



Estates Committee
Raeburn Room, Old College
Wednesday 25 May 2016, 9.30-12.30pm

AGENDA

- 1 Minute (closed)** **A**
To approve the minute of the previous meeting held on 23 March 2016.
- 2 Matters Arising**
To raise any matters arising.

SUBSTANTIVE ITEMS

- 3 Estates Strategy 2016-2026 (closed)** **B**
To note a paper from Director of Estates.
- 4 Estates Annual Capital Plan 2015-2025 (closed)** **C**
To note a paper from Director of Estates.
4.1 Finance Director's Update – Interim Ten Year Forecast (May 2016) (closed) **C1**
To note a paper from Director of Finance.
- 5 Institute of Genetics and Molecular Medicine: Centre for Life-course Translation Genomics (Phase 11b) Business Case (closed)** **D**
To approve a paper from College Registrar, Medicine & Veterinary Medicine.
- 6 Langhill Farm Silage Complex – Business Case (closed)** **E**
To approve a paper from College Medicine & Veterinary Medicine.
- 7 Kenneth Mackenzie Hotel and Postgraduate Common Room Refurbishment (closed)** **F**
To approve a paper from Director of Accommodation Services.
- 8 Refurbishment of Holland House (closed)** **G**
To approve a paper from Director of Accommodation Services.
- 9 Kincaid Court (closed)** **H**
To approve a paper from Director of Accommodation Services.
- 10 Sustainable Campus Fund - Business Case** **I**
To approve a paper from Director of Corporate Services.

ROUTINE ITEMS

- 11 **Estates Committee Sub-Group Approvals** J
To approve a paper from Depute Director of Estates.
- 12 **Development Trust Campaign Capital Project Update (closed)** K
To receive an update from Director of Development and Alumni Services.
- 13 **Strategic Acquisitions and Disposals (closed)** L
To note paper from Director of Estates.

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

- 14 **School of Chemistry – Joseph Black Building Refurbishment (closed)** M
To approve a paper from College of Science & Engineering.
- 15 **School of Geosciences (closed)** N
To approve a paper from College of Science & Engineering.
- 16 **University Climate Strategy (closed)** O
To note a paper from Director of Corporate Services.
- 17 **Estates Department Purchasing Protocol** P
To note a paper from Depute Director of Estates.
- 18 **Estates Risk Register** Q
To note a paper from Director of Estates.
- 19 **College of Humanities and Social Science Summary Report (closed)** R
To note and approve a paper from Head of College of Humanities and Social Science.
- 20 **College of Medicine & Veterinary Medicine Summary Report (closed)** S
To approve a paper from College Registrar, Medicine & Veterinary Medicine.
- 21 **Support Groups Summary Report (closed)** T
To approve a paper by Director of Estates & Buildings.
- 22 **Date of next meeting: Wednesday 14 September 2016 -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 6514384 or email Angela.Lewthwaite@ed.ac.uk



ESTATES COMMITTEE

25 May 2016

Sustainable Campus Fund - Business Case

Description of paper

1. This paper sets out the Business Case along with the governance and management and delivery mechanisms for the University of Edinburgh's Sustainable Campus Fund (SCF) for 3 years commencing in 16/17.

2. The Sustainable Campus Fund is proposed as an internal investment vehicle that provides financing to parties within the University for implementing energy efficiency, renewable energy, and other sustainability projects that generate cost savings.

Action Requested

3. Estates Committee is requested to approve funding and confirm the governance and delivery mechanisms (Point 13) for a Sustainable Campus Fund of £2.75M over 3 years commencing in 2016/17 and Year 1 budget of £750,000.

Recommendation

4. Sustainable Operations Advisory Group (SOAG) recommended to Estates Committee to invest in a 3 year Programme with an amount of £750k for year 1 (2016/17) rising to £1M for years 2 and 3.

5. Following initial review by Estates Committee (March 2016) this paper provides a fuller business case, to clarify: a) the financial case and benefits of the proposed investment; and b) how the process would be managed, governed and delivered.

Background and Discussion

6. Opportunities for cost and carbon savings have sparked investment vehicles at Universities around the world. Top performing universities in the US such as Harvard, Caltech and Stanford have invested in campus sustainability funds with estimated returns on investment (ROI) often exceeding 30%.

7. In 2014/15 the utilities costs for the University were approximately £17M. Purchased electricity and gas used to power and heat our buildings is the most significant of these costs. The costs for utilities are expected to continue to rise and in 2 years, extrapolating from recent trends, could be from £21.2M to £27.4M and by 2025 £25M to £40M.

8. Despite clear financial opportunities linked to energy efficiency and carbon savings around the University, there is often no consistently effective way to unlock funding or to support local initiatives. The decentralisation of utilities costs (to place ownership of these costs at the appropriate level) remains a medium-term goal, but in its absence, drivers to secure energy efficiency are not as strong as they could be.

