



ESTATES MANAGEMENT COMMITTEE

Meeting held on Wednesday 21 October 2015
at 8.30 a.m. in the Council Room

MINUTES

Present:

Professor Michael Arthur (Chair)
Ms Wendy Appleby
Dame Nicola Brewer
Professor Nick Brook
Dr Celia Caulcott
Dr Mike Cope
Professor Anthony Finkelstein
Professor Mary Fulbrook
Mr Andrew Grainger
Professor Graham Hart
Mrs Lori Houlihan
Professor Chris Husbands
Mr Rex Knight
Professor Alan Penn
Professor David Price
Professor Geraint Rees
Mr Tom Rowson
Professor Anthony Smith
Mr Mark Sudbury
Professor Jo Wolff

Apologies for absence were received from Dr Paul Ayris, Mr Simon Cane, Professor Mark Emberton, Mr Phil Harding, Dame Hazel Genn, Professor David Lomas, Mr David Smith, Professor Alan Thompson and Mr Nigel Waugh.

In attendance: Dr Marguerite Nolan (Secretary).

Preliminary Business

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

- 1.1 **Received:** The Constitution, Terms of Reference and Membership of the Estates Management Committee (EMC) for 2015-16 at EMC 1-1 (15-16).

- 1.2 The Committee discussed the Constitution and Terms of Reference of the EMC. It was proposed that this should be reviewed to ensure that the items being presented were strategic and appropriate for the Committee.
- 1.3 **Resolved:** That the Constitution and Terms of Reference of the EMC for 2015-16 would be reviewed and brought back to the next meeting of the EMC on 17 February 2016.

2. MINUTES OF THE MEETING HELD ON 17 June 2015

- 2.1 **Approved:** The Minutes of the meeting of the Estates Management Committee held on 17 June 2015 were approved.

3. MATTERS ARISING FROM THE MINUTES

- 3.1 **Noted:** At its meeting 2 July 2015, the Finance Committee approved the following projects:
- a) **Bidborough House, Torrington Place Restack** - approved
 - b) **New Student Centre** - recommended to Council for approval and approved by Council on 9 July 2015
 - c) **Astor College Refurbishment and Extension** - recommended to Council for approval and approved by Council on 9 July 2015
 - d) **Courtauld Building Refurbishment** - recommended to the Council for approval in principle at the current estimated cost with the acknowledgement that when the costs had been finalised there might be a requirement to gain Chair's Approval to the revised figures. It was also subject to the financial support from the MRC for the project being finalised and the MRC Prion Unit transferring to UCL.

<i>Matters for Approval</i>

4.	1st FLOOR, 90 TOTTENHAM COURT ROAD LEASE RENEWAL (CASA)	EMC 1-2 (15-16)
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- 4.1 **Considered:** The Committee considered the proposal to renew the lease of the 1st floor of 90 Tottenham Court Road as set out at EMC 1-2 (15-16). The lease was due to expire on 13 January 2016. It was proposed to renew the lease for a further term which would expire in May 2021.

- 4.2 It was noted that the lease was currently unprotected and if UCL wished to retain the premises it would be necessary to agree terms as soon as possible in view of the risk of being evicted. The space was currently occupied by the Centre for Advanced Spatial Analysis (CASA), in the Faculty of the Built Environment.

- 4.3 **Resolved:** That the Business Case for the renewal of the 1st floor of 90 Tottenham Court Road lease until May 2021 and to uplift the property budget by up to £132,000 per year for this time frame as set out at EMC 1-2 (15-16) be approved.

5.	NICOR, 1 ST MARTIN'S LE GRAND NEW LEASE	EMC 1-3 (15-16)
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- 5.1 **Considered:** The Committee considered the proposal for a 7 year sharing arrangement that is being put in place with Barts at 1 St Martin's Le Grand as set out at EMC 1-3 (15-16).

