



ESTATES MANAGEMENT COMMITTEE

Wednesday 13 March 2013

MINUTES

PRESENT:

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

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

Apologies for absence were received from Professor Richard Catlow, Professor David Lomas, Professor Anthony Smith and Professor Sir John Tooke.

Key to abbreviations

EMC	Estates Management Committee
EU	European Union
HEI	higher education institution
IoO	Institute of Ophthalmology
LIDC	London International Development Centre
MEH	Moorfields Eye Hospital
SoP	School of Pharmacy

Preliminary Business

43 SERVICING OF EMC

Reported:

- 43.1 The Chair reported that the servicing of EMC would from now on be undertaken by Academic Services (as the 'committee secretariat') and that the Director of Academic Services would be acting as meetings secretary for EMC, thus enabling the Director of Estates to focus on the substantive business of the Committee.

44 MINUTES OF THE MEETING HELD ON 16 JANUARY 2013

Approved:

- 44.1 The Minutes of the meeting of EMC held on 16 January 2013 [EMC Mins. 30-42, 16.1.13].

45 MATTERS ARISING FROM THE MINUTES [see also Minute 56 below]

45A Acquisition of 132 - 40 Hampstead Road [EMC Min. 31, 16.1.13].

Reported:

- 45A.1 By the Director of Estates that it was almost certain that the above acquisition would proceed and the lease would be signed very shortly.

Discussion:

- 45A.2 The issue was raised of the process by which projects are assessed before they are submitted to EMC for consideration and approval. It was agreed that the EMC officers would review this, with a view to reporting back to EMC at a future meeting¹.

[ACTION: Andrew Grainger, Jason Clarke – to note]

Items of Business for Approval

46 INSTITUTE OF OPHTHALMOLOGY / MOORFIELDS EYE HOSPITAL PROFESSIONAL FEES

Noted:

- 46.1 The above proposal, as set out at EMC 4-1 (12-13).

¹ *Secretary's Note:* following the meeting, it was confirmed that KPMG would be looking at this issue as part of their internal audit of 'Bloomsbury Masterplan and Capital Planning'.

Reported:

- 46.2 A possible opportunity was being explored to relocate the IoO/MEH to a site located in Kings Cross, as the MEH considered its City Road site to be no longer suitable for the delivery of their clinical service. UCL supported the proposal and had provided a statement indicating its support to MEH in preparation for its Trust Board meeting on 21 March 2013. Further work was required by UCL to prepare a full business case which would be presented to UCL Council for approval and this was being undertaken by staff in Finance & Business Affairs and Estates.

Discussion:

- 46.3 It was noted that the project was dependent on a significant fundraising effort by MEH.
- 46.4 The question was raised as to whether the King's Cross site had been considered as a possible re-development opportunity for UCL. The Chair confirmed that there had been discussions about the possible use of the King's Cross site by UCL as the scheme developed but the preferential terms sought by UCL had not been available. The Director of Estates also observed that the site would not provide a long-term solution to UCL's space needs. Members were interested to have more information on possible redevelopment options as they arose, in order to properly contextualise decisions on individual projects. The focus on the new campus development at Stratford should not obscure opportunities for growth on or near the Bloomsbury campus.
- 46.5 The Chair agreed that this was an important issue and proposed that the matter be discussed at the forthcoming Awayday.

RESOLVED:

- 46.6 That EMC approve the proposal at EMC 4-1 (12-13). **[ACTION: David Smith – to note]**
- 46.7 That the issue of the estates strategy be discussed at the forthcoming Awayday. **[ACTION: Rex Knight – to note]**

47 DARWIN BUILDING: 5TH FLOOR REFURBISHMENT

Noted:

- 47.1 The above proposal, as set out at EMC 4-2 (12-13).

Reported:

- 47.2 This refurbishment proposal would provide greatly improved office and laboratory space for research groups from three Research Departments within the Division of Biosciences *ie* Structural and Molecular Biology, Genetics Evolution and Environment, and Cell and Developmental Biology.

RESOLVED – for recommendation to Finance Committee:

- 47.3 That EMC recommend approval of the proposal at EMC 4-2 (12-13) to Finance Committee.

[ACTION: David Smith, Nick McGhee – to note]

48 97 TOTTENHAM COURT ROAD: LEASE EXTENSION FOR UCL ENTERPRISE

Noted:

48.1 The above proposal, as set out at EMC 4-3(12-13).

Reported:

48.2 UCL Business PLC and UCL Consultants Ltd currently occupy the second floor of 97 Tottenham Court Road under a lease arrangement held in UCL's name with the landlords, Derwent London. The lease expires on 5 August 2014 and approval was sought to extend the Lease to August 2018 and to also potentially take a lease for the first floor, subject to the satisfactory conclusion of ongoing discussions with Derwent London.

RESOLVED:

48.3 That EMC approve the proposal at EMC 4-3(12-13).

[ACTION: Colin Plank, Nick Ayres – to note]

49 LEASE AT 170 TOTTENHAM COURT ROAD FOR THE INSTITUTE OF CARDIOVASCULAR SCIENCES

Noted:

49.1 The above proposal, as set out at EMC 4-4 (12-13).

Reported:

49.2 The Institute currently shares space with UCL Partners on the third floor of 170 Tottenham Court Road. UCL Partners had offered the Institute the opportunity of sharing additional space on the fourth floor. The Committee's approval was being sought to enter into a sharing agreement with UCL Partners to secure this additional space, which would make an ideal location for a range of important activities.

Discussion:

49.3 It was noted that the source of funding to cover the funding shortfall on the fit-out costs had yet to be identified. Given the strategic importance of this project, it was agreed that the Chair, the Dean of the Faculty of Population Health Sciences and the Director of Finance & Business Affairs should liaise to resolve that issue.