9. Sustainable Campus Fund Objectives - The fund is expected to meet 4 objectives:

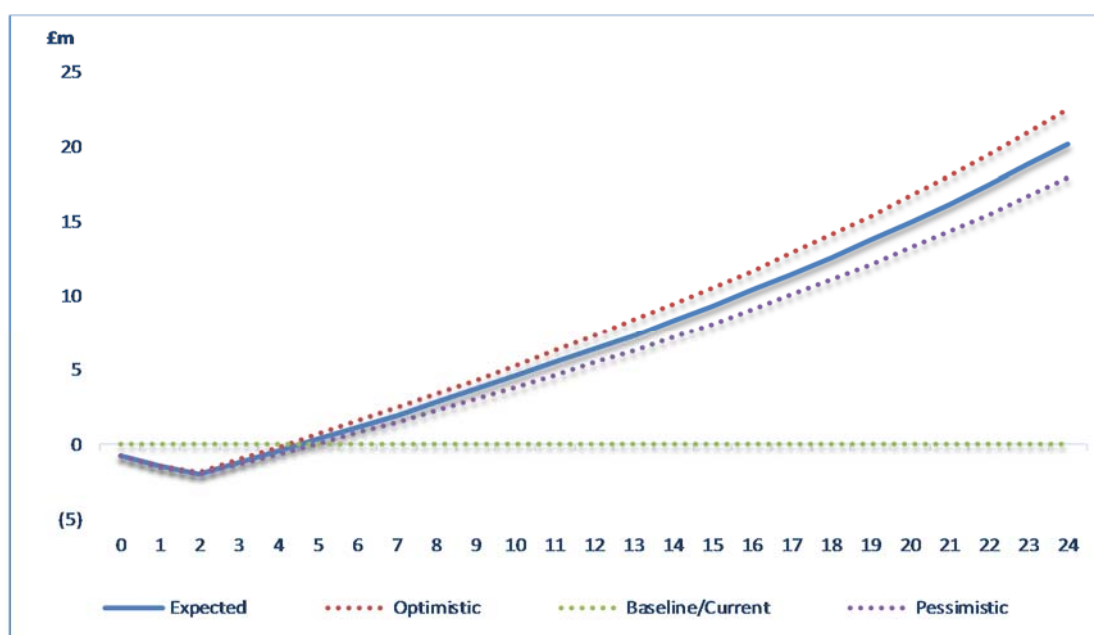
- Unlock and help deliver the target of a 10% reduction in energy costs over 2 years from a 2014/15 baseline by providing necessary funding.
- Contribute to reductions in carbon emissions (with a carbon target saving for the fund to be explored in due course).
- Raise awareness of, and secure greater buy in for, opportunities to deliver energy, carbon and cost savings across the University campuses.
- Stimulate local action, discussion and innovation in order to reduce the ongoing growth in energy costs in the longer term

10. Financial Assessment - An initial assessment of opportunities has found that investing £2.75M over 3 years would bring estimated financial returns of £614,000 per annum in addition to reducing our carbon. The Finance Department has assisted with creation of a financial model using the new financial tool, enabling review and testing of initial assumptions. Based on evidence gathered and a pipeline of potential projects, we estimate a simple payback period of 5.1 years, NPV of c£8.2m and an Internal Rate of Return of 30% (see **Figures A** and **B** below).

Figure A: Sustainable Campus Fund – Financial Summary

<i>Project Summary</i>			
Project Name:	Sustainable Campus Fund	UoE Investment	
Project Sponsor:	Dave Gorman and Garry Jebb	Payback	5.1 years
Project Start:	01/08/2016	↓	
Operational Start:	01/08/2018	Discounted Payback	6.3 years
Total Project Budget (£k):	2,750	Total Investment	
External Funding (£k):		Payback	5.1 years
Internal Funding (£k):		↓	
Basis / Scenario:	Expected <small>Select Scenario</small>	Discounted Payback	6.3 years
Project Sponsor Sign Off:	No	Key Decision Metrics	
		NPV at 5.6% (£k)	8,255
		IRR	30.5%

Figure B: Sustainable Campus Fund – Cumulative Savings Over Time



11. A pipe line of projects includes opportunities in buildings and infrastructure, heating and lighting, and laboratory-specific interventions. Location reviews and audits have taken place to identify savings and investment opportunities and will continue. It is understood that if and when a fund is announced more (and possibly better) projects would be identified- initial interest from School management teams appears high. **Table 1** (below) provides a list of proposed projects and a more detailed list is included within the Financial Model.

