



## ESTATES MANAGEMENT COMMITTEE

Wednesday 14 May 2014

### MINUTES

*PRESENT:*

President and Provost (Chair)  
Dame Nicola Brewer  
Professor Stephen Caddick  
Professor Richard Catlow  
Professor Anthony Finkelstein  
Professor Mary Fulbrook  
Professor Dame Hazel Genn  
Mr Andrew Grainger  
Mr Phil Harding  
Professor Graham Hart  
Mr Rex Knight  
Professor David Lomas  
Professor Alan Penn  
Professor David Price  
Professor Anthony Smith  
Mr Dave Smith  
Professor Alan Thompson  
Professor Sir John Tooke  
Professor Jo Wolff.

In attendance: Mr Jason Clarke (Secretary) and Ms Valerie Hogg.

Apologies for absence were received from Professor Mary Collins.

*Key to abbreviations*

EMC	Estates Management Committee
FC	Finance Committee
PRG	Project Review Group (formerly Estates Approval Committee)
RNOH	Royal National Orthopaedic Hospital
SLASH	School of Law, Arts and Humanities, and Social and Historical Sciences

**Preliminary Business**

**56 CONSTITUTION AND MEMBERSHIP 2013-14**

***Noted:***

- 56.1 EMC noted that since the last meeting, Dame Nicola Brewer, Vice-Provost (International), had joined the Committee.

**57 MINUTES OF THE MEETING HELD ON 5 MARCH 2014**

***Confirmed:***

- 57.1 The Minutes of the meeting of EMC held on 5 March 2014 [*EMC Mins. 42-55, 5.3.14*]

**58 MATTERS ARISING FROM THE MINUTES**

**58A Finance Committee and Council approval of recommendations from EMC**

***Noted:***

- 58A.1 At its meetings on 22 January 2014 and 5 March 2014, EMC approved the following proposals which were subsequently referred to, and approved by, FC at its meeting on 11 March 2014 and then Council at its meeting on 25 March 2014:

- UCL-RNOH Bioengineering Hub (Stanmore);
- Russell House;
- 66-72 Gower Street;
- Boston House.

**Matters for Approval**

**59 TEMPORARY EVENT SPACES – WILKINS QUAD**

***Received:***

- 59.1 The above proposal as set out at EMC 5-48 (13-14).

***Reported:***

- 59.2 The major refurbishment of the Wilkins Refectory would start in June 2014 and would displace several prime bookable events, hospitality and social learning spaces. The loss of these spaces over the next two to three years would have a significant impact upon the ability of UCL to hold internal and external events, and would significantly reduce the value of social learning space. The proposal at EMC 5-48 (13-14) was to provide alternative space by erecting semi-permanent, high-quality pavilions in the Front Quad and the Japanese Garden.

59.3 The Director of Estates noted further that this proposal was linked to the two subsequent proposals (*ie* Central Welfare for Construction at Minute 60 below and Construction Logistics at Minute 61 below) and therefore the three proposals could be seen as a suite of project proposals.

**Discussion:**

59.4 During its discussion, EMC noted in particular the following:

- Given the visual impact of the planned works and the temporary buildings that were to be erected, EMC agreed that putting in place an effective communications strategy notifying the UCL community about the impact of the works in and around the Wilkins Building would be of crucial importance *eg* the need for high quality hoardings *etc*. The Programme Board was actively considering these issues.
- There was an error in the calculation of professional fees: the papers referred to 15%, but the figures provided were based on 20%.
- The Provost noted that, looking ahead over the next 20 to 30 years, if UCL was to maintain its long-term position as a world-leading university, undertaking large scale capital projects such as those being discussed would be critical. All project proposals should be scrutinised closely and subject to stringent project management to ensure that value-for-money is achieved and that timescales are adhered to. For example, although planning permission was to be sought for temporary structures for three years, every effort should be made to complete projects as quickly as possible to minimise disruption – the Provost stated that he would expect to see the various projects completed within one year.
- The progress of the HS2 project would need to be monitored on an ongoing basis and its implications regularly assessed and kept under review.
- Concern was expressed about the level of contingency included in the business cases. Although EMC recognised the desirability of including adequate contingency so that projects do not go over budget and therefore additional expenditure has to be requested, EMC agreed that it would want to receive some form of report on the level of contingency being used across all projects and how much contingency funding is unspent and put back into the capital programme. The Provost invited the Vice-Provost (Operations) to consider this issue and to bring a paper back to a future meeting on the issue of reporting to EMC on the use of contingency funds.

**RESOLVED:**

59.5 That EMC approve the proposal at EMC 5-48 (13-14).

**[ACTION: Andrew Grainger – to note]**

59.6 That the Vice-Provost (Operations) bring a paper to a future meeting of EMC on the issue of reporting to EMC on the use of contingency funds.

