



THE UNIVERSITY of EDINBURGH

ESTATES COMMITTEE

Raeburn Room, Old College

Wednesday 6 December 2017, 9.30-12.30pm

AGENDA

- 1 **Minute (closed)** A
To approve the minute of the previous meeting held on 13 September 2017.
- 2 **Matters Arising**
To raise any matters arising.

SUBSTANTIVE ITEMS

- 3 **Estates Annual Capital Plan 2017/18-2026/27 (closed)** B
To note a paper from the Director of Estates.
- 3.1 **Finance Director's Update - Interim Ten Year Forecast (December 2017) (closed)** B1
To note a paper from the Director of Finance.
- 4 **Central Bioresearch Services Estate Strategy (closed)** C
To approve a paper from the Director of Corporate Services.
- 5 **New College – Rainy Hall Restoration (closed)** D
To approve a paper from the Director of Estates.
- 6 **College of Medicine & Veterinary Medicine Strategic Overview of Edinburgh BioQuarter (closed)** E
To note a paper from the College Registrar, Medicine & Veterinary Medicine.
- 7 **Expressions of Interest to UK Research Partnership Fund (closed)** F
To endorse a paper from the College Registrar, Medicine & Veterinary Medicine.
- 8 **Development Imaging Technology Hub - Full Business Case (closed)** G
To approve a paper from the College Registrar, Medicine & Veterinary Medicine.
- 9 **College of Science and Engineering Strategic Overview of King's Buildings Campus (closed)** H
To note a paper from the College Registrar, Science and Engineering.

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|-----------|---|----------|
| 10 | School of Engineering Phase 1 (closed) To <u>approve</u> a paper from the College Registrar, Science and Engineering. | I |
| 11 | The King's Building Nucleus Phase 1A – KB House (closed) To <u>approve</u> a paper from the Director of Corporate Services | J |
| 12 | Stead's Place (closed) To <u>approve</u> a paper from Director of Accommodation Catering and Events | K |
| 13 | Strathclyde Rowing Centre and Boat Store – Full Business Case (closed) To <u>approve</u> a paper from the Director of Corporate Services. | L |
| 14 | Health and Wellbeing Centre – Full Business Case (closed) To <u>approve</u> a paper from Deputy Secretary (Student Experience). | M |
| 15 | Disability Access improvements Programme (2018-2023) (closed) To <u>endorse</u> a paper from the Director of Estates. | N |
| 16 | Data Centre Expansion & Efficiency (closed) To <u>approve</u> a paper from Chief Information Officer and Librarian. | O |

ROUTINE ITEMS

- | | | |
|-----------|--|-----------|
| 17 | Estates Committee Sub-Group Approvals To <u>homologate</u> a paper from the Depute Director of Estates. | P |
| 18 | Development & Alumni Capital Project Update (closed) To <u>note</u> an update from the Director of Development and Alumni Services. | Q |
| | 18.1 Naming Policy, Recognising Philanthropic Contributions and Individuals of Distinction (closed) To <u>endorse</u> a paper from Vice-Principal (Philanthropy and Advancement) | Q1 |
| 19 | Strategic Acquisitions and Disposals (closed) To <u>note</u> paper from the Director of Estates. | R |
| 20 | Small Works Bids 2018-19 To <u>approve</u> a paper from the Director of Estates. | S |
| 21 | Space Strategy Group (closed) To <u>note</u> a paper from Director of Estates | T |

ITEMS FOR FORMAL APPROVAL/NOTING (Please note these items are not normally discussed.)

- | | | |
|-----------|--|----------|
| 22 | Estates Committee – Revised Terms of Reference To <u>endorse</u> a paper from the Convener. | U |
| 23 | College of Arts, Humanities and Social Sciences Summary Report (closed) To <u>approve</u> a paper from the College Registrar, Arts, Humanities and Social Science. | V |
| 24 | College of Medicine & Veterinary Medicine Summary Report (closed) To <u>note</u> a paper from the College Registrar, Medicine and Veterinary Medicine | W |
| 25 | Support Groups Summary Report(closed) To <u>approve</u> a paper from the Director of Estates. | X |
| 26 | Estates Department Management Structure Update To <u>note</u> a paper from the Director of Estates. | Y |
| 27 | Post Project Implementation Review To <u>approve</u> a paper from the Depute Director of Estates. | Z |

**Date of next meeting: Wednesday 14 March 2018 - 09:30 – 12:30
to be held in the Raeburn Room, Old College.**

If you require this agenda or any of the papers in an alternative format e.g. large print please contact Angela Lewthwaite on 0131 651 4384 or email Angela.Lewthwaite@ed.ac.uk



ESTATES COMMITTEE

6 December 2017

Estates Committee Sub-Group Approvals

Description of paper

1. This paper provides a consolidated list of decisions taken by Estates Committee Sub-Group (ECSG) since the last Estates Committee meeting on 13 September 2017. The paper also presents a list of contracts awards (greater than £250,000) over the period 2 September 2017 to 22 November 2017.

Action requested

2. Estates Committee is asked to homologate the decisions taken by ECSG referred to in point 5.

Recommendation

3. The Committee is recommended to ECSG decisions taken since Estates Committee last met on 13 September 2017.

Background and context

4. This paper enhances the 'transparency' in relation to the operation of the ECSG, highlighted in the effectiveness review.

