



THE UNIVERSITY of EDINBURGH

Estates Committee

Tuesday 15 September 2020

Minute – Website Version

Note: This is an edited version of the full Estates Committee minutes. The majority of papers for Estates Committee are closed but where possible minute text has been provided. This may not be the full minute for each item.

- Present:** Jonathan Seckl, Senior Vice Principal (Convener)
Frank Armstrong, Co-opted Member of Court
Grant Ferguson, Interim Director of Estates
Lee Hamill, Director of Finance
Colm Harmon, Vice-Principal, Students
Gary Jebb, Director of Place
Gavin McLachlan, Chief Information Officer and Librarian
Catherine Martin, Vice-Principal (Interim) Corporate Services
Theresa Merrick, Director of Communications and Marketing
Dorothy Miell, Vice-Principal & Head of College of College of Arts, Humanities and Social Sciences.
Bruce Nelson, Registrar, Science & Engineering
Clare Reid, Co-opted Member of Court
Tracey Slaven, Deputy Secretary, Strategic Planning
Carina Svensen, Director of Accommodation, Catering and Events
Richard Terry, External Member of the Committee
Moirra Whyte, Vice-Principal & Head of College of Medicine & Veterinary Medicine
Ellen MacRae, President, Students' Association
Moirra Whyte, Vice-Principal and Head of the College of Medicine & Veterinary Medicine
- In Attendance:** Angela Lewthwaite, Committee and Administration Officer (Secretary)
Karen Adamson, Head of Estates Finance
Tommy Angus, Interim Director of Estates Operations
Kyle Clark-Hay, Head of Estates Business Services
Catherine Elliott, College Registrar, College of Medicine & Veterinary Medicine
Terry Fox, Director of Specialist Services
Jane Johnston, Director of Estate Development
Hannah King, Policy and Governance Manager
Dr Liz Lovejoy, College Registrar, College of Arts, Humanities and Social Sciences
Peter Mathieson, The Principal and Vice-Chancellor
Liz Reilly, Director of Philanthropy and Donor Relations, Development & Alumni
Zoe Stephens, Head of Organisational Development and Change
Amanda Scully, Vice-President Community, Students' Association
- Apologies:** Chris Cox, Executive Director Development and Alumni
Sarah Smith, University Secretary

1. Minute

The minute of the meeting held on 13 May 2020 was approved.

2. Matters Arising

The Committee welcomed the following into their new roles and wished them well during these challenging times:

- Catherine Martin, Vice-Principal (Interim) Corporate Services
- Gary Jebb, Director of Place
- Grant Ferguson, Interim Director of Estates.
- Tommy Angus, Interim Director of Estates Operations
- Liz Lovejoy, College Registrar for the College of Arts, Humanities and Social Science
- Ellen MacRae, EUSA President
- Amanda Scully, Vice President of Community;
- Carina Svensen, Director of Accommodation, Catering and Events

The Committee noted that Policy & Resources Committee on 10 September 2020 had recommended to Court a further 12 months deferral of 13 capital projects, bringing the total deferral period to 24 months.

3. Estates Response to Covid-19 – Update

The Committee noted the update on the actions that the Estates Department had taken to support the University's recovery programme in response to the Covid-19 pandemic. The Committee thanked Estates staff for their extraordinary efforts during these unprecedented times.

4. Estates Annual Capital Plan 2019-20 to 2028-29

The Estates Capital Plan 2019/20 to 2029-30 was presented. The Plan had been prepared in response to the Covid-19 emergency and incorporated proposed mitigation to increase affordability. Further the report reflected changes in project timing due to site closures resulting from the shut-down as well as the further 12-month deferral recommended to Policy and Resources Committee and University Court of 13 projects.

Estates Committee noted the project expenditure for 2019-20 and the revised forecast expenditure and that it was modelled in the full plan. The funding request to this meeting of Estates Committee was considered. The University's forward planning forecast expenditure was noted over the ten-year period 2020-21 to 2029-30. A proportion of this expenditure had already received full approval.

It was noted that due to the impact of Covid-19 and the current unpredictability of the University's forecast income, it was not possible to provide an update on the Capital Plan's affordability.

5. 4D Cellular Medicine at Institute of Genetics and Molecular Medicine

The Committee noted the capital commitment, which would require to be part funded from University corporate resources and part externally funded by the Medical Research Council (MRC), to fund the expansion of the Institute of Genetics and Molecular Medicine at the Western General Hospital. This would accommodate the new 4D cellular medicine hub for the MRC Human Genetics Unit.

It was noted that the remaining project cost was over and above the previously approved funding to complete the design to the end of RIBA Stage 3.

Subject to confirmation of the MRC matched funding, the Committee approved, in principle, the Full Business Case. The Committee also recommended to Policy and Resources Committee and University Court, subject to confirmation of MRC matched funding, approval for the remaining project cost.