- 5.2 This proposal had arisen following a request from UCLH that UCL vacate 170 Tottenham Court Road to enable the expansion of UCLH A&E and the relocation of a group in the hospital currently delaying the ability to do this. As this move had been requested ahead of the scheduled lease time and following significant investment by UCL in the 3rd and 4th floors, UCLH had agreed to fund any costs incurred as a result of the relocation.
- 5.3 It was agreed to review other leases that UCL is holding with UCLH and other organisations in case of any vulnerability.
- 5.4 **Resolved:** That the proposal for the sharing arrangement that is being put in place with Barts at 1 St Martin's Le Grand as set out at EMC 1-3 (15-16) be approved.
- 6. WELLCOME TRUST FOR NEUROIMAGING (WTCN) LEASE EMC 1-4 (15-16)
ON 12 QUEEN SQUARE**
- 6.1 **Considered:** The Committee considered the proposal for the renewal of the lease of 12 Queen Square House for the Wellcome Trust Centre for Neuroimaging (WTCN) as set out at EMC 1-4 (15-16).
- 6.2 It was noted that the property was owned by the Wellcome Trust and UCL had been granted successive leases at a peppercorn rental. The lease would expire in November 2015 and the Wellcome Trust was prepared to renew this lease for a further 13 years. The arrangement represented extremely good value for money for UCL and had formed part of UCL's institutional commitment when seeking renewal of the WTCN Strategic Award due in 2016.
- 6.3 **Resolved:** That the proposal for the renewal of the lease of 12 Queen Square House for 13 years, on the understanding that the Leopold Muller Fund would meet the running costs of the building for at least 6 years, as set out EMC 1-4 (15-16), be approved.
- 7. WATES HOUSE RE-NAMING EMC 1-5 (15-16)**
- 7.1 **Considered:** The Committee considered the proposal for the re-naming of Wates House as set out at EMC 1-5 (15-16).
- 7.2 The Development and Alumni Relations Office (DARO) had been in contact with the Wates family in the past regarding this and had been asked to confirm with them that they are aware of UCL's intentions.
- 7.3 The Committee gave its support for Chair's Action to be taken to approve this proposal. This was subject to the Executive Director of DARO and the Dean of the Bartlett discussing the proposal with the Wates family.
- 7.4 **Resolved:** That Chair's Action be taken to approve the proposal for the re-naming of Wates House as set out at EMC 1-5 (15-16), subject to this being discussed with the Wates family as noted above.
- 8. DESIGN QUALITY REVIEW PANEL EMC 1-6 (15-16)**
- 8.1 **Considered:** The Committee considered the proposal for a Design Quality Review Panel as set out at EMC 1-6 (15-16).
- 8.2 Building on recent success in securing quality design and a string of planning consents for major projects, this was a proposal for a standing Design Quality Review Panel to be managed by the Commission for Architecture and the Built Environment to support securing design quality in the context of UCL's fine heritage estate and major proposals to build in the Olympic Park.

- 8.3 The Committee noted the benefits of the proposal as included on pp. 34 to 35 of the report.
- 8.4 It was noted that the membership of the panel was to be confirmed. The Dean of the Bartlett has been consulted and further consultation would take place regarding specific membership proposals. The intention was to create a standing panel of experts from a range of disciplines who would become familiar with and develop an understanding of the UCL capital programme, emerging issues and priorities.
- 8.5 **Resolved:** That the proposal for a Design Quality Review Panel as set out at EMC 1-6 (15-16) be approved.

9. UTILITY CONTRACTS **EMC 1-7 (15-16)**

- 9.1 **Considered:** The Committee considered the proposal for UCL to sign an agreement with the Central Purchasing Body and the continuation of a flexible purchasing arrangement as set out at EMC 1-7 (15-16).
- 9.2 It was noted that UCL currently spent approximately £12.4 million on electricity and gas. This figure was forecast to increase by 13% over the next year to approximately £14 million as a result of projected increases in energy prices and in particular the non-commodity electricity costs, as well as growth.
- 9.3 It was requested that data be provided to faculties on their energy use. The Director of UCL Estates agreed to follow up this request.
- 9.4 **Resolved:** That the proposal for UCL to sign an agreement with the Central Purchasing Body and the continuation of a flexible purchasing arrangement as set out at EMC 1-7 (15-16) be approved.

10. INSTITUTE OF IMMUNITY AND TRANSPLANTATION, PHASE II **EMC 1-8 (15-16)**

- 10.1 **Considered:** The Committee considered the proposal for the Institute of Immunity and Transplantation Phase II, as set out at EMC 1-8 (15-16).
- 10.2 The following was noted from the discussion of this proposal:
- The business case should be more commercially driven;
 - To review the sections in the business case on staff and student numbers as there appeared to be some inconsistencies here;
 - To ensure that the funding which had already been secured from HEFCE is claimed as soon as possible;
 - The Committee noted the importance of the strategic partnerships as included in the business case;
 - It was noted that DARO was aiming to generate further donations for this project;
 - It was noted that this proposal is part of the overall faculty plan;
 - In the review of the UCL Capital Programme, other projects would need to be reprioritised to allow this proposal to go ahead.

10.3 **Resolved:** That the proposal for the Institute of Immunity and Transplantation Phase II, as set out at EMC 1-8 (15-16), be recommended to the Finance Committee for approval at its next meeting on 12 November 2015. This was subject to the business case being updated to take account of the feedback from the Estates Management Committee as noted above.

11. REAL ESTATE INSTITUTE HERE EAST 2 EMC 1-9 (15-16)

11.1 **Considered:** The Committee considered the proposal to acquire additional space at Here East as set out at EMC 1-9 (15-16).

11.2 It was noted that the proposal would enable the Faculty of the Built Environment to meet one of its key strategic aims which was the establishment of The Real Estate Institute. This would fill what was considered to be a gap in the Faculty's coverage of Built Environment subjects. The acquisition of the lease of the 2nd floor of Here East would allow the Institute to come on line before space at UCL East was available.