Discussion

5. Since the Estates Committee last met, ECSG approved the following contract awards and acquisitions:

Fully Approved (fully funded) Projects

- Edinburgh Imaging Facility upgrade within Queen's Medical Research Institute - approved in principle matched capital funding of £0.9m from University of University Corporate Resources (with £0.4m contribution from CMVM) towards construction, infrastructure and project costs. (Total project cost is £2.6m).
- Higgs Centre for Innovation, the Royal Observatory, Edinburgh (current budget - £12m) – approved £300,000 from School of Physics and Astronomy reserves, to fit out part of the Higgs Centre for Innovation to meet the Wide Field Astronomy Unit's requirements and data visualisation suite.
- Murchison House Main contract awarded to Keir Construction Ltd in the sum of £7,769,610.85. The works commenced on site on 14 November 2017 with contract completion scheduled 31 August 2018.
- Quartermile Acquisition Gap Site (at the rear of the Edinburgh Futures Institute). Purchase price of £7.0m approved to secure the land in an "off market" arrangement. Quartermile Ventures Ltd have opted to tax the site therefore the transaction will incur £1.4m VAT on top of the purchase price.

6. A list of contract awards (greater than £250,000) over the period to 2 September 2017 to 22 November 2017 is included in the Appendix.

Resource implications

7. Fully Approved (fully funded) Projects – No additional implications. Projects already contained in the Fully Approved (fully funded) Estates Capital Plan.

Risk Management

8. There are no specific risks identified.

Equality & Diversity

9. No specific Equality and Diversity issues are identified.

Next steps/implications

10. The Estates Department will oversee any procurement processes.

Consultation

11. Convener, Director of Finance, Director of Estates, Head of Estate Development, Head of Estates Planning and Special Projects and Head of Estates Finance.

Further information

12. Author
Graham Bell,
Depute Director of Estates
22 November 2017

Presenter
Graham Bell
Depute Director of Estates

Freedom of Information

13. This is an open paper.

**Works Contracts Awards = > £250,000
2 September 2017 - 22 November 2017**

Paper P
Appendix 1

| Appointed Contractor | Project Description | Contract Award |
|-----------------------------|---|------------------------|
| Clarks Contracts Ltd | Reigo Street, New Student Common Room | £ 577,179.43 |
| ExtraSpace | Easter Bush Nursery | £ 1,930,893.95 |
| Sportsmasters UK Ltd | Peffermill Masterplan Phase 1 - New 3G Football Pitches | £ 1,291,840.09 |
| Vital Energi Utilities Ltd | Student Centre Service Infrastructure Enabling Works | £ 2,740,965.00 |
| Maxi Construction Ltd | SRS Relocation, High School Yards | £ 690,356.43 |
| Keir Construction Ltd | Murchison House | £ 7,769,610.85 |
| Total | | £ 15,000,845.75 |

**Services Contracts Awards = > £250,000
2 September 2017 - 22 November 2017**

| Appointed Consultant | Project Description | Contract Award |
|-----------------------------|----------------------------|-----------------------|
| | | £ - |
| Total | | £ - |

**Goods Contracts Awards = > £250,000
2 September 2017 - 22 November 2017**

| Appointed Supplier | Project Description | Contract Award |
|---------------------------|----------------------------|-----------------------|
| Total | | £ - |



ESTATES COMMITTEE

6 December 2017

Small Works Bids 2018-19

Description of paper

1. The purpose of the paper is to seek Estates Committee approval of the prioritised Small Works Programme, funded from the 2018-19 allocation, which is already budgeted in the University's Capital Plan.

Action requested

2. Estates Committee is asked to approve the expenditure of £2.15m, under approved delegated arrangements, for the prioritised Small Works Programme for 2018-19.

Recommendation

3. As programme priorities have been agreed between senior colleagues in the Estates Department and the Colleges/Support Groups, and that a budget already exists within the Capital Plan, it is recommended that the programme is approved and implemented to meet College/Support Group objectives.

Background and context

4. The Small Works Programme has been in existence for many years. Annually, Colleges and Support Groups are asked to prioritise their small works projects (typically up to £500k) and complete a 'Statement of Need' (SON) for each project. The SON elicits, for each project, the broad objectives of each project and how projects link with the University's Estate Strategy and Strategic Plan. A funding strategy is also considered as many projects are part funded from Colleges' and Support Groups' recurrent budgets.

Discussion

5. The prioritised list which summarises the bids and proposed allocation is attached as an Appendix.

6. The document, which has a summary page for each College/Support Group, shows a project by project estimated value, amount the College/Group are bidding for and how the remainder will be funded. Where projects are fully funded by the bid, no further funding comments are included.

7. It is the intention to deliver the majority of the programme during the summer of 2018. Where projects are larger, require detailed planning and design and are perhaps subject to additional funding streams, delivery would be as soon as possible in 2018/19 or at a time to suit the School or Department. Typically 80% of the programme is delivered in the same financial year as the bids.

Resource implications

8. The Small Works Programme totals £2.15m and will be funded from University Corporate Resources already budgeted in the Estates Capital Plan.

Risk Management

9. There are no specific risks associated with the paper, although some reputational risks may be relevant to certain items where improvements are urgent, should the improvements not be supported.

Equality & Diversity

10. At this juncture, an Equality Impact Assessment has not been undertaken. Each project will be reviewed during design development for improvements in disability access and egress and any other relevant equality measures.

Next steps/implications

11. If the Small Works Programme is approved, Estates will implement this programme in consultation with Colleges and Support Groups.

Consultation

12. There has been consultation between senior colleagues in Estates and the Colleges and Support Group in order to finalise a prioritised list of project proposals.

