



## **ESTATES MANAGEMENT COMMITTEE**

**Held on Wednesday 1 November 2017  
from 10.00 a.m. to 12.00 noon in the Council Room**

### **MINUTES**

*Present:*

Professor Michael Arthur (Chair)  
Ms Wendy Appleby  
Dame Nicola Brewer  
Professor Stella Bruzzi  
Mr Simon Cane  
Dr Celia Caulcott  
Professor Piet Eeckhout  
Professor Mark Emberton  
Professor Becky Francis  
Professor Mary Fulbrook  
Mr Andrew Grainger  
Mr Phil Harding  
Professor Graham Hart  
Professor David Lomas  
Ms Collette Lux  
Professor David Price  
Professor Anthony Smith  
Professor Alan Thompson  
Professor Nigel Titchener-Hooker

Apologies for absence were received from Dr Paul Ayris, Dr Mike Cope, Mrs Lori Houlihan, Mr Rex Knight, Professor Ivan Parkin, Professor Alan Penn, Professor Geraint Rees, Mr Tom Rowson and Ms Fiona Ryland.

In attendance: Dr Marguerite Nolan (Committee Secretary), and Mr Adrian Punaks (Director of Development) - in place of Mrs Lori Houlihan for items 1 to 6 inclusive.

<b><i>Preliminary Business</i></b>
------------------------------------

**1a. WELCOME AND APOLOGIES**

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

**1b. CONSTITUTION, TERMS OF REFERENCE AND MEMBERSHIP OF THE ESTATES MANAGEMENT COMMITTEE FOR 2017-18** **EMC 1-1 (17-18)**

1b.1 **Noted:** The Committee noted the Constitution, Terms of Reference and Membership of the Estates Management Committee for 2017-18 as set out at EMC 1-1 (17-18).

**2. MINUTES OF THE EMC MEETING HELD ON 14 JUNE 2017 AND THE SPECIAL MEETING HELD ON 11 OCTOBER 2017**

2.1 **Approved:** The Committee approved the Minutes of the EMC meeting held on 14 June 2017. The Committee also approved the Minutes of the Special Meeting of the EMC held on 11 October 2017, tabled at the meeting today.

**3. MATTERS ARISING FROM THE MINUTES**

**3.1 Finance Committee approval of reports from EMC**

**Noted:** That at its meeting on 29 June 2017 the Finance Committee approved the following reports as recommended by the EMC:

- IOE Masterplan
- IOE, 20 Bedford Way, Phase 1
- Bentham House additional funding
- Torrington Place Restack

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

**4. CAPITAL PROGRAMME REVIEW** **EMC 1-2 (17-18)**

4.1 **Considered:** The Committee considered the Capital Programme Review at EMC 1-2 (17-18). At its first meeting each academic year the Estates Management Committee received an end of year report from the Director of Estates Development on the overall programme position. This paper provided an update of the UCL Capital Expenditure Programme following the completion of Year 3 (2016-17) of the ten year, £1.25bn programme. This report would be submitted to the Finance Committee meeting of 21 November 2017.

4.2 The Committee discussed the position of Astor College and Ramsay Hall which were not currently part of the ten year Capital Programme. Costs had been incurred to date for these projects and further expenditure was planned, as outlined in the table in paragraph 2.5. It was noted that further consideration would need to be given as to how the student residential projects could be included in the ten year Capital Programme. The Capital Programme Sub Committee (CPSC) would take this matter forward.

4.3 It was noted that the Capital Programme continued to be overcommitted. The Capital Programme Sub Committee (CPSC) would review options to bring the current projections back into line with the £1.25bn programme at its next meeting on 30 November 2017 and at other future meetings. The CPSC would also consider extending the Capital Programme by five years.

4.4 **Resolved:** The Committee noted the Capital Programme Review as set out at EMC 1-2 (17-18).

## 5. ESTATE STRATEGY

EMC 1-3 (17-18)

- 5.1 **Considered:** The Committee considered the report on the UCL Estate Strategy at EMC 1-3 (17-18). The purpose of this item was to present the report by Turnberry Associates, the first stage in the development of a new long term Estate Strategy for UCL. In the paper it was proposed:
- a) To move to the next stages of development of an Estate Strategy, following the Guiding Principles set out in the report.
  - b) To reinforce governance of this work under the auspices of an appropriately representative steering group chaired by the Vice-Provost (Enterprise and London).
  - c) To commence procurement of consultant support immediately, to enable work to start in January 2018.
- 5.2 Members welcomed the report and the opportunity that it provided to take a longer term view of the UCL estate and how it would best support UCL's academic mission. It was noted that the report made little explicit reference to the hospitals where UCL was located as they were not part of the UCL estate. Nevertheless, as a significant amount of the School of Life and Medical Sciences' teaching and research was based in hospitals, it was noted that it was important that this should not be overlooked in the next stage of development of the Estate Strategy.
- 5.3 The Committee discussed the feedback and recommendations in the report on specific issues including Governance and the Estates Team and it was noted that these matters would be followed up by the Estates Division.
- 5.4 **Resolved:** The following was agreed:
- a) To Committee endorsed the Guiding Principles as set out in the paper.
  - b) The Committee approved the move to the next stages of work, as outlined in the report, with a target to report back to EMC in Term 3, 2017-18.

