



ESTATES MANAGEMENT COMMITTEE

**Held on Wednesday 30 May 2018 from 10.00 a.m. to 12.00 noon
in the Council Room**

MINUTES

Present:

Professor Anthony Smith (Chair)
Ms Wendy Appleby
Dr Mike Cope
Professor Piet Eeckhout
Professor Mark Emberton
Mr Andrew Grainger
Professor Graham Hart
Mr Rex Knight
Professor David Lomas
Ms Collette Lux
Professor Ivan Parkin
Professor Alan Penn
Professor David Price
Professor Geraint Rees
Ms Fiona Ryland

Apologies for absence were received from Professor Michael Arthur, Dr Paul Ayris, Dame Nicola Brewer, Professor Stella Bruzzi, Mr Simon Cane, Dr Celia Caulcott, Professor Becky Francis, Professor Mary Fulbrook, Mr Phil Harding, Mrs Lori Houlihan, Mr Tom Rowson, Professor Alan Thompson and Professor Nigel Titchener-Hooker.

In attendance: Dr Marguerite Nolan (Committee Secretary)

<p><i>Preliminary Business</i></p>

1a. WELCOME AND APOLOGIES

1a.1 The Chair welcomed members to the meeting. Apologies were noted as listed above.

1a.2 It was noted that this was the last meeting of the EMC that Mr Andrew Grainger would be attending. On behalf of the EMC, the Chair thanked Mr Grainger for the important contribution that he had made to the development of the UCL estate in his role as Director of UCL Estates over the last nine years.

1b. MINUTES OF THE MEETING HELD ON 14 FEBRUARY 2018

1b.1 **Approved:** The Committee approved the Minutes of the EMC held on 14 February 2018.

2. MATTERS ARISING FROM THE MINUTES

2.1 At its meeting on 27 February 2018, the Finance Committee approved the following proposals, as recommended by the EMC:

- IOE Phase 1
- Here East 1
- Centre for Access to Justice
- Compulsory Purchase of Wolfson House

2.2 At the Finance Committee meeting on 27 February 2018, it was agreed to take the Project PEARL proposal back to the Estates Management Committee (EMC) for further consideration.

2.3 At its meeting on 15 March 2018, the Council approved the following proposals, as recommended by the EMC and Finance Committee:

- The extra scope of works and funding for the Astor College Capital Project
- The Camden Road Land Swap

2.4 At its meeting on 2 May 2018, the Capital Programme Sub Committee had agreed that the Ramsay Hall Refurbishment Project would be delayed from progressing beyond its current design development stage which had been approved previously.

<i>Items for Discussion / Approval</i>

3. ESTATES STRATEGY UPDATE

EMC 3-1 (17-18)

3.1 **Received:** The Committee received the Estates Strategy report at EMC 3-1 (17-18). The Estates Strategy would guide the development of UCL's landholdings, to ensure that the estate was fit for purpose and capable of meeting existing needs, as well as adapting and growing to meet future demand. This paper provided an update on the progress made to date.

3.2 **Noted:** That two meetings of the Estate Strategy Executive Group (ESEG) had been held in April and May 2018. A presentation had been given to the Senior Management Team at its Away Day in April 2018, followed by a group workshop and plenary session feeding back on the group discussions. Work had now moved on to preparing the Estates Strategy with the target to present a draft to the ESEG by 29 June 2018.

4. PROJECT PEARL UPDATE

EMC 3-2 (17-18)

4.1 **Received:** The Committee received the Project Pearl update at EMC 3-2 (17-18). At its meeting on 27 February 2018, the Finance Committee had agreed that the proposal should be taken back to the Estates Management Committee (EMC) for further consideration; and in particular to make a recommendation as to how this could be accommodated in the Capital Programme and to review the location of the project.

4.2 Following the Finance Committee meeting on 27 February 2018, AECOM had been appointed to review the suitability of two sites, Here East in Stratford, and Dagenham East, to meet the needs of Project PEARL, as well as the cost and programme of each proposal. The report from AECOM was due in the next two weeks.

4.3 It was noted that the PEARL update did not provide the source of funding for the project and that this would need to be included in the next submission to the Finance Committee.

4.4 **Resolved:** The Committee agreed the following:

- a) The Committee noted the progress update on Project PEARL at EMC 3-2 (17-18).
- b) An updated project proposal would be prepared for an EMC slot at an SMT meeting for discussion, including proposed recommendations for the Finance Committee.

5. TEACHING SPACE UPDATE EMC 3-3 (17-18)

5.1 **Considered:** The Committee considered the Teaching Space report at EMC 3-3 (17-18). This paper gave a progress update and outlined an emerging opportunity to provide large, flat floor teaching space at the University of London's Stewart House during 2018-19.

5.2 The Committee discussed the space needs as identified in the report and the short and longer-term possible options for providing additional space. Members supported the opportunity for additional teaching space at Stewart House as outlined in the paper. This would make a significant contribution to the space gap. The report also provided an operational update on measures being taken to improve timetabling and the use of teaching space.

5.3 **Resolved:** The following was agreed:

- a) The Committee noted the progress that had been made in respect of providing high quality teaching space as set out at EMC 3-3 (17-18).
- b) The Committee approved that negotiations be progressed with the University of London with a view to securing a lease on teaching space at Stewart House on the terms outlined in the paper.
- c) It was agreed that EMC Chair's Action would be sought to approve a full business case to secure teaching space at Stewart House, subject to satisfactory and successful negotiation.

6. IDEALondon LEASE RENEWAL, 69 WILSON STREET EMC 3-5 (17-18)

6.1 **Considered:** The Committee considered the IDEALondon Lease Renewal, 69 Wilson Street proposal at EMC 3-5 (17-18). This paper sought approval for the lease renewal of 69 Wilson Street for a further five years, subject to a tenant break after three years, effective from August 2018.