Further information

13. Further information on the detail of each individual bid can be obtained from the Estates Department.

Author

Tommy Angus
Head of Small Projects and Minor Works
20 November 2017

Presenter

Gary Jebb
Director of Estates

Freedom of Information

14. This paper is open

SMALL CAPITAL BIDS 2018 / 2019

BUDGET £ **2,150,000**

ALLOCATIONS

| | | |
|---|---|---------|
| COLLEGE OF SCIENCE AND ENGINEERING | £ | 403,125 |
| COLLEGE OF ARTS, HUMANITIES AND SOCIAL SCIENCES | £ | 403,125 |
| COLLEGE OF MEDICINE AND VETERINARY MEDICINE | £ | 403,125 |
| INFORMATION SERVICES | £ | 403,125 |
| CSG / SASG | £ | 537,500 |

£ **2,150,000**

TOTAL SPEND £ **2,150,000**

College of Science and Engineering

| SCHOOL DEPARTMENT | BUILDING NAME | PROJECT DESCRIPTION | ESTIMATED PROJECTS COSTS (£) | FUNDING SOUGHT FROM SMALL CAPITAL FUND (£) | OTHER FUNDING SOURCE/ COMMENTS | INSTITUTIONAL BENEFITS |
|-----------------------|------------------------------|---|------------------------------|--|--|--|
| Biology | Daniel Rutherford | Upgrade and expand a laboratory and associated office space at G.09 | £ 85,000 | £ 17,000 | £68k difference being provided by College | Improved use of space and enhanced student experience by better training facility. |
| Physics and Astronomy | James Clerk Maxwell Building | Teaching lab refurbishment on level 4 | £ 348,000 | £ 100,000 | £248k difference being provided by School | Improving the student experience through improving teaching spaces |
| Physics and Astronomy | James Clerk Maxwell Building | Expansion of Teaching Laboratory 3301 | £ 169,000 | £ 50,000 | £119k difference being provided by School | Improving the student experience through expanded teaching spaces |
| Maths | James Clerk Maxwell Building | Corridor refurbishments to levels 4,5 and 6 | £ 750,000 | £ 34,000 | £716k difference being provided by College | Improved student experience through better facilities |
| Maths | James Clerk Maxwell Building | Improvements to teaching room 6224 | £ 49,000 | £ 17,000 | £32k difference being provided by College | Improving the student experience through improving teaching spaces |
| Chemistry | Joseph Black Building | Alterations to Lab 293 | £ 217,000 | £ 17,000 | £200k difference being provided by College | Improving the student experience through improving teaching spaces |
| GeoSciences | Grant Institute | Postgraduate study space upgrade | £ 29,000 | £ 17,000 | £12k difference being provided by College | Improving the student experience through improving study spaces |
| GeoSciences | Crew Building | Teaching lab refurbishment | £ 63,000 | £ 17,000 | £46k difference being provided by College | Improving the student experience through improving teaching spaces |
| Engineering | Fleeming Jenkin | Computing teaching lab upgrade | £ 115,000 | £ 17,000 | £98k difference being provided by College | Improving the student experience through improving teaching spaces |
| Engineering | Fleeming Jenkin | Refurbishment of the Powerlab | £ 232,000 | £ 17,000 | £215k difference being provided by College | Improving the student experience through improving teaching spaces |
| Informatics | Informatics Forum | Installation of skype pods | £ 165,000 | £ 83,000 | £82k difference being provided by School | Better use of space and reduced disruption to other staff and students |
| Informatics | Appleton Tower | Refurbishment of tutorial rooms | £ 41,000 | £ 17,000 | £24k difference being provided by college | Improving the student experience through improving study spaces |
| TOTAL | | | £ 2,263,000 | £ 403,000 | | |

College of Arts, Humanities and Social Science

| SCHOOL DEPARTMENT | BUILDING NAME | PROJECT DESCRIPTION | ESTIMATED PROJECTS COSTS (£) | FUNDING SOUGHT FROM SMALL CAPITAL FUND (£) | OTHER FUNDING SOURCE/ COMMENTS | INSTITUTIONAL BENEFITS |
|--|--------------------|--|------------------------------|--|---|--|
| Divinity | New College | Group study space/working area | £ 25,000 | £ 25,000 | | Improvement to the student experience and better space utilisation |
| Music | Allison House | Refurbishment of Post Graduate study and seminar space | £ 121,000 | £ 121,000 | | Improvement to teaching spaces for the purpose of enhancing teaching. |
| Philosophy, Psychology & Language Sciences | Dugald Stewart | Creation of student support space | £ 35,000 | £ 35,000 | | Improvement to the student experience / environment |
| Business School | 29 Buccleuch place | Office reconfiguration - 4th floor | £ 27,000 | £ 27,000 | | Space efficiency improvement |
| Education | St Leonards | Refurbishment of teaching room 3.23, 3.25 and 4.21 | £ 74,000 | £ 74,000 | | Improvement to the student experience / environment |
| History, Classics & Archaeology | Old Medical School | Power and data to study pods | £ 12,000 | £ 9,000 | £3k difference being provided by School | Improvement to the student experience / environment |
| College of Art | Minto House | ESALA studio 4 and 5 refurbishment | £ 162,000 | £ 112,000 | £50k funding from College of Art | To deal with historic H&S issues, student/staff teaching and experience. |
| TOTAL | | | £ 456,000 | £ 403,000 | | |

