



ESTATES MANAGEMENT COMMITTEE

Meeting held on Wednesday 17 June 2015
at 8.30 a.m. in the Council Room

MINUTES

Present:

Professor Michael Arthur (Chair)
Dame Nicola Brewer
Professor Anthony Finkelstein
Professor Mary Fulbrook
Dame Hazel Genn
Mr Andrew Grainger
Mr Phil Harding
Professor Graham Hart
Professor Chris Husbands
Mr Rex Knight
Professor David Lomas
Professor Alan Penn
Professor David Price
Professor Geraint Rees
Professor Anthony Smith
Professor Alan Thompson
Professor Jo Wolff

Apologies for absence were received from Professor Nick Brook, Mr David Smith,
and Professor Sir John Tooke.

In attendance: Ms Valerie Hogg (Director of Financial Planning Strategy), Mr Richard Jackson (Head of Environmental Sustainability), and Dr Marguerite Nolan (Secretary).

Key to abbreviations

EMC	Estates Management Committee
FC	Finance Committee
PRG	Project Review Group (formerly Estates Approval Committee)
RNOH	Royal National Orthopaedic Hospital

Preliminary Business

1. MINUTES OF THE MEETING HELD ON 6 MAY 2015

- 1.1 **Approved:** The Minutes of the meeting of the Estates Management Committee held on 6 May 2015 were approved.

2. MATTERS ARISING FROM THE MINUTES

- 2.1 There were no matters arising from the Minutes of the last meeting.

<i>Matters for Approval</i>

3. NEW STUDENT CENTRE EMC 6-1 (14-15)

- 3.1 **Considered:** The Committee considered the business case for the New Student Centre at EMC 6-1 (14-15). UCL proposed to build a New Student Centre on Campus in Bloomsbury funded from within the original Capital Programme and consistent with the UCL Bloomsbury Masterplan, on the last piece of significant undeveloped land between The Bloomsbury Theatre and 26 Gordon Street.
- 3.2 The Committee discussed the timescale of the project. This would be a large scale and complex project with a number of significant stages of work as included in the Key Milestones section of the business case. The first stage of the project would be the node plan relocation which was due to start in the summer 2015.
- 3.3 It was noted that the New Student Centre Manager post, which was included in the Net Present Value Calculation, would result in an extra cost for the 2015-16 financial year which would need to be budget for.
- 3.4 It was noted that the project was located in a busy part of the UCL campus and close to the Department of Biochemical Engineering. The construction work would have to be managed carefully around the existing buildings and facilities. A full project risk register was held and managed by the Project Manager. Also, the New Student Centre Project Board would keep under review any potential risks associated with the construction project.
- 3.5 **Resolved:** That the business case for the New Student Centre as set out at EMC 6-1 (14-15) be recommended to the Finance Committee for approval at its next meeting on 2 July 2015.

4. BIDBOROUGH HOUSE, TORRINGTON PLACE RESTACK EMC 6-2 (14-15)

- 4.1 **Considered:** The Committee considered the business case for the Bidborough House, Torrington Place Restack at EMC 6-2 (14-15). The Business Case proposed the adoption of agile working by Professional Services staff in Bidborough House and the restacked parts of Torrington Place to deliver a 20% increase in space utilisation. Space liberated through improved utilisation would be repurposed for teaching use.
- 4.2 The Committee discussed the desk sharing ratio for staff who would be working on an agile basis. It was noted that the initial phase would see the implementation of a desk sharing ratio of 1:1.2 or 10 desks for every 12 staff. However, in the next phase it was planned that higher sharing ratios would be applied. This would need to be supported further by technology and greater flexibility in working from other locations in order to reap the previously identified benefits. Agile working, if successfully implemented within this project, had the potential to be cascaded to other appropriate parts of the organisation.
- 4.3 It was noted that the proposal would increase annual recurrent costs in Estates and ISD by £254k per annum but the benefits of the proposal were greater resulting in a net recurrent impact across UCL budgets of £420k per annum compared to the do nothing option. Nevertheless, this additional recurrent cost would have to be budgeted for.

- 4.4 **Resolved:** That the business case for the Bidborough House, Torrington Place Restack as set out at EMC 6-2 (14-15) be recommended to the Finance Committee for approval at its next meeting on 2 July 2015.