**[ACTION: Rex Knight]**

## 60 CENTRAL WELFARE FOR CONSTRUCTION

### ***Received:***

60.1 The above proposal as set out at EMC 5-49 (13-14).

### ***Reported:***

60.2 The extensive programme of capital construction and maintenance works at UCL could result in potentially up to 800 construction workers and other staff working on the UCL site. This proposal was to create over the Christopher Ingold Building a centralised site office and welfare accommodation for all of the various construction teams to use, thus minimising the visual and intrusive impact on the campus.

### ***RESOLVED – for recommendation to Finance Committee:***

60.3 That EMC approve the proposal at EMC 5-49 (13-14).

***[ACTION: Andrew Grainger – to note]***

## 61 CONSTRUCTION LOGISTICS

### ***Received:***

61.1 The above proposal as set out at EMC 5-50 (13-14).

### ***Reported:***

61.2 Given the importance of efficient centralised construction logistics to maintaining UCL operations during the central campus capital programme of works, UCL was seeking to procure a Logistics Partner to manage construction logistics and minimise impacts on the university's operations and student and staff experience

### ***RESOLVED – for recommendation to Finance Committee:***

61.3 That EMC approve the proposal at EMC 5-50(13-14).

***[ACTION: Andrew Grainger – to note]***

## 62 RAYNE RESPIRATORY CENTRE

### ***Received:***

62.1 The above proposal as set out at EMC 5-51 (13-14).

### ***Reported:***

62.2 The proposal was to support estates costs of refurbishing the whole of the first floor of the Rayne Building, which had not been largely refurbished since the building opened in 1976. The project would provide modern, open-plan laboratory and office accommodation to house three research centres in the Division of Medicine, working in the field of respiratory

medicine (*ie* the Centre for Respiratory Biology, the Lungs for Living Research Centre, plus a UCL/GSK Fibrosis hub).

**RESOLVED:**

- 62.3 That EMC approve the proposal at EMC 5-51(13-14).

**[ACTION: Dave Smith – to note]**

**63 TUFNELL PARK (UNITS 9 AND 10)**

**Received:**

- 63.1 The above proposal as set out at EMC 5-52 (13-14).

**Reported:**

- 63.2 The proposal related to an opportunity to secure factory and/or design space on the Bush Industrial Park in Tufnell Park, adjacent to an existing UCL Engineering Facility 'PAMELA'. The space would be used by both the Faculty of the Built Environment and the Faculty of Engineering Sciences.

**RESOLVED – for recommendation to Finance Committee:**

- 63.3 That EMC approve the proposal at EMC 5-52 (13-14).

**[ACTION: Andrew Grainger – to note]**

**64 ROBERTS BUILDING MATERIALS PROJECT**

**Received:**

- 64.1 The above proposal as set out at EMC 5-53 (13-14).

**Reported:**

- 64.2 This proposal was to refurbish space in the Roberts Building which had become vacant after the Department of Biochemical Engineering's move to the Bernard Katz building, which would allow the creation of the Materials Discovery Hub.

**RESOLVED – for recommendation to Finance Committee:**

- 64.3 That EMC approve the proposal at EMC 5-53 (13-14).

**[ACTION: Dave Smith – to note]**

**65 INSTITUTE FOR IMAGE-DIRECTED HEALTHCARE (CHARLES BELL HOUSE) /  
MAPLE STREET ACQUISITION**

***Received:***

65.1 The above linked proposal as set out at EMC 5-54 (13-14).

***Reported:***

65.2 The paper at EMC 5-54 (13-14) sought approval for two linked proposals: (i) the co-location of the Division of Surgery and biomedical/imaging elements of the Faculty of Engineering Sciences in Charles Bell House in order to enable both disciplines to make use of the laboratory and workshop space in that building (as opposed to the original intention of the Division of Psychiatry being co-located in that building with Surgery, as Psychiatry would not require laboratory facilities); and (ii) entering into a lease for the property in Maple Street in order to re-locate the Division of Psychiatry from Charles Bell House. The linked proposals had a number of financial, academic, research and space utilisation benefits.

***Discussion:***

65.3 EMC approved the proposal relating to Charles Bell House.

65.4 In relation to the property in Maple Street, EMC noted that the building is currently configured as open plan office space. Given the pressing need for such space within UCL (especially in the SLASH departments), EMC agreed that all options for how that space could be used should be explored. It was agreed that the Vice-Provost (Operations) and the Deputy Director of Estates should explore the possible options for using the Maple Street property as office space, conferring with SLASH Deans. Therefore, while EMC approved the acquisition of the lease, the way in which the building should be used should be determined following further consideration of options.

***RESOLVED – for recommendation to Finance Committee and Council:***

65.5 That EMC approve the proposal relating to the refurbishment and use of Charles Bell House at EMC 5-54 (13-14).

***[ACTION: Dave Smith – to note]***

65.6 That EMC approve entering into a lease for the property in Maple Street; that the Vice-Provost (Operations) and the Deputy Director of Estates review possible options for the use of that property, conferring with the SLASH Deans; that a decision on the use of the building be taken once the aforementioned options appraisal has been completed.