College of Medicine and Veterinary Medicine

| SCHOOL DEPARTMENT | BUILDING NAME | PROJECT DESCRIPTION | ESTIMATED PROJECTS COSTS (£) | FUNDING SOUGHT FROM SMALL CAPITAL FUND (£) | OTHER FUNDING SOURCE/ COMMENTS | INSTITUTIONAL BENEFITS |
|-----------------------------------|---|---|------------------------------|--|--|--|
| Centre for Regenerative Medicine | Scottish Centre for Regenerative Medicine | Repurposing of some reception space to provide additional office space | £ 65,000 | £ 30,000 | Funding difference will be made up by £25k from by SNBTS and £10k from Centre for Regenerative Medicine. | Office space within SRCM is insufficient to support the activities of the building and the repurposing of under utilised space will resolve in part. |
| Centre for Inflammation Research | Queen's Medical Research Institute | Minor modifications to laboratory space | £ 12,000 | £ 12,000 | | Improved utilisation of space |
| Centre for Cardiovascular Science | Queen's Medical Research Institute | Refurbishment of room C3.11 CVS | £ 11,000 | £ 8,000 | £3k difference being made up by CVS. | Improved utilisation of space and enhancement of the student experience. |
| Edinburgh Medical School | Queen's Medical Research Institute | Upgrade of furniture in the 3 meeting rooms within QMRI | £ 64,000 | £ 50,000 | MVM providing £14k for AV equipment upgrade | New stackable furniture and improved AV would update the rooms and add flexibility, increasing utilisation. |
| Edinburgh Imaging-QMRI | Queen's Medical Research Institute | Patient waiting facilities and staff access | £ 11,000 | £ 11,000 | | Improved environment for patients and relatives attending scans. |
| Clinical Research Facility | Western General Hospital | Improvements to WT CRF intensive clinical study space | £ 22,000 | £ 22,000 | | Improvement in space usage and workplace efficiency |
| Clinical Research Facility | Western General Hospital | WT CRF genetics core freezer move power supplies to improve space use | £ 3,000 | £ 3,000 | | Improving use of space |
| Edinburgh Medical School | Western General Hospital | IGMM North conversion of redundant lab wash up to study space | £ 75,000 | £ 50,000 | £25k funding being provided by IGMM. | Enhancing student experience and space efficiency |
| Edinburgh Medical School | Western General Hospital | Refurbishment and upgrade of Medical Education Centre | £ 617,000 | £ 127,000 | Difference of £490k in funding is coming from £350k teaching fund and £140k MVM reserves | Improvement to the student experience / environment |
| Biomedical Sciences | Chrystal McMillan Building | BMS Deanery entrance space improvement | £ 25,000 | £ 25,000 | | Improved space for student use |
| Veterinary Studies | New Vet School | Forming open plan study from cellular offices for services to be more accessible to students. | £ 130,000 | £ 65,000 | Difference of £65k being provided by School of Veterinary Studies | Improved space utilisation and increased access to staff by students via revised reception arrangement |
| TOTAL | | | £ 1,035,000 | £ 403,000 | | |

Information Services

| DEPARTMENT | BUILDING NAME | PROJECT DESCRIPTION | ESTIMATED PROJECTS COSTS (£) | FUNDING SOUGHT FROM SMALL CAPITAL FUND (£) | OTHER FUNDING SOURCE/ COMMENTS | INSTITUTIONAL BENEFITS |
|----------------------------------|--|--|------------------------------|--|---------------------------------------|--|
| User Services Division | New College Library, Moray House Library, Murray Library | Add desktop power to site libraries (New College, Murray Library, Moray House Library) | £ 53,000 | £ 53,000 | | To improve the student experience - the roll out of desktop power in the Main Library has been hugely popular; this project will add desktop power to x3 site libraries. |
| ISG all | Argyle House | Additional meeting rooms | £ 223,000 | £ 164,000 | £59k difference being provided by ISG | This project will create small meeting rooms (there are currently very few) for confidential discussions and increase space utilisation of the meeting room suite in Argyle House, making more availability for non-ISG users. |
| User Services Division | Evolution House | Improve study desk lighting, increase privacy on ground floor front window and add a water fountain in the ECA Library | £ 13,000 | £ 13,000 | | This project will improve the facilities in the ECA library by adding improved desk lighting to the study desks, adding a water fountain inside the library, and increasing the privacy for students in the main reception area. |
| Learning Teaching & Web | JCMB | Flexible IP open access facility | £ 59,000 | £ 59,000 | | This project will create a training suite on the KB campus to ensure that student training sessions can be held in suitable facilities at the KB campus as well as in the Central area. |
| Learning Teaching & Web | Lister L&T Centre | Replace the audio-visual base | £ 40,000 | £ 40,000 | | This project will replace the AV bases in the Lister building, which should improve the facilities (and consequently the student experience) for the staff and students using these facilities. |
| Learning Teaching & Web | McEwan Hall | Replace the projection screen | £ 30,000 | £ 30,000 | | This project will replace the projection screen in the newly refurbished McEwan Hall thereby increasing the user experience. |
| Library & University Collections | Main Library | Installation of a coffee cart and hot water points for library users | £ 44,000 | £ 44,000 | | This project will provide a coffee cart and x2 hot water points in the Main Library. These items have been requested by many students and will improve the student experience in one of the University's key buildings. |
| TOTAL | | | £ 462,000 | £ 403,000 | | |

Support Groups

| SUPPORT GROUP | DEPARTMENT | BUILDING NAME | PROJECT DESCRIPTION | ESTIMATED PROJECTS COSTS (£) | FUNDING SOUGHT FROM SMALL CAPITAL FUND (£) | OTHER FUNDING SOURCE/ COMMENTS | INSTITUTIONAL BENEFITS |
|------------------------------|---|-----------------------|--|------------------------------|--|--|---|
| Corporate Services Group | Sport and Exercise | 44 & 46 Pleasance | Refurbishment of Ladies Changing Rooms | £ 291,000.00 | £ 32,000.00 | Additional £259k contribution will be provided by Corporate Services Group | Improved facilities to enhance the student experience |
| Corporate Services Group | Sport and Exercise | 44 & 46 Pleasance | Provision of new gender neutral toilet facilities | £ 98,000.00 | £ 23,000.00 | Additional £75k contribution will be provided by Sport & Exercise | Improved facilities to enhance the student experience |
| University Secretary's Group | Student Administration | Old College | New Student Self Service Desk | £ 19,000.00 | £ 19,000.00 | | Enhanced student experience by enabling flow of large numbers using student information point. |
| University Secretary's Group | Edinburgh Global and Student Recruitment & Admissions | 32-34 Buccleuch Place | Toilet refurbishment at 4 locations with 32-34 Buccleuch Place | £ 97,000.00 | £ 97,000.00 | | Improved facilities for staff and students |
| University Secretary's Group | Edinburgh Global and Student Recruitment & Admissions | 22 Buccleuch Place | Refurbishment of lower ground floor | £ 151,000.00 | £ 121,000.00 | Additional £30k funding will be provided by USG | Refurbished facility to support expanding staff numbers within Edinburgh Global and Student Recruitment. |
| University Secretary's Group | USG & Edinburgh First | Old College | New heat emitters for Raeburn Room | £ 10,000.00 | £ 10,000.00 | | Enhanced facilities in primary meeting and conference space. |
| University Secretary's Group | USG & Edinburgh First | Old College | Lighting Upgrade and decoration to Playfair Stair | £ 115,000.00 | £ 115,000.00 | | Enhanced reputational and energy efficiency benefits will arise by a revised lighting and decoration scheme to this area. |
| University Secretary's Group | Development and Alumni | Charles Stewart House | Refurbishment of area occupied by Development & Alumni | £ 120,000.00 | £ 120,000.00 | | This refurbishment will enable an increase in staff numbers to allow increased income opportunity. |
| TOTAL | | | | £ 901,000 | £ 537,000 | | |