RESOLVED:

49.4 That EMC approve the proposal at EMC 4-4 (12-13), subject to the point noted at Minute 49.3 above.

[ACTION: David Smith – to note]

50 DISPOSAL OF PART 36 – 38 GORDON SQUARE, SCHOOL OF PHARMACY SHARE IN LIDC

Noted:

50.1 The above proposal, as set out at EMC 4-5 (12-13).

Reported:

50.2 The Committee's approval was being sought for the above disposal which was supported by the SoP.

RESOLVED:

50.3 That EMC approve the proposal at EMC 4-5 (12-13).

[ACTION: Colin Plank, Nick Ayres – to note]

51 PHYSICS BUILDING: REFURBISHMENT OF THE 2nd AND 3rd FLOOR TEACHING LABORATORIES

Noted:

51.1 The above proposal, as set out at EMC 4-6 (12-13).

Reported:

51.2 The project would entail the refurbishment and re-configuration the two remaining undergraduate teaching laboratories in the Physics Building to provide updated facilities by upgrading the building. The project aligned with the teaching and working key strategy, which forms part of the Masterplan, to substantially improve quality and efficiency of such space and accommodate future change in teaching and working trends.

RESOLVED – for recommendation to Finance Committee

51.3 That EMC recommend approval of the proposal at EMC 4-6 (12-13) to Finance Committee.

[ACTION: Greg Beach – to note]

52 ENVIRONMENTAL SUSTAINABILITY POLICY

Noted:

52.1 The above policy at EMC 4-7 (12-13).

Reported:

52.2 The above paper sets out the recent review of the Environmental Sustainability Policy and key changes which had been made.

RESOLVED – for recommendation to UCL Council

- 52.3 That EMC approve the Environmental Sustainability Policy at EMC 4-7 (12-13) for recommendation to UCL Council.

[ACTION: Richard Jackson, Nick McGhee – to note]

<p>Items of Business for Discussion</p>
--

53 BLOOMSBURY MASTERPLAN: PROGRESS UPDATE

Noted:

- 53.1 The above report at EMC 4-8 (12-13).

Reported:

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

- An update of the Masterplan, which had been approved in July 2011, is underway.
- The underlying assumptions and conditions upon which the Masterplan had been based remained relevant today.
- In the eighteen months since the Masterplan had been approved, good progress had been made in its implementation. The School Estates Boards were working effectively in establishing academic priorities, which in turn influenced the specific projects which were ultimately submitted to EMC for approval.
- The Masterplan took into account UCL's current and future strategy for institutional growth and development.

Discussion:

- 53.3 There followed a wide-ranging discussion about the Masterplan, during which the following points were noted:

- Hard copies of the full Masterplan, including appendices, would be circulated to all members of EMC.
- There was a need for a stronger linkage between UCL's estate strategy and its financial strategy and its academic strategy for staff and student numbers.
- It was argued that the current external financial environment within which UCL, in common with other HEIs, was operating was less bleak than was predicted when the Masterplan was approved in summer 2011 and that this meant that some of the underlying assumptions upon which the Masterplan had been based should be reviewed.
- It would be important to ensure that the focus on the new campus development at Stratford did not distract attention from the estates needs of those activities based on the Bloomsbury campus.

- 53.4 In summing up the discussion, the Chair noted that the external financial situation remained uncertain, for it was far from clear what the outcome of the next and subsequent Comprehensive Spending Reviews might be and how these would impact on the university sector. UCL would, therefore, need to remain alert to changes in the external operating environment. Nevertheless, there was also a need to ensure that the Masterplan, as with any major strategic plan, remained relevant and that it reflected the needs of all parts of the

university. As noted previously, he suggested that this should be a major item for discussion at the forthcoming Awayday.

RESOLVED:

53.5 That EMC welcome the progress report on the Bloomsbury Masterplan at EMC 4-8 (12-13).

[ACTION: Andrew Grainger – to note]

53.6 That hard copies of the full Masterplan be made circulated to members of EMC.

[ACTION: Andrew Grainger]

53.7 That the Masterplan be discussed at the forthcoming Awayday.

[ACTION: Rex Knight – to note]

54 UCL STRATFORD: UPDATE

Noted:

54.1 The above report at EMC 4-9 (12-13).

Reported:

54.2 Detailed discussions with Newham Council regarding the project were ongoing.

RESOLVED:

54.3 That EMC welcome the report EMC 4-9 (12-13).

[ACTION: Andrew Grainger – to note]

55 DIRECTOR'S REPORT

Noted:

55.1 The above report at EMC 4-10 (12-13), which included an update on various Estates issues and a summary of decisions taken by Estates Approvals Committee.

Discussion:

55.2 In relation to the acquisition of 132-140 Hampstead Road, it was noted that some students would spend their entire time at UCL based at that location. Consequently, the quality of experience of those students needed to be a prime consideration in drawing-up plans for the re-configuration of that building. .

RESOLVED:

55.3 That EMC welcome the report EMC 4-10 (12-13).

[ACTION: Andrew Grainger – to note]

<i>Other Business for Information</i>
--

56 ESTATE AND FUNDING STRATEGY: UPDATE

Noted:

56.1 The above report at EMC 4-11 (12-13).

57 CAPITAL DASHBOARD

Noted:

57.1 The above report EMC 4-12 (12-13).

58 DATE OF NEXT MEETING

Noted:

58.1 The next meeting will be on **Wednesday 5 June 2013** at **8.30am²** in the **Provost's Office**.

JDC
May 2013

² *Secretary's Note:* due to volume of business, the next meeting on 5 June 2013 will start at 8.15am and finish at 10.15am.