Table 1: Pipeline of Potential Projects

Project Name	Location	Project Cost	Est £ Annual Savings (no VAT)	Est Annual Savings (kWh)	Est Annual tCO2 savings	£/tCO2e	Pay Back (Yrs)	NPV	IRR
Replace CV fume cupboards with VAV	Estate Wide	161,000	46,000	460,000	230	35	3.5	363,812	28%
Install demand based ventilation controls RETROFIT (Roslin)	Roslin Inst	150,000	56,000	560,000	280	31	2.7	429,909	37%
Replace standard air flow fume cupboards with low flow fume cupboards	Estate Wide	140,000	32,000	320,000	160	44	4.4	226,571	22%
Demand based ventilation	SCRM	125,000	31,250	312,500	156	47	4	200,800	24%
Replace CV fume cupboards with VAV	Estate Wide	87,500	25,000	250,000	125	35	3.5	197,724	28%
Replace standard air flow fume cupboards with low flow fume cupboards	Estate Wide	52,500	12,000	120,000	60	44	4.4	84,964	22%
BEMS adjustment to occupancy/day	Estate Wide	51,000	51,000	680,340	340	10	1	433,269	100%
Controls (e.g. PIR/Lux sensor)	Estate Wide	61,250	20,200	202,000	136	38	3.0	110,970	32%
Loft insulation/m2	Central Area	72,000	9,360	162,000	81	44	7.7	36,869	12%*
Modernise lab equipment for energy efficiency gains	MVM/SE	72,600	63,900	639,000	320	13	1.1	425,724	73%*
Identified lighting upgrades	Estate Wide	127,000	39,000	390,000	195	54	3.3	205,317	29%*
Pipeline of Initial Projects > 1,000,000									

*Estimated (due to project bundling assumed for capitalisation)

12. Table 1 contains initial proposals, but given that an application based process with local buy-in is proposed, then it may be that more attractive initial projects may come forward once funding is secured. Proposed projects would be judged using a points-based system that considers financial payback and minimum ROI of 6%, carbon savings, match funding, innovation, creativity, collaboration and additionality. Table 2 provides details of scoring and weighting proposed for assessment (similar to criteria used in other successful funds such as HEFCE's)

Table 2: Proposed Project Criteria Matrix

Score	1	2	3	4	5	weight				
Payback score (yrs)	8	7	7	5	5	3	3	1	1	1.5
ROI score (%)	6%	45%	45%	75%	75%	100%	100%	200%	200%	1
Match funding score (% funded by School/Unit)	10%	20%	20%	35%	35%	50%	50%	60%	60%	1.5
Carbon saving score £/tCO ₂ e	600	500	500	400	400	300	300	200	200	1
Annual carbon saving score tCO ₂ e	1	150	150	350	350	850	850	1600	1600	1.5

13. Governance, Management and Delivery of the Sustainable Campus Fund Overall governance will be via Estates Committee (annual review) with project final approvals and fund accountability via Director of Estates and Director of SRS. Diagram 1 (below) shows the responsibilities mapped in relation to project steps with further details on accountabilities and responsibilities in Annex 1.

Diagram 1: Sustainable Campus Fund Delivery



14. Management and delivery will be via SRS Department and Estates.

- Once the overall fund budget is approved a project fund would be set up in finance systems with a separate budget line and draw down of fund on a project by project basis.
- SRS would coordinate the promotion of the fund with support for project proposal, development, carbon assessment and review and coordinate the administration. This would integrate within ongoing energy engagement and communications work.
- Estates Energy Office would provide technical advice on projects and potential savings.
- Projects would need to be approved (monthly) and can be scrutinised and reviewed by the Utilities Working Group
- Director of SRS and Director of Estates hold final sign off authority for project approvals
- Estates Finance would set up budget line for the fund. EBIS (or its future replacement) could be used to track project spend and progress.
- Estates and schools would lead on the project implementation/installation.
- Simple database would be updated by SRS Projects Coordinator tracking performance across key metrics
- SRS and Estates would evaluate projects for performance and lessons learned and link with opportunities for student research and engagement.

15. Risks and Risk Mitigation - Risks associated with establishing the fund include poor process controls; lack of projects coming forward; lack of capacity to deliver projects; and overly onerous applications process. These risks will be managed by establishing a mechanism and scoring system to ensure control of project flow plus suggested Head of School approval. An additional control will come via the use of the Utilities Working Group and final approval panel. Overall, risks are expected to be modest as similar funds have been established amongst our peers with few reports of significant problems.

Risk	Likelihood	Impact	Risk Management / Mitigation Strategy
Lack of projects coming forward	Low	High	Communications and promotion via web and social media as well as school administrative channels and energy coordinators. Work in 15/16 to identify potential projects for funding.
Overly onerous applications process	Low	Med	SRS Engagement team will support the applications. Process will be monitored to ensure agility and fit for purpose.
Lack of ability to quickly respond to projects	Low	Med	Fund would need ongoing approval ability to enable quick decision making on linked projects. Monthly approval gates.
Lack of capacity to deliver/ install projects post approval	Uncertain	High	Utilities Working Group will include key Estates staff and advise on implementation.
Poor process controls	Low	Med	Controls built into process as above.
Poor initial estimation of project savings	Medium	Med	Anticipated projects are based on industry standards and available evidence.