ESTATES COMMITTEE

6 December 2017

Estates Committee – Revised Terms of Reference

Description of paper

1. This paper sets out a proposed revision to the Estates Committee Terms of Reference.

Action requested

2. Estates Committee is asked to endorse the revised Terms of Reference as detailed in Appendix 1 (previous Terms of Reference - Appendix 2).

Recommendation

3. Estates Committee is recommended to endorse this proposal and to recommend to Policy and Resources Committee that it approves this amendment.

Background and context

4. The previous Estates Committee Remit was amended and approved by Court on 22 June 2015.

Discussion

5. The changes are:

- Minor revisions to job titles (point 2.3)
- Up to two lay members of Court and up to two external members shall be appointed by the Nominations Committee and Court informed of those appointed (point 2.5)
- Changes to reflect the Estates Department's revised Management Structure (point 2.9)
- Other individuals from within or outwith the University may also be invited to attend meetings from time to time, as required. (point 2.10)
- The quorum of the Committee has been simplified to read:
'This number must include the Convener, or the Director of Corporate Services or the Director of Estates, or the Director of Finance, and one lay member of Court or external member (point 3.2)'
- The membership of Estates Committee Sub-Group will comprise:
the Convener, Director of Finance, Director of Estates and any lay Court members or external members of Estates Committee, and occasionally other members as relevant to the specific issue at hand. A majority of Sub-Group members, including a majority of any lay or external members, shall be a quorum (point 3.6)
- Renaming the Space Enhancement & Management Group to the Space Strategy Group (point 4.8)

Resource implications

6. There are no specific resource implications associated with this paper.

Risk Management

7. There are reputational risks, the revised Terms of Reference ensures good governance practice in taking forward estate matters.

Equality & Diversity

8. There are no specific equality and diversity issues associated with this paper. Cognisance is taken of equality and diversity issues in making appointments to the Estates Committee.

Next steps/implications

9. Once endorsed, the Estates Committee Terms of Reference will progress to Policy & Resources Committee for approval.

Consultation

10. Director of Estates, Deputy Secretary, Strategic Planning, Head of Court Services and Convener of Estates Committee.

Further information

11. Author

Graham Bell, Depute Director of Estates
Dr Lewis Allan
Head of Court Services
16 November 2017

Presenter

Professor Jonathan Seckl
Vice-Principal Planning,
Resources and Research
Policy and Convener of EC

Freedom of Information

12. Open Paper

Estates Committee Terms of Reference

1. Purpose

To advise on the University's estate in order that it can deliver a world-class estate to support academic, teaching, research and public engagement activities.

2. Composition

2.1 The Committee shall consist of up to twenty members.

2.2 The Vice-Principal Planning, Resources & Research Policy, the University Secretary, the Director of Corporate Services, the Deputy Secretary, Strategic Planning, the Director of Estates and the Director of Finance shall be *ex officio* members of the Committee.

2.3 The other members of the Committee shall consist of: Vice-Principal Philanthropy & Advancement, Chief Information Officer, Director of Accommodation, Catering and Events, Heads of Colleges or their nominated senior officer.

2.4 The Students' Association shall appoint, on an annual basis, a representative to be a member of the Committee. This will normally be the President of the Students' Association who will remain a member of the Committee for the length of her/his term of office.

2.5 Up to two lay members of Court and up to two external members shall be appointed by the Nominations Committee and Court informed of those appointed.

2.6 The term of office of lay members will be no longer than their membership of Court unless otherwise determined by Nominations Committee and shall normally be for a maximum of three years. The term of office of external members shall be determined by Nominations Committee and shall normally be for a maximum of three years.

2.7 Previous members are eligible for re-appointment up to a normal maximum of two consecutive terms of office.

2.8 The Vice-Principal Planning, Resources & Research Policy shall be the *ex officio* Convener of the Committee.

2.9 The Director of Estates Development, Director of Estates Operations, Head of Estates Finance, Head of Estates Business Services and the Committee & Administration Officer shall always be invited to the meetings and receive all papers. Other Senior Officers of the University may be in attendance at the Committee.

2.10 Other individuals from within or outwith the University may also be invited to attend meetings from time to time, as required.

2.11 All members of the Estates Committee are expected to comply with the Code of Conduct for Court Members insofar as it applies to Estates Committee and declare any

interests which may conflict with their responsibilities as members of the Estates Committee.

3. Meetings

3.1 The Committee will meet as required to fulfil its remit and meet at least three times a year.

3.2 Five members of the Committee shall be a quorum. This number must include the Convener, or the Director of Corporate Services or the Director of Estates, or the Director of Finance, and one lay member of Court or external member. One of the *ex officio* members (see 2.2 above) shall be appointed Convener should the Convener be absent for the duration of the meeting.

3.3 Minutes, agendas and papers will normally be circulated to members of the Committee and those in attendance at least five working days in advance of the meeting. From time to time it may be necessary to distribute/table late papers, this would be at the discretion of the Convener.