## 6. PROJECT ORIEL

EMC 1-4 (17-18)

- 6.1 **Considered:** The Committee considered the business case for Project Oriel (Institute of Ophthalmology/Moorfields Eye Hospital collaboration) at EMC 1-4 (17-18). The paper requested £3.055m in up-front funding to resource Project Oriel up to the end of RIBA Stage 2 (Concept Design) by May 2019 (£2.715m plus 12.5% contingency). It was noted that if the EMC approved this request a further business case and a review of progress towards the external funding target would be submitted to the Committee to outline the finalised project costs.
- 6.2 It was reported that Project Oriel was included in the Capital Programme but had no funding attached to it as it was intended that the project would cover its own costs. The Committee discussed the anticipated sources of funding and the key dependencies for the project as outlined in the report which included the sale of a site, fundraising, HEFCE funding, and planning approvals. Feedback was provided by the Dean of the Faculty of Brain Sciences and the Director of UCL Estates.
- 6.3 **Resolved:** The Committee approved £3.055m in up-front funding to resource Project Oriel up to the end of RIBA Stage 2 (Concept Design) by May 2019 (£2.715m plus 12.5% contingency) as set out at EMC 1-4 (17-18).

**7. KATHLEEN LONSDALE BUILDING (KLB) EMC 1-5 (17-18)**

7.1 **Considered:** The Committee considered the Kathleen Lonsdale Building (KLB) Refurbishment business case at EMC 1-5 (17-18). This confirmed the completion and occupation programme for the KLB refurbishment project and outlined the key issues relating to the request for additional funding.

7.2 The Committee considered the background to the KLB project and the reasons for the increase in cost from the latest assigned budget for the project of £26,652,605, as at June 2016, to the anticipated final cost of £28,648,105, as at September 2017. It was noted that lessons had been learnt from the KLB refurbishment and this would feed into future UCL estates projects. It was proposed that a report be submitted to EMC and the Finance Committee on overspends and underspends of projects on the Capital Programme.

7.3 **Resolved:**

- a) That it be recommended to the Finance Committee, at its next meeting on 21 November 2017, to recommend to Council to approve further funding of £1,995,500 in order to complete the refurbishment of the Kathleen Lonsdale Building, as set out at EMC 1-5 (17-18). This additional sum would come from the programme level contingency.
- b) That the Estates Division would prepare a report for EMC and Finance Committee this academic year on overspends and underspends on projects in the ten year Capital Programme.

**8. UCL TEACHING SPACE EMC 1-6 (17-18)**

8.1 **Considered:** The Committee considered the report on New Teaching Space at EMC 1-6 (17-18). This provided a progress update on projects to deliver additional teaching space at UCL during 2017-18 and beyond.

8.2 The Committee commended the Estates Division for the new teaching accommodation provided as outline in the report.

8.3 Members discussed the current number of large UCL lecture theatres that could accommodate over three hundred students. With reference to the earlier item on the development of the Estate Strategy, it was noted that there could be a need to provide more large teaching spaces at or close to the Bloomsbury campus for over 100 students in the future including a new lecture theatre for 400 to 450 people. This would be taken forward as part of the work on the Estate Strategy.

8.4 **Resolved:** The Committee noted the report on New Teaching Space at EMC 1-6 (17-18) and the feedback from members.

**9. TERMS OF REFERENCE OF THE CPSC EMC 1-7 (17-18)**

9.1 **Considered:** The Committee considered the Terms of Reference of the Capital Programme Sub Committee at EMC 1-7 (17-18). At its first meeting this academic year on 4 October 2017 the Capital Programme Sub Committee (CPSC) received its Terms of Reference, Constitution and Membership for the current academic year. At that meeting it was suggested that consideration could be given as to whether making recommendations concerning the allocation of space should be added to the Terms of Reference of the CPSC. In addition, it was proposed to extend the remit of the CPSC to include preliminary consideration of potential new property acquisition opportunities. The two proposed additions to the Terms of Reference of the CPSC were highlighted in italics in the paper.

- 9.2 **Resolved:** The Committee approved the amendments to the Terms of Reference of the CPSC as set out at EMC 1-7 (17-18).

***Other Business for Approval or Information***

- 10. CAPITAL PROGRAMME DASHBOARD** **EMC 1-8 (17-18)**
- 10.1 **Received:** The Committee received and noted the Capital Programme Dashboard at EMC 1-8 (17-18).
- 11. CHAIR'S ACTION** **EMC 1-9 (17-18)**
- 11.1 **Received:** The Committee received and noted the EMC Chair's Action report at EMC 1-8 (17-18).
- 12. MINUTES OF THE CPSC HELD ON 4 OCTOBER 2017** **EMC 1-10 (17-18)**
- 12.1 **Received:** The Committee received and noted the Minutes of the CPSC meeting held on 4 October 2017.
- 13. DATE OF NEXT MEETING**
- 13.1 **Noted:** That the next meeting of the EMC would be held on 14 February 2018 at 10.00 a.m.
- 14. ANY OTHER BUSINESS**
- 14.1 It was noted that UCL would need to consider the future use of Clare Hall.

Dr Marguerite Nolan  
Secretary to Estates Management Committee  
m.nolan@ucl.ac.uk