5. SOUTH QUAD TEACHING FACILITY EMC 6-3 (14-15)

- 5.1 **Considered:** The Committee considered the business case for the South Quad Teaching Facility at EMC 6-3 (14-15). This contained a proposal to procure a contractor to design and build a temporary teaching facility in the South Quad to open for the start of the 2015-16 academic year. Approval was being sought for expenditure of up to £1.9m for the construction of the temporary teaching facility in the South Quad. At its meeting on 11 March 2015, the Estates Management Committee had strongly supported the recommendation to undertake a feasibility study for erecting a temporary teaching building on the South Quad.
- 5.2 The Committee discussed the need for additional teaching space in the UCL Bloomsbury campus for the next academic year to take account of increased student numbers and refurbishment work which was taking place in parts of the campus.
- 5.3 The Committee noted the importance of ensuring that best use was being made of teaching space throughout the UCL estate including the Royal Free campus in Hampstead. Members also suggested that some teaching space might be available at the Eastman Dental Institute and the Whittington Hub. It was recognised that the distance between the Bloomsbury campus and the Royal Free campus would cause difficulty for some teaching programmes. It was agreed to refer this matter to the Learning Spaces Project Board.
- 5.4 **Resolved:** The Committee approved the business case for South Quad Teaching Facility as set out at EMC 6-3 (14-15).

6. ASTOR COLLEGE REFURBISHMENT AND EXTENSION EMC 6-4 (14-15)

- 6.1 **Considered:** The Committee considered the business case for the refurbishment and extension of Astor College. UCL's Student Accommodation Strategy Review had been endorsed by EMC and the Finance Committee in the spring 2014 and this had been followed up with a Direction of Travel paper submitted to Finance Committee on 26 March 2015.
- 6.2 The proposal to extend and refurbish Astor College was with LB of Camden for Town Planning with approval anticipated in July 2015. Following the receipt of planning permission, UCL would detail the design and procure the improvements to be undertaken from the summer 2016.
- 6.3 **Resolved:** That the business case for the refurbishment and extension of Astor College as set out at EMC 6-4 (14-15) be approved for submission to the Finance Committee for approval at its next meeting on 2 July 2015.

Matters for Discussion

7. CAPITAL PROGRAMME UPDATE EMC 6-5 (14-15)

- 7.1 **Considered:** The Committee considered the Capital Programme update. The approved budget for 2015-16 was £180m (net) however the latest forecast for 2015-16 stood at

£197m (both exclusive of Student Accommodation). This increase had resulted from additional budget approval for the Bidborough House / Torrington Place re-stack (with latter stage phases of the Bidborough House moves and the majority of the Torrington Place works scheduled to take place during 2015-16) and slippage of expenditure on other projects from 2014-15.

7.2 It was noted that a major review of the Capital Programme would be undertaken over the summer with a report back to the Capital Programme Sub Committee (CPSC) and the EMC at their next meetings in the autumn term 2015 to address the budget risk.

7.3 **Resolved:** The Committee noted the Capital Programme update as set out at EMC 6-5 (14-15).

8. CARBON MANAGEMENT PLAN AND REVISED CARBON TARGETS EMC 6-6 (14-15)

8.1 **Considered:** The Committee considered UCL's Carbon Management Plan 2015. The new Carbon Management Plan included revised absolute carbon targets and relative targets as well as commitments to reduce indirect (Scope 3) carbon emissions. A new 15% carbon target for 2020 (based on a 2005-06 baseline year) had been proposed as part of the revision - against a 34% target which was included in the 2011 Carbon Management Plan.

8.2 The Committee highlighted the fact that the original target had not taken into account the growth of UCL and that UCL's relative performance - carbon per person (staff and students), and the carbon efficiency of the space occupied at UCL - had improved as shown in table 1 on p. 130. Since 2005-06, UCL had undergone a significant transformation entering the top 5 research institutions in the world, increasing staff and student numbers by 37% and nearly doubling its annual income whilst absolute Scope 1 and 2 carbon emissions over this period had only increased by 2%. Feedback was sought as to whether the carbon target could be set per capita rather than as an absolute target. It was noted that the absolute carbon target was a HEFCE requirement. The Committee also noted the less than expected benefit of National Grid decarbonisation, which was originally expected to deliver about half the overall 34% target.

8.3 The Committee noted the importance of engaging students in the consultation on the Carbon Management Plan with the UCL community.

8.4 **Resolved:** The Committee approved the Carbon Management Plan and targets as the basis for consultation with the UCL Community as set out at EMC 6-6 (14-15).

<i>Matters for Information</i>

9. MINUTES OF THE CPSC MEETING HELD ON 2 JUNE 2015 EMC 6-7 (14-15)

9.1 **Noted:** The Minutes of the Capital Programme Sub Committee (CPSC) meeting held on 2 June 2015 at EMC 6-7 (14-15).

10. ANY OTHER BUSINESS

10.1 There was no other business discussed.

11. DATES OF MEETINGS OF EMC IN 2015-16

- 11.1 **Noted:** That dates of meetings of the Estates Management Committee in 2015-16 were currently being discussed and were to be confirmed.

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