3.4 Papers will indicate the originator/s and purpose of the paper, the matter/s which the Committee is being asked to consider and any action/s required and confirm the status of the paper in respect of Freedom of Information legislation.

3.5 A formal minute will be kept of proceedings and submitted for approval at the next meeting of the Committee. The draft minute will be agreed with the Convener of the Committee and in the case of the absence of the Convener at a meeting the Committee member appointed to act as Convener for the duration of that specific meeting.

3.6 The Committee may also function between meetings with critical matters being progressed by electronic correspondence or other means through the Estates Committee Sub-Group (ECSG) and any decision/s taken formally ratified at the next meeting of the Committee. ECSG will comprise the Convener, Director of Finance, Director of Estates and any lay Court members or external members of Estates Committee, and occasionally other members as relevant to the specific issue at hand. **A majority of Sub-Group members, including a majority of any lay or external members, shall be a quorum.**

4. Remit

Strategic Direction

4.1 To develop and oversee the University Estates strategy, and modify this periodically, taking account of the overall strategic direction of the University.

4.2 To monitor progress on targets and goals set out in the Estates Strategy and the implementation of capital development plans.

4.3 To assist the development and delivery of the Estates Strategy, ensuring broad compliance with University strategic commitments and statutory duties to manage and reduce carbon emissions and broader sustainability commitments.

4.4 To consider and endorse or reject estates business plans and make recommendations of their priority.

Financial

4.5 To endorse acquisitions, disposals and leases of land and property in accordance with the levels set out in the approved Delegated Authority Schedule (DAS).

4.6 To endorse the award of and acquisition of all goods, services and works on approved estates-related business plans and formal acceptance of contracts in accordance with the levels set out in the approved DAS.

4.7 To endorse an annual capital estates programme for consideration by the University's Policy and Resources Committee, to monitor progress in taking forward the agreed programme, to advise on any matters of concern and recommend proposals for subsequent amendments to the programme as appropriate.

Policy and Advice

4.8 To endorse proposals from the Space Strategy Group.

4.9 To endorse estates policies.

4.10 To consider estates management implications associated with changing legislation, local government planning and governance requirements.

4.11 To consider and advise on significant matters related to the size of and deployment of Estates recurrent budget and operational matters for which the Director of Estates wishes advice or support.

5. Other

5.1 The Committee will from time to time undertake a review of its own performance and effectiveness as part of the overall review of the effectiveness of Court and its Committees and report thereon to Policy and Resources Committee.

5.2 In order to fulfil its remit, the Committee may obtain external professional advice as necessary.

5.3 The Estates Committee will report after each meeting to the Policy and Resources Committee and as appropriate consult with and provide separate papers to other Committees and Groups in particular the Central Management Group and Court.

5.4 Agenda, papers and approved minutes will be published on the University's website in accordance with the University's agreed publication scheme and freedom of information legislation. This will include details on the membership of the Committee.

Approved by Policy & Resources Committee, 19 January 2018 [TBC]

ESTATES COMMITTEE - Amended and approved by Court on 22 June 2015

Terms of Reference:

1 Purpose

To advise on the University's estate in order that it can deliver a world-class estate to support academic, teaching and research activity.

2 Composition

2.1 The Committee shall consist of up to twenty members.

2.2 The Vice-Principal Planning, Resources & Research Policy, the University Secretary, the Director of Corporate Services, the Deputy Secretary, Strategic Planning, the Director of Estates and the Director of Finance shall be *ex officio* members of the Committee.

2.3 The other members of the Committee shall consist of: Executive Director of Development and Alumni, Chief Information Officer, Director of Accommodation Services, Heads of Colleges or their nominated senior officer.

2.4 The Students' Association shall appoint, on an annual basis, a representative to be a member of the Committee. This will normally be the President of the Students' Association who will remain a member of the Committee for the length of their term of office.

2.5 Two lay members of Court shall be appointed by the Nominations Committee and Court informed of those appointed.

2.6 The term of office of lay members will be no longer than their membership of Court unless otherwise determined by Court.

2.7 Previous members are eligible for re-appointment up to a normal maximum of two consecutive terms of office.

2.8 The Vice-Principal Planning, Resources & Research Policy shall be the *ex officio* Convener of the Committee.

2.9 The Depute Director of Estates, Head of Estates Planning and Special Projects, Head of Estates Finance and Committee & Administration Officer shall always be invited to the meetings and receive all papers. Other Senior Officers of the University may be in attendance at the Committee.

2.10 Other individuals from within or outwith the University may also be invited to attend meetings from time to time, as required.

2.11 All members of the Estates Committee are expected to comply with the University's Code of Conduct as set out in the University's Handbook and declare any interests which may conflict with their responsibilities as members of the Estates Committee.

3 Meetings

3.1 The Committee will meet as required to fulfil its remit and meet at least three times a year.

3.2 Five members of the Committee shall be a quorum. This number must include the Convener, the Director of Corporate Services or the Director of Estates, the Director of Finance, and one lay member of Court. One of the *ex officio* members (see 2.2 above) shall be appointed Convener should the Convener be absent for the duration of the meeting.

3.3 Minutes, agendas and papers will normally be circulated to members of the Committee and those in attendance at least five working days in advance of the meeting. From time to time it may be necessary to distribute/table late papers, this would be at the discretion of the Convener.

3.4 Papers will indicate the originator/s and purpose of the paper, the matter/s which the Committee is being asked to consider and any action/s required and confirm the status of the paper in respect of Freedom of Information legislation.

3.5 A formal minute will be kept of proceedings and submitted for approval at the next meeting of the Committee. The draft minute will be agreed with the Convener of the Committee and in the case of the absence of the Convener at a meeting the Committee member appointed to act as Convener for the duration of that specific meeting.

