



## **ESTATES MANAGEMENT COMMITTEE**

**Meeting held on Wednesday 17 February 2016  
8.30 a.m. in the Council Room**

### **MINUTES**

*Present:*

Professor Michael Arthur (Chair)  
Ms Wendy Appleby  
Dr Paul Ayris  
Dame Nicola Brewer  
Professor Nick Brook  
Professor Andrew Brown  
Mr Simon Cane  
Dr Mike Cope  
Professor Mary Fulbrook  
Mr Andrew Grainger  
Mr Phil Harding  
Professor Graham Hart  
Mrs Lori Houlihan  
Mr Rex Knight  
Professor Charles Mitchell  
Professor Alan Penn  
Professor David Price  
Professor Geraint Rees  
Mr Tom Rowson  
Professor Anthony Smith  
Mr David Smith  
Professor Alan Thompson  
Professor Nigel Titchener-Hooker  
Mr Nigel Waugh  
Professor Jo Wolff

Apologies for absence were received from Dr Celia Caulcott, Professor Mark Emberton, Dame Hazel Genn, Professor David Lomas and Mr Mark Sudbury.

In attendance: Mr Mark Cranmer and Dr Marguerite Nolan (Secretary).

## ***Preliminary Business***

### **1. CONSTITUTION, TERMS OF REFERENCE AND MEMBERSHIP OF THE ESTATES MANAGEMENT COMMITTEE FOR 2015-16** **EMC 2-1 (15-16)**

- 1.1 **Received:** The Constitution, Terms of Reference and Membership of the EMC for 2015-16 as set out at EMC 2-1 (15-16). As agreed, these had been reviewed by the Director of UCL Estates and the Vice-Provost (Operations) since the last meeting of the EMC. No changes had been made.

### **2. MINUTES OF THE MEETING HELD ON 21 October 2015**

- 2.1 **Approved:** The Minutes of the meeting of the Estates Management Committee held on 21 October 2015 were approved.

### **3. MATTERS ARISING FROM THE MINUTES**

- 3.1 **Noted:** Finance Committee and Council approval of recommendations from the EMC:

- a) At its meeting on 12 November 2015, the Finance Committee approved the following proposals, as recommended by the Estates Management Committee:

- Institute of Immunity and Transplantation, Phase II
- Real Estate Institute Here East 2
- The refurbishment of Bentham House, Fifth Floor along with re-cabling of the network and power in the North Wing
  
- The Finance Committee also recommended the Courtauld building project to the Council for approval.

- b) At its meeting on 26 November 2015, the Council approved the Courtauld building project, as recommended by the Finance Committee.

### **4. CHAIR'S ACTION** **EMC 2-2 (15-16)**

- 4.1 **Noted:** The report on Chair's Action taken since the last meeting of the EMC to approve the LEICA Business Case as set out at EMC 2-2 (15-16).

## ***Matters for Consideration and Approval***

### **5. TEACHING SPACE AT UCL** **EMC 2-3 (15-16)**

- 5.1 **Considered:** The Committee considered the report on Teaching Space at UCL as set out at EMC 2-3 (15-16). The current teaching space capacity in UCL was projected to worsen in the next three years, as student number increases were not matched by additional space. On 3 February 2016, the Senior Management Team approved a process of module confirmation and the recording of departmental teaching space in UCL's timetabling system, which was expected to help mitigate the risk in 2016-17. The paper set out the medium and long-term options to improve teaching space capacity at UCL.

- 5.2 The Committee noted the table at Appendix A which provided the forecast of % change in total teaching area and taught student headcount from 2015-16 to 2018-19. The Committee discussed the options outlined in the paper which included:
- the construction a new a new teaching block at Thornhaugh Mews (this proposal was included as the next item on the agenda of this meeting);
  - improved use of departmental teaching space;
  - temporary pop-up teaching space; and
  - additional external third party space.
- 5.3 The Committee discussed the utilisation of teaching space at UCL. It was noted that the frequency of use of space was high. However, there was a need to work on the occupancy numbers in rooms and the accuracy of the data on bookable teaching space. It was noted that the Estates Division and Faculty Managers would need to work together to ensure that the data on teaching space was accurate. It was acknowledged that UCL would need to implement a range of options in order to improve teaching space capacity including the review of data on bookable teaching space.
- 5.4 **Resolved:** The Committee noted the report on Teaching Space at UCL at EMC 2-3 (15-16) and the options for improving capacity as outlined in the paper.