Action: Vice-Principal and Head of the College of Medicine & Veterinary Medicine

6. New Biology - Darwin Tower Security and Conclusion of Enabling Works

The Committee noted an overview of the remedial works detailed in the appendix which were required to secure and make safe the Darwin Tower during the 24-month deferment period of the New Biology project. The ongoing operation of the adjacent Michael Swann building and requirement to obtain a quotation for the supply and installation of an additional autoclave was also noted.

The Committee approved funding from University resources to progress the works to safeguard the Darwin Tower.

A discussion related to the naming of the Darwin Tower was noted.

Action: Interim Director of Estates

7. Estates Department – Sub-Delegation of the University’s Delegated Authority Schedule

The Committee agreed to sub-delegate approval authority to enter into leases, when the University is the lessee (tenant) and lessor (landlord), for land and buildings as detailed in the Table below. This would allow for greater flexibility to enter into leases of lower value or for shorter time periods.

Approval Authority	Vice-Principal Corporate Services	Director of Place	Director of Estates
Approval to enter into Land and building leases (as lessee and lessor)	£1m 5 years or less	£500k 5 years or less	£250k 5 years or less

Action: Interim Director of Estates

8. Update on Proposed Replacement Facilities Management System for UoE

The Committee noted the risks and benefits of introducing a new Computer Aided Facilities Management System, and noted progress in development of the business case.

Since the last Estates Committee, the Estates Department has been working closely with the Information Support Group to develop an outline business case which will detail the options open to the University. In August 2020 the Chief Information Officer invited KPMG to review the developing business case and to provide feedback on the planned project delivery, approach and cost plan. The feedback from KPMG was positive and advised the outline business case was progressing well.

The proposed timeline for preparation and submission of the outline business case was:

Committee	Proposed Date
IT Committee	16 September 2020
Knowledge Strategy Committee	26 January 2021
Policy and Resources Committee	1 February 2021
University Court	22 February 2021

A discussion was held on the possibility that the University could fail to meet its compliance responsibilities as a result of an unsupported system. It was expected that the system would not be supported after July 2023. It was noted that mitigations were currently in place to address these risks. During discussion, it was highlighted that there may not be sufficient funding available to replace the system.

It was agreed that the report be referred to the Audit and Risk Committee for further consideration of the risks.

Action: Interim Director of Estates

9. Capital Project Update

An overview was provided of the projects above £1m which were currently on site including an update of the impact of Covid-19 on delivery of the Capital Programme.

Following Scottish Government advice, all construction companies employed by the University closed their sites during week commencing 23 March 2020 and recommenced on site from 22 June 2020 in line with the published guidelines from the Scottish Government in relation to physical distancing measures and with revised operating procedures in place. From 15 July 2020, the construction companies were further permitted to proceed to Phase 4 of the Construction Industry's Restart plan. Phase 4 allowed works to proceed maintaining physical distancing or with PPE where physical distancing measures cannot be maintained.

The Committee noted:

- the update in relation to the impact of Covid-19 on the construction activity;
- the overview of the projects contained in the paper and in the attached Appendix 1; and

- the market commentary within the paper, which could have an impact on the Capital Plan pipeline and on site or recently completed works.

10. Estates Department Risk Register

The Committee noted:

- the risks that are rated as high and extreme in the Risk Register and the mitigation activities that are in place to manage these risks; and
- the change to risk ratings since the register was considered by Estates Committee Sub-Group (ECSG) in May 2020.

11. Estates Committee Sub-Group, Estates Committee Electronic Correspondence and Estates Tender Review Panel Approvals

The Committee noted the following approval provided by the Estates Committee Sub-Group:

Institute for Regeneration and Repair (IRR) Expansion and Edinburgh BioQuarter Enabling Infrastructure – Main Contractor Construction Services

- approved the award of the contract for construction services in respect of the IRR Expansion and Edinburgh BioQuarter Enabling Infrastructure for the corrected and adjusted tender figure.

The Committee noted the decision taken by Estates Committee, by electronic correspondence, to recommend to Policy and Resources Committee and subsequently University Court for approval of a further 12 months deferral of the 13 projects in Item 4 above.

The Committee further noted the contract awards greater than £250k over the period 1 May 2020 to 31 August 2020 which were approved by Estates Tender Review Panel.

12. Development & Alumni Capital Project Update

An additional amount of philanthropic income had been received since the last update, including a commitment of funding to capital projects. Development & Alumni continued to progress its business plan to double gift income over a five-year period, starting from the baseline received in 2015-16. The Committee noted the update.

13. Strategic Acquisitions, Disposals and Leases

A paper was presented which provided an update on the strategic acquisitions, disposals, leases and estate management issues.

The Committee approved entering into the following leases:

Assembly Hall, Mound Place

- Temporary Licence to Occupy for the period 11-21 September 2020 on behalf of the School of Divinity for Welcome Week.

Field at Langhill Farm

- Seasonal grazing let at Langhill Farm by the owner of a neighbouring property with effect from 1 October 2020 for 6 months.

Action: Director of Place

The Committee noted a number of strategic acquisitions and lease extensions.

14. Date of next meeting: Wednesday 9 December 2020 - 9:30 - 12:30