3.6 The Committee may also function between meetings with critical matters being progressed through the Estates Committee Sub-Group (ECSG) and any decision/s taken formally ratified at the next meeting of the Committee. ECSG will comprise the Convener, Director of Finance, Director of Estates, both lay Court members, and occasionally other members as relevant to the specific issue at hand.

4 Remit

Strategic Direction

4.1 To develop and oversee the University Estates strategy, and modify this periodically, taking account of the overall strategic direction of the University.

4.2 To consider and endorse or reject estates business plans and make recommendations of their priority.

4.3 To monitor progress on targets and goals set out in the Estate Strategy and the implementation of capital development plans.

Financial

4.4 To endorse acquisitions, disposals and leases of land and property in accordance with the levels set out in the approved Delegated Authorisation Schedule (DAS).

4.5 To endorse the award of and acquisition of all goods, services and works on approved estates-related business plans and formal acceptance of contracts in accordance with the levels set out in the approved DAS.

4.6 To endorse an annual capital estates programme for consideration by the University's Policy and Resources Committee, to monitor progress in taking forward the agreed programme, to advise on any matters of concern and recommend proposals for subsequent amendments to the programme as appropriate.

Policy and Advice

4.7 To endorse proposals from Space Enhancement & Management Group.

4.8 To endorse estates policies.

4.9 To consider estates management implications associated with changing legislation, local government planning and governance requirements.

4.10 To consider and advise on significant matters related to the size of and deployment of Estates recurrent budget and operational matters for which the Director of Estates wishes advice or support.

5 Other

5.1 The Committee will from time to time undertake a review of its own performance and effectiveness as part of the overall review of the effectiveness of Court and its Committees and report thereon to Court.

5.2 In order to fulfil its remit, the Committee may obtain external professional advice as necessary.

5.3 The Estates Committee will report after each meeting to the Policy and Resources Committee and as appropriate consult with and provide separate papers to other Committees and Groups in particular the Central Management Group and Court.

5.4 Agenda, papers and approved minutes will be published on the University's website in accordance with the University's agreed publication scheme and freedom of information legislation. This will include details on the membership of the Committee.



ESTATES COMMITTEE

6 December 2017

Estates Department Management Structure Update

Description of paper

1. The purpose of the paper is to provide an update to Estates Committee on recent changes in the senior management structure within the Estates Department.

Action requested

2. Estates Committee is asked to note the update.

Recommendation

3. Estates Committee is recommended to note the update.

Background and context

4. In June 2017 Graham Bell, Depute Director of Estates and Head of Development confirmed his intention to retire at the end of March 2018.

5. Since the departure of Maureen Masson, Head of Estates Business and Administration, at the end of April 2017, Graham has also been managing a range of business services; Records Management, Administration, Equality, Policy and Governance, and Procurement within Estates.

6. Graham's decision to retire has prompted a review of the senior management structure within the Estates Department.

Discussion

7. As the Estates Department evolves and there is increased understanding and recognition of the size and scale of the activity required to develop and maintain the estate, a number of changes have been required in the senior management structure.

8. Given the increasing scale and complexity of the capital plan, it is been considered necessary to have a post focussed solely in this area, without the responsibility for additional corporate issues. With this in mind, the Director of Estates Development post has been created and following a recruitment process, Jane Johnston has been appointed. Jane will have oversight of all construction work over £50k including the Minor Works Programme and delivery of the Capital Programme.

9. In parallel, and in full recognition of the level of risk and complexity attached to the operation of the estate, the Head of Operations post, currently held by Grant Ferguson, is re-titled Director of Estates Operations.

10. In response to this, the role of Depute Director will now be split between the two Director posts, with the most appropriate person providing support when required. It is felt that this better recognises the comparable breadth and complexity of responsibility within these two, key sections within the department.

11. In addition to this, and as a replacement for Maureen Masson, an exercise is underway to recruit a Head of Estates Business Services to bring all business services and corporate-wide issues into one, focussed team. This removes the responsibility for some corporate issues from the Head of Development and consolidates all business support services under one role.

12. The revised Estates Department senior management structure is provided as Appendix 1.

Resource implications

13. The resources required from these changes will be found from within current salary budgets.

Risk Management

14. It is anticipated that splitting the role of Depute Director and bringing together the key business services under one Head of Estates Business Services will reduce the risk to the business by ensuring there is sufficient capacity and expertise in place for each distinct area of business.

Equality & Diversity

15. There are no equality and diversity E&D implications in these changes.

Next steps/implications

16. With a new Director of Estates Development in post, there will be a review of the Development function. Estates Committee will be informed of the outcome of the review.

Consultation

17. Estates Committee only.

18. Author

Zoe Stephens
Estates Organisational Development &
Change Manager
17 November 2017