## 6. NEW TEACHING BLOCK OPTIONS EVALUATION EMC 2-4 (15-16)

- 6.1 **Considered:** The Committee considered the report on the New Teaching Block Evaluation as set out at EMC 2-4 (15-16). This included initial background information on the options available to provide a Teaching Block on the wider Bloomsbury Campus.
- 6.2 The Committee strongly supported the recommendation that the Option 2 proposal for new space to be constructed on the Thornhaugh Mews site be developed further to confirm delivery within 20 to 24 months. It was noted that based on a “fit factor” this construction project was expected to produce approximately 2500m<sup>2</sup> of space usable for teaching spaces. This equated to around 8 times what was provided in the new South Quad Temporary teaching block.
- 6.3 It was noted that the proposed timescale for the Thornhaugh Mews proposal was ambitious due to the scale of the project and the location of the site. The Committee supported the recommendation in the paper that in parallel further work should also be undertaken to investigate additional short term temporary solutions.
- 6.4 It was noted that some IoE staff would need to be decanted during the construction of the proposed extension and the arrangements for this would have to be included in the project proposal.
- 6.5 The Committee highlighted the importance of communicating to students and the wider community that UCL is seeking to invest in the construction of additional high quality teaching accommodation in Bloomsbury.
- 6.6 **Resolved:** The Committee approved the following:
- a) The Committee strongly endorsed the proposed review for the development of the permanent Teaching facility at Thornhaugh Mews including the initial sum of £20k for the appointment of Shephard Epstein Hunter, M&E consultant, QS and structural engineer. This sum would be funded from the budget assigned to the Thornhaugh Mews project in the Capital Programme.

- b) That a review be carried out to ensure the proposed scheme fitted with UCL's objectives for the Estate and would enable the submittal of detailed plans, budget and programme for committee consideration.
- c) It was noted that following the initial review a request for an additional sum in the region of £200K could be expected to continue the project and secure consents to meet programme.

## 7. LEARNING SPACES AT UCL

## EMC 2-5 (15-16)

- 7.1 **Considered:** The Committee considered the update on Learning Spaces at UCL as set out at EMC 2-5 (15-16). This provided four options for addressing UCL's short-medium term gap in learning spaces. In the long term, UCL East would form part of the solution but further work was required to deliver the ambitious goals set in UCL 2034 for an inspirational student experience enabled by a sustainable estate.
- 7.2 The Committee noted the chart on p. 27 of the meeting papers which gave the number of library managed learning spaces and the number of UCL students from 2015-16 to 2018-19. The level of provision was projected to decline in the next two years as student numbers increased in excess of learning spaces, before improving to around the Russell Group average in 2018-19 with the completion of the new Student Centre.
- 7.3 The Committee discussed the short and medium term options as outlined in the paper, which included:
  - implementation of a space occupancy system for library-managed learning spaces;
  - review of the use of existing learning space not managed by Library Services;
  - to identify and assess opportunities to convert space into learning spaces when not being utilised for other purposes; and
  - to provide further learning spaces in Senate House.
- 7.4 It was noted that the Old Refectory could be used once it had been vacated by the catering company in August 2016. This would provide around 70 permanent learning spaces in close proximity to the main library, which could also be used for other events outside of peak periods. It was suggested that there may be an opportunity to provide student learning space in the Students' Union building and the Bloomsbury Theatre building on Gordon Street and that this could be investigated.
- 7.5 Members highlighted the importance of providing dedicated quiet learning space for students and especially for Postgraduate Research students.
- 7.6 It was noted that UCL currently paid for the use of student learning space at Senate House and Laws students have access to the Institute of Advanced Legal Studies learning space. This additional capacity should be taken into account in the review of learning space options in the paper.
- 7.7 **Resolved:** That the paper on Learning Spaces at UCL as set out at EMC 2-5 (15-16) would be updated to take account of the feedback received from members. A revised paper with fully costed recommendations would be presented to the EMC at its next meeting on 15 June 2016.

## 8. STUDENT ACCOMMODATION SUPPLY AND DEMAND AT UCL

EMC 2-6 (15-16)