***[ACTION: Rex Knight and Dave Smith – with Professors Fulbrook, Genn and Wolf]***

**66 3<sup>rd</sup> and 4<sup>th</sup> FLOORS, CENTRAL HOUSE REFURBISHMENT**

***Received:***

66.1 The above proposal as set out at EMC 5-55 (13-14).

**Reported:**

- 66.2 The proposal involved moving the Bartlett School of Graduate Studies from the lower ground and ground floors of Central House to the third and fourth floors, which would require works in order to accommodate the School's academic and research activities. This move was as a consequence of the relocation of the Bartlett Library to Central House as one of the key enablers for the Wates House Project.

**Discussion:**

- 66.3 The Dean undertook to revise the specification for the project so that it could be delivered within a reduced budget.

**RESOLVED:**

- 66.4 That EMC approve the proposal at EMC 5-55 (13-14), subject to the point at Minute 66.3 above.

**[ACTION: Andrew Grainger – to note]**

**67 NEW SENATE HOUSE LIBRARY**

**Received:**

- 67.1 The above proposal as set out at EMC 5-56 (13-14).

**Reported:**

- 67.2 UCL was in advanced negotiations with the University of London to use of part of the third floor of the Senate House, North Block, for dedicated library space for UCL staff and students. Given the extensive building works planned in UCL in the vicinity of the Main Library, study space for students displaced by noise and disruption was needed; these additional facilities would enable UCL to provide reader spaces both in Senate House and additional readers' seats in the DMS Watson Science Library.

**RESOLVED – for recommendation to Finance Committee:**

- 67.3 That EMC approve the proposal at EMC 5-56 (13-14).

**[ACTION: Andrew Grainger – to note]**

**68 ENERGY PURCHASING**

**Received:**

- 68.1 The above proposal as set out at EMC 5-57 (13-14).

**Reported:**

- 68.2 It was proposed that UCL extend the existing energy purchasing arrangement as this offers the greatest scope for reducing our electricity and gas costs at the lowest risk.

**RESOLVED – for recommendation to Finance Committee:**

67.3 That EMC approve the proposal at EMC 5-57 (13-14).

**[ACTION: Andrew Grainger – to note]**

**69 INSTITUTE OF OPHTHALMOLOGY**

**Received:**

69.1 The above proposal as set out at EMC 5-58 (13-14).

**Reported:**

69.2 This paper sought support for the move of the Institute and its key partner Moorfields Eye Hospital from their current sites to a new building at a new location. Possible sites had been identified and were being assessed. It was possible that there might be a need for the partners to move swiftly to secure a site if and when the opportunity avails itself. EMC was being invited to agree the “principle” of funding for land purchase and the associated professional fees for new building design and associated activities.

**Discussion:**

69.3 Whilst recognising the fact that UCL might have to move fast on this project in between EMC meetings, EMC was not persuaded that the paper submitted could be described as a 'business case'. Instead, it should be treated as a discussion or options paper. EMC approved the substance of the proposal with that proviso.

**RESOLVED – for recommendation to Finance Committee:**

69.4 That EMC approve the proposal at EMC 5-58 (13-14), subject to the point at Minute 69.3 above.

**[ACTION: Steve Bunting – to note]**

<b>Matters for Information</b>
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**70 DIRECTOR'S REPORT**

**Received:**

70.1 The above report at EMC 5-59 (13-14).

**Discussion:**

70.2 In light of the pressing space needs in the Faculties of Arts & Humanities, Laws and Social & Historical Sciences, the SLASH Deans called for greater clarity about the precise process or mechanism by which SLASH-related estates projects appear on the EMC agenda for consideration and approval. EMC agreed that if three Deans from the same School are expressing such concerns then this would suggest that UCL's current institutional planning processes and internal communications are sub-optimal. EMC noted, however, that once



the Capital Prioritisation Sub-Committee is functioning fully, then this should make collective decision-making and prioritisation processes more transparent

- 70.3 The Dean of the Faculty of Social & Historical Sciences expressed concern about the lack of progress in identifying space for new academic staff in the Department of Anthropology and the Department of History who were due to start at UCL in the coming September. EMC asked that the Director of Estates get back to Professor Fulbrook on this issue as a matter of urgency. The Provost, as Chair of EMC, gave an undertaking that a solution would be found before September.

**RESOLVED:**

- 70.4 That the Director of Estates liaise with the Dean of the Faculty of Social & Historical Sciences concerning space for academic staff due to join the Department of Anthropology and the Department of History in September 2014.

**[ACTION: Andrew Grainger]**

**71 CAPITAL PROJECTS DASHBOARD**

**Noted:**

- 71.1 The above report at EMC 5-60 (13-14).

**72 DATE OF NEXT MEETING**

**Noted:**

- 72.1 The next meeting would be on **Wednesday 2 July 2014 at 8.30am-11.00am** in the **Council Room**.

JASON CLARKE

Secretary to EMC

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