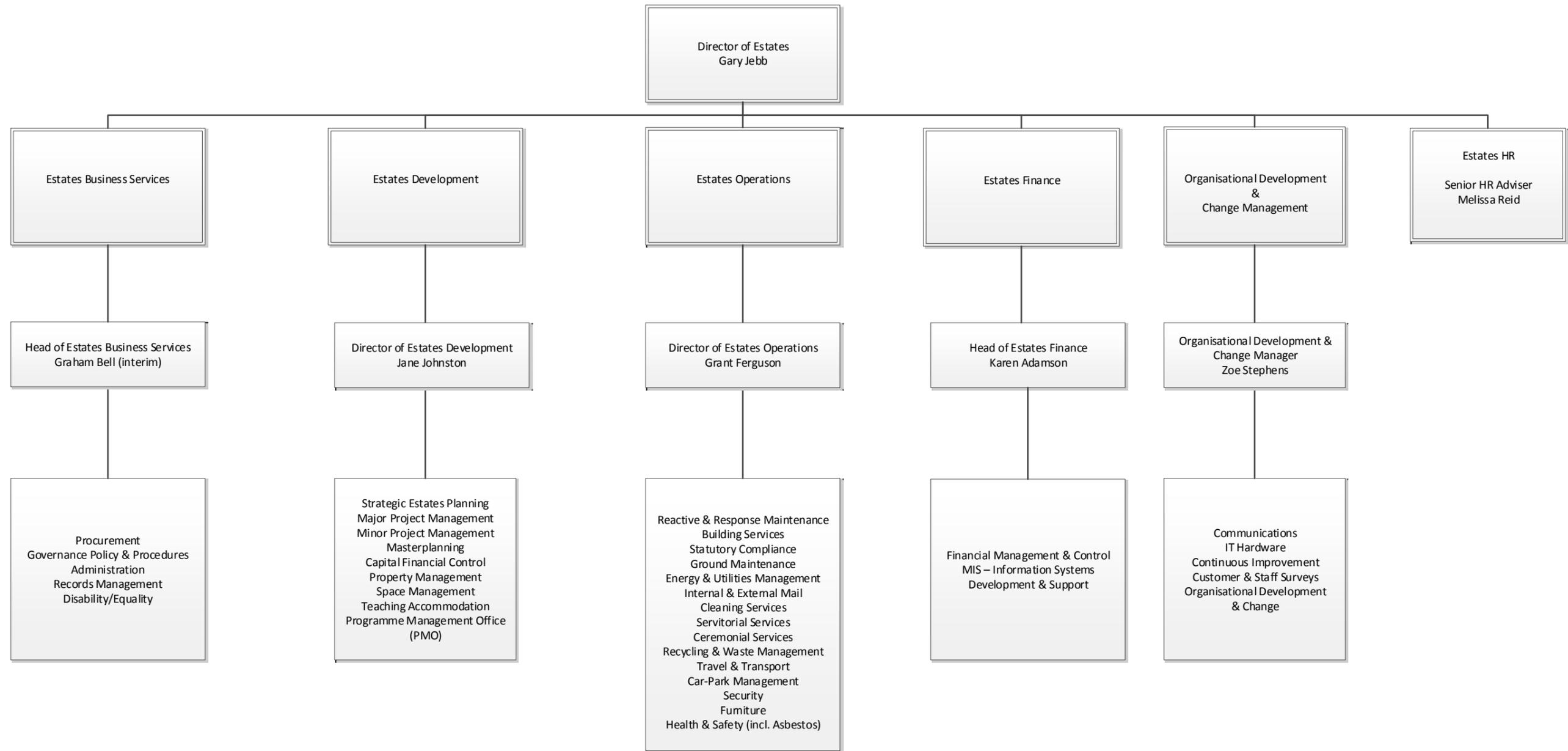
Presenter

Gary Jebb
Director of Estates

Freedom of Information

19. Paper is open.

Estates Department
Senior Management Structure





ESTATES COMMITTEE

6 December 2017

Post Implementation Review Report

Description of paper

1. This paper reports on Post Implementation Reviews (PIR) on the Scottish Centre for Regenerative Medicine (SCRM).

Action requested

2. Estates Committee is asked to approve the recommendations in the PIR review.

Recommendation

3. Estates Committee is recommended to approve the recommendations in the PIR review.

Background and context

4. At the March 2016 Estates Committee, Estates Committee endorsed the proposal to introduce a Post Implementation Review (PIR) process for major investment projects, many of which would be Estates capital projects from the Estates Capital Plan.

Discussion

5. Over the last 6 months, the Estates Department in conjunction with Finance Department colleagues have completed a Post Implementation Review on SCRM.

6. The main objectives of the PIRs are to review the planned business case outputs against what actually happened, capture lessons learned during the process of evaluation, approval, implementation and operation and to use these to improve future project proposals and plans and report back any recommendations to improve best practice.

7. The full PIR report is available at

<https://www.wiki.ed.ac.uk/display/UCC/Estates+Committee>

8. There are a number of findings relating to Business Case preparation, which given the passage of time since the projects were initiated, have now in effect been addressed through the further development and refinement of the financial modelling and project procedures. In summary these include:

- All centres/institutes should be financially structured in a way that allows the publication of regular management accounts to check their financial health.
- Projects should continue to monitor their use against any VAT mitigation criteria, and should consider the cost benefit analysis of relaxing the constraints during the 10 year Capital Goods Scheme (CGS) period (e.g. benefit of additional industry research against cost of HMRC clawback payment).
- Projects should ensure that funding strategies are congruent with the agreed tax/VAT strategy.
- Business cases should clearly describe the correlation between the change in space utilisation as the business grows and the resultant increase in staff FTEs

to provide assurance that the full business ambition, if likely to be met, can be flexibly accommodated within the footprint of the facility being constructed.

9. In addition, there are a number of recommendations relating to Estate Department's processes and procedures. The more significant findings include:

- Estates should consider introducing a "soft landing" or similar approach to the commissioning of buildings.
- Estates Development should ensure effective engagement with Estates Operations at the appropriate time during the development of the design.

Resource implications

10. There are no resource implications associated with the paper.

Risk Management

11. There are no risk issues associated with the paper. Risks associated with individual projects are managed through maintenance of a risk register with appropriate mitigating measures.

Equality & Diversity

12. There are no Equality and Diversity issues arising from this paper.

Next steps/implications

13. Further PIRs will be carried out on other projects within the capital plan.

Consultation

14. The PIR Report has been reviewed and approved by Gordon McLean, Head of Operations / Centre Manager. A copy has also been issued to Catherine Elliot, CMVM Registrar.

15. The Report was prepared by Graham Bell (Depute Director, Estate Department), Terry Fox (Director, Finance Specialist Services) and Andy McKenzie (Business Planning Accountant).

Further information

16. Author
Graham Bell,
Depute Director, Estate Department
23 November 2017

Presenter
Graham Bell,
Depute Director, Estate Department

Freedom of Information

17. This paper may be included in open business.