support UCL's academic mission and to be fully aligned with the UCL 2034 strategy and integrated with other strategic initiatives that were currently in progress and under development.
- 8.2 The Committee gave its broad support for this timely proposal. The Committee discussed the draft list of current and longer-term initiatives, challenges and opportunities included in the paper. It was noted that the Estate Strategy should be guided by UCL's academic mission rather than the Size and Shape project which was still underway. It was also proposed that the delivery of high quality teaching and learning space; and the need to meet the challenges of continued growth in student numbers and other activities; should be presented as two separate issues. It was noted that the Bedford Way building and the IOE would be added to the list in the paper.
- 8.3 In the paper it was proposed that a Steering Group should be established, which would be Chaired by a Vice-Provost and report to the EMC. It was noted that the EMC would determine the scope, priorities and work programme of the Steering Group.
- 8.4 **Resolved:** The Committee endorsed the proposal for the development of a UCL Estate Strategy 2034 as set out at EMC 1-6 (16-17).

Other Business for Approval or Information

9. MINUTES OF THE CPSC HELD ON 20 SEPTEMBER 2016 **EMC 1-7 (16-17)**

9.1 **Noted:** The Minutes of the Capital Programme Sub Committee meeting held on 20 September 2016.

10. DATE OF NEXT MEETING

10.1 **Noted:** That the next meeting of the Estates Management Committee would be held on 15 February 2017 at 10.00 a.m.

11. ANY OTHER BUSINESS

11.1 The Director of UCL Estates advised that, as part of the Camden West End Project, changes would be introduced to Tottenham Court Road and Gower Street to increase safety for pedestrians and cyclists and to improve traffic flow.

11.2 It was noted that the recent reception held for the opening of labs at the School of Pharmacy had been a very successful event and the Committee thanked all those involved with the arrangements of this celebration.

11.3 The Committee thanked all staff and students who had been involved in the arrangements for the UCLU Welcome Festival for students held in the last week which had been very well organised.