6.2 Members were supportive of the lease renewal proposal, subject to it being cost neutral to the Faculty of Engineering Sciences. It was proposed that further discussions should be held with the partner organisation to increase their contribution to the project.

6.3 **Resolved:** The following was agreed:

- a) That the IDEALondon Lease Renewal, 69 Wilson Street proposal at EMC 3-5 (17-18) be recommended to the Finance Committee for approval at its next meeting on 26 June 2018, subject to this being cost neutral to the Faculty of Engineering Sciences.

- b) That the Vice-Provost (Enterprise and London) and the Dean of the Faculty of Engineering Sciences provide a briefing report on the value of the IDEALondon project to UCL for the next meeting of EMC in the autumn term 2018.

7. SPACE DEMANDS, ALLOCATON AND ACQUISITION EMC 3-6 (17-18)

- 7.1 **Considered:** The Committee considered the Space Demands, Allocation and Acquisition report at EMC 3-6 (17-18). This paper introduced a strategy for the provision and allocation of a centrally managed contingency space to meet the growing immediate and short-term requests for space being received.
- 7.2 The EMC supported the project. However, it was discussed and agreed that further work should be done to clarify the governance and reporting arrangements of the proposal. It was highlighted that the Space Management Group reported to the Capital Programme Sub Committee. It would also be necessary to ensure that this project was integrated into the UCL Annual Planning Round.
- 7.3 **Resolved:** The Committee agreed the following:
 - a) The Committee endorsed the approach as outlined at EMC 3-6 (17-18) for the development of a centrally managed contingency space, subject to the feedback received as noted above.
 - b) The Committee approved in principle the allocation of space for the Faraday Institute in South Wing as a pilot for this use. A paper outlining the Faraday case was to follow.
 - c) The Committee approved in principle the negotiation and acquisition of the leasehold for 2nd floor 90 Tottenham Court Rd. A full business case for the occupation of 2/3rds of this area by BSEER was included as the next item on this agenda. The allocation of the remaining area would be considered by the Space Management Group for recommendation to the Capital Programme Sub Committee.

8. BSEER - 90 TOTTENHAM COURT ROAD EMC 3-7 (17-18)

- 8.1 **Considered:** The Committee considered the Bartlett School of Environment, Energy and Resource (BSEER) proposal at EMC 3-7 (17-18). This paper sought approval for the lease acquisition, allocation and light touch fit out of 640 sqm of space on the second floor of 90 Tottenham Court Road. This would provide office space to accommodate a new RCUK funded research centre for the Bartlett School of Environment, Energy and Resource (BSEER).
- 8.2 It was noted that the source of funding of the estates related rent, rates and running costs, which was estimated to be £523k per annum, was not included in the proposal. This would need to be provided in the version to be submitted to the Finance Committee for approval. It was proposed and agreed that EMC Chair's action be taken to approve an updated version of the proposal to be submitted to the Finance Committee.
- 8.3 **Resolved:** That EMC Chair's action be taken to approve an updated version of the proposal for the lease acquisition of space on the second floor of 90 Tottenham Court Road which would include the source of the estates related rent, rates and running costs and that this be recommended to the Finance Committee for approval at its meeting on 26 June 2018.

Business for Information and Noting

- 9. UCL2034 ENABLER E** **EMC 3-9 (17-18)**
- 9.1 **Received:** The Committee received and noted the UCL2034 Enabler E report at EMC 3-9 (17-18).
- 10. INSTITUTE OF NEUROLOGY (ION) / DEMENTIA RESEARCH INSTITUTE (DRI)** **EMC 3-10 (17-18)**
- 10.1 **Received:** The Committee received the Institute of Neurology (IoN) / Dementia Research Institute (DRI) report at EMC 3-10 (17-18). The Eastman Dental Site had been acquired by UCL to provide further space near Bloomsbury and to enable the Institute of Neurology/ Dementia Research Institute (ION/DRI) project.
- 10.2 The Committee discussed the emerging Site Plan which was provided in the paper. It was noted that the ION/DRI Project Team was continuing to work up the block plans to increase the deliverable area. As recommended in the paper, the ION/DRI planning application would benefit from the appointment of a consultant to review the current proposals and develop a master plan for future engagement with the London Borough of Camden and the wider community.
- 10.3 **Resolved:** The following was agreed:
- a) The Committee noted progress on the ION/DRI project as set out at EMC 3-10 (17-18).
 - b) The Committee endorsed the emerging Site Plan as included in the report.
 - c) The Committee approved the appointment of an independent consultant to review the current site plan and to develop a future master plan for the development of the site.
- 11. CAPITAL PROGRAMME DASHBOARD** **EMC 3-11 (17-18)**
- 11.1 **Received:** The Committee received and noted the Capital Programme Dashboard at EMC 3-11 (17-18).
- 12. MINUTES OF THE CPSC MEETINGS HELD ON 7 MARCH 2018 and 2 MAY 2018** **EMC 3-12a&b (17-18)**
- 12.1 **Received:** The Committee received and noted the Minutes of the Capital Programme Sub Committee meetings held on 7 March 2018 and 2 May 2018 at EMC 3-12a&b (17-18).
- 13. DATE OF NEXT MEETING**
- 13.1 **Noted:** That the dates of meetings of the EMC to be held in 2018-19 were to be advised.
- 14. ANY OTHER BUSINESS**
- 14.1 The Director of UCL Estates circulated a draft plan for the refit of the South Wing Council Room. The Academic Registrar agreed to discuss the plan with the Director, Estates Development to ensure that it would meet the needs of Council.