- 8.1 **Considered:** The Committee considered the report on Student Accommodation Supply and Demand at UCL as set out at EMC 2-6 (15-16). This provided options which UCL could pursue in respect of its guarantee to students and nominations agreements.
- 8.2 It was noted that the projected increase in student numbers, along with planned closures of UCL residences for refurbishment, meant that UCL would become increasingly reliant on securing places in private halls to fulfil its guarantee to provide accommodation to first year undergraduate students, first year overseas post-graduate students and affiliate students.
- 8.3 The Committee discussed UCL's current guarantee to students. The Committee noted the comparison to other Russell Group universities as included in the paper. Members noted the importance of continuing to offer accommodation for first year undergraduate students in order to remain competitive. However, it was proposed that the guarantee for other students could be reviewed. It was suggested that UCL could consider offering an all in package for first year overseas Postgraduate students, which would include the cost of the tuition fees and accommodation.
- 8.4 The Committee highlighted the point that if UCL continued to subsidise bed spaces for a growing number of students at an increasing cost, this would have an effect on the financial benefits to UCL of recruiting additional students. It could have an impact on UCL's ability to achieve its surplus targets.
- 8.5 The Estates Division would continue to work with the Planning Division on the options for dealing with the supply and demand of student accommodation at UCL, taking into account the feedback from members.
- 8.6 **Resolved:** An updated report and recommendations on the supply and demand of student accommodation at UCL would be included on the agenda of the next meeting of the EMC on 15 June 2016.

## 9. STUDENT ACCOMMODATION NOMINATIONS AGREEMENTS PROPOSALS 2016-17

EMC 2-7 (15-16)

- 9.1 **Considered:** The Committee considered the Student Accommodation Nominations Agreements Proposals 2016-17 as set out at EMC 2-7 (15-16). The paper focused on the nominations agreements which were required to meet the demand from students to whom UCL offered a guarantee of accommodation in 2016-17.
- 9.2 Feedback was sought on the budget implications of the Nominations Agreements Proposals for 2016-17. It was noted that the cost of these proposals was included in the draft Estates budget for 2016-17.
- 9.3 **Resolved:** The Committee gave its approval for UCL to take the following action:
- a) To proceed immediately with 2016-17 one year nominations arrangements with Unite, Greystar and Liberty.
  - b) To continue capital upgrades e.g. Astor College and Ramsay Hall.
  - c) To progress early discussions on new five year nominations arrangements with Unite and possibly others, in order to "bridge the gap" until UCL East is delivered.
  - d) To consider opportunities to maximise supply of student accommodation at UCL East.

**10. STUDENT ACCOMMODATION FEE PROPOSALS 2016-17 EMC 2-8 (15-16)**

- 10.1 **Considered:** The Committee considered the Student Accommodation Fee Proposals for 2016-17 as set out at EMC 2-8 (15-16). In the paper, it was proposed to apply an average increase of 1.5% for 2016-17.
- 10.2 Feedback was sought as to whether it would be possible to reduce the average increase to 1%. It was noted that this would not be viable as the proposed increase of 1.5% was still less than the increase in headline operating costs of 2.22% over the last year.
- 10.3 It was reported that in response to concerns raised by students regarding the affordability of rents and value for money, UCL was exploring options to increase the supply of more affordable accommodation as outlined in the paper, which included:
- letting a number of larger rooms at Hawkridge House as shared rooms;
  - freezing rates for our cheapest rooms;
  - reviewing an increase in the numbers of twin rooms at Gower Street and John Adams at affordable rates.
- 10.4 It was proposed that there should be joined up discussion between the Estates Division and Student and Registry Services concerning the affordability of student accommodation and in particular for students who were eligible to receive financial support from the UCL Undergraduate Bursary Scheme.
- 10.5 **Resolved:** The Committee approved the annual Accommodation Fee changes for the 2016-17 Academic Year as set out at EMC 2-8 (15-16).

***Matters to Note and for Information***

**11. CLARE HALL, POTTERS BAR EMC 2-9 (15-16)**

- 11.1 **Received:** The Committee received and noted the update on progress in relation to due diligence activity and the acquisition of Clare Hall as set out at EMC 2-9 (15-16). An update would also be included in the papers for the Finance Committee to be held on 29 February 2016.
- 11.2 The Estates Division was aiming to submit the business case for Clare Hall to the CPSC, EMC, Finance Committee and Council for approval in the summer term 2016. However, as this was a large and complex project, this deadline would be reviewed as work on the proposal progressed.
- 11.3 The Committee held a brief discussion on the possible opportunities for UCL occupation at Clare Hall and the potential for the release of space at Bloomsbury. It was noted that the allocation and usage of any released space in the future would be a matter for consideration by the CPSC and the EMC.

**12. MINUTES OF THE CPSC HELD ON 2 DECEMBER 2015 AND 3 FEBRUARY 2016 EMC 2-10a&b (15-16)**

- 12.1 **Noted:** The Minutes of the Capital Programme Sub Committee (CPSC) meetings held on 2 December 2015 and 3 February 2016 as set out at EMC 2-10a&b (15-16).

**13. DATE OF NEXT MEETING**

13.1 **Noted:** That the next meeting of EMC would be held on 15 June 2016 at 8.30 a.m.

**14. ANY OTHER BUSINESS**

14.1 There was no other business discussed.

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