11.3 There was general support from the Committee for this proposal and to recommend option 2 in the business case. It was noted that this was an important transition phase to UCL East. The proposal had been considered by the Capital Programme Sub Committee (CPSC) on 6 October 2015 and had been updated for submission to the EMC.

11.4 The Director of Planning raised a number of points concerning the overall cost of the project and the impact on income and expenditure. It was agreed that the Director of Planning would discuss these issues with the Vice-Provost (Operations) and the Director of Finance and Business Affairs as part of the planning round.

11.5 **Resolved:** That the proposal to acquire additional space at Here East as set out at EMC 1-9 (15-16) be recommended to the Finance Committee for approval at its next meeting on 12 November 2015.

<i>Matters for Discussion</i>

12. TEACHING AND TIMETABLING UPDATE EMC 1-10 (15-16)

12.1 **Considered:** The Committee considered the update on Teaching and Learning Spaces at EMC 1-10 (15-16). This paper provided:

- a) A brief summary of start of session issues;
- b) A progress update on a number of programmes of work that were underway to address the range of both strategic and operational aspects in relation to timetabling, room bookings and the availability of teaching and learning spaces across the Institution;
- c) It highlighted a likely Institutional challenge in respect of accommodating the UCL International Summer School.

12.2 It was noted that the start of session had once again caused significant challenges for many academic departments. At 3 October 2015, the UCL room efficiency rate of bookings for all centrally bookable spaces was 78.53%, and 81.70% for rooms with a capacity of 100. This compared with a recent SUMS national survey of 6 top universities, most of which struggled to reach 70%.

12.3 The Estates department was currently working with the UCL Centre for Languages and International Education (CLIE) to identify appropriate space. The Committee noted the considerable challenge and possible conflict of institutional priorities which could result in

either the International Summer School 'model' being compromised or the need to displace other departmental activity. The Dean of the Faculty of the Built Environment raised the issue of bookings of more than one hour and the difficulty of accommodating these within the room booking system. The Director of UCL Estates agreed to take these matters forward on behalf of the Estates Management Committee.

- 12.4 It was agreed that Deans would carry out a review of teaching space with their Heads of Departments to see if any faculty space could be made available and report back to the Director of UCL Estates.
- 12.5 It was noted that during November 2015 the data and validity of findings of the reviews of conferencing activities would be tested with relevant departments.
- 12.6 **Resolved:** That the update on Teaching and Learning Spaces at EMC 1-10 (15-16) and the action agreed as outlined above be noted.

13. ESTATES CONSTRUCTION SAFETY EMC 1-11 (15-16)

- 13.1 **Considered:** The Committee considered the report on Estates Construction Safety as set out at EMC 1-11 (15-16). In light of the risk rating attributed to construction safety in the Institutional risk register, the paper had been prepared for the Estates Management Committee to set out the current position and highlight how UCL Estates was currently managing safety across its activities.
- 13.2 It was noted that following significant increases over the last year, the next two years would see a significant further increase in the level of construction activity across the estate – with an increase in construction vehicles, limitations on circulation space, and greater potential for accidents and nuisance. As a consequence, it was critical that measures were in place to ensure that UCL staff, students and contractors were able to undertake their work in a safe and secure environment.
- 13.3 The Committee noted the large number of students on the main campus and particularly at the South Wing entrance and stairs and it was proposed that students should be made aware of the alternative entrance and stairs.
- 13.4 A member raised the issue of trying to make UCL a non-smoking campus and reference was made to Harvard University, which had introduced this successfully. It was agreed to submit a paper to a future meeting of the EMC outlining the pros and cons of implementing a non-smoking UCL campus and making reference to Harvard University.
- 13.5 **Resolved:** The Committee noted the work being undertaken to manage safety of UCL estates activities as included in the report.

<i>Matters for Information</i>

- 14. CAPITAL PROGRAMME REVIEW EMC 1-12 (15-16)**
- 14.1 **Noted:** The progress report as set out at EMC 1-12 (15-16).
- 15. HS2 UPDATE EMC 1-13 (15-16)**
- 15.1 **Noted:** The progress report as set out at EMC 1-13 (15-16).

16. MINUTES OF THE CPSC HELD ON 6 OCTOBER 2015 EMC 1-14 (15-16)

16.1 **Noted:** The CPSC Minutes of 6 October 2015 at EMC 1-14 (15-16).

17. DIRECTOR'S UPDATE

17.1 **Received:** An oral update from the Director of UCL Estates on the Doctors' Relocation project and the UCLE Masterplan.

18. ANY OTHER BUSINESS

Bentham House Refurbishment

18.1 **Considered:** The Committee gave its support for the proposal put forward by the Vice-Provost (Operations) to include the refit of the top floor of Bentham House at an extra cost of £900k with the main project.

18.2 **Resolved:** That this proposal be submitted to the Finance Committee for approval at its next meeting on 12 November 2015.

19. DATE OF NEXT MEETING

19.1 **Noted:** That the next meeting of the Estates Management Committee would be held on 17 February 2016 at 8.30 a.m.

Dr Marguerite Nolan
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