Resource Implications

16. Establishment of the Fund will aid with the delivery of the Corporate Services Group target of a 10% reduction in energy spend as well as assist with the delivery of the Climate Strategy. Current analysis within the financial model predicts £654,000 savings per annum at the end of year 3.

17. Based on experience elsewhere, the fund would not only generate cost effective financial saving but would help promote greater efficiency and wider engagement with the University's sustainability goals.

18. Resources to develop, manage and report on the fund will come from existing resources in Estates and the Department for SRS.

Equality & Diversity

19. Research worldwide has found that incorporating gender perspectives into energy projects, policy and planning is important to ensure effectiveness. Participation in fund activities will be monitored as possible to review any potential differences for women and men.

Next steps/implications

- Prepare communications materials (June) and an interactive webpage to test ideas against project criteria
- Update pipeline of projects with Utilities Working Group
- August launch and ongoing engagement with Schools
- End of August first projects approval review
- Regular reports will be submitted back to Estates Committee based on at least an annual report.

Consultation

20. The following groups and individuals have been consulted: SRS Committee; Sustainable Operations Advisory Group (SOAG); Sustainable Labs Steering Group; Directors of CSG, Finance, SRS; Assistant Director (Catering) Accommodation Services; Heads of Schools of Chemistry and Biology; Registrar of CSE; Director of CBS; Director of ECCL; Director of GESA; Director of Estates; Registrars in MVM and CSE.

Further information

21. Author

Dave Gorman Department for Social
Responsibility & Sustainability
12 May 2016

Presenter

Hugh Edmiston
Director of Corporate Services

22. Accompanying Annexes - Annex 1: Fund Approval and Governance

Freedom of Information

23. This is an open paper



Annex 1: Fund Approval and Governance

The following table outlines roles and responsibilities of key staff in the fund's implementation.

Committee/Individual	Role	Responsibilities
Estates Committee	Oversight and fund holder	Authorise the fund Define principles and governance of the fund. Oversee performance on an annual basis
Utilities Working Group (sub group of SOAG)	Scrutinise, improve, endorse projects	Provide assurance on projects Provide recommendations on projects prior to final sign-off from Directors of Estates & SRS
Director of SRS and Director of Estates	Accountable for fund investment	Effective investment of the fund
Committees and Governance Manager	Management of bids to the fund	Keep up to date records of funding bids along with status and sign-off Maintain project tracker on behalf of Utilities Working Group
Head of SRS Programmes	Management of the fund	Effective management of the fund as part of the wider energy and carbon savings programme working to 10% reduction of energy. Responsible to Director of SRS
SRS Engagement Manager and Project Analyst	Project development	Develop projects through engagement work with Energy Coordinators and other sustainability champions across the University. Track and evaluate fund applications and project implementation in line with agreed metrics. Seek projects to the value of £100k in labs and £140k in Y1 and £150k in Y2 in other small scale projects. Provide compliant bids to Utilities Working Group for review and to Directors of SRS and Estates for sign-off
Estates Operations Manager	Project implementation	Provide timed implementation plan for signed off projects Ensure timely implementation of projects to align with energy savings valued £200k in Y1 and £300k in Y2
Climate Policy Manager	Fund performance	Quarterly and annual report on fund performance
SRS Communications Manager	Fund promotion	Stimulate interest in the fund Gather and communicate success stories of funded projects and lessons learned
Heads of School	Project approval in their areas	Approve projects where funds are bid for
Small Works / Premises Teams	Project delivery	Delivery and implementation of projects and / or integration into other works



ESTATES COMMITTEE

25 May 2016

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 23 March 2016. The paper also presents a list of contracts awards (greater than £250,000) over the period 13 March 2016 to 9 May 2016.

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 homologate ECSG decisions taken since Estates Committee last met on 23 March 2016.

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. It should be noted that these projects were previously approved by Estates Committee / Court and are already contained in the Fully Approved (fully funded) Estates Capital Plan:

Fully Approved (fully funded) Projects

- Building a New Biology project - Darwin Enabling Works – Main contract awarded to Robertson Construction Limited. Tender was accepted in the corrected and adjusted tender figure of £11,766,842.92. The approved overall budget for the project is £35.25M. Works commenced on 6th June 2016.
 - Edinburgh College of Art Main Building Refurbishment project - Main contract awarded to Keir Construction. Tender was accepted in the corrected and adjusted tender figure of £14,042,295.00. The approved overall budget for the project is £25.375M Works will commence on site on 13th June 2016.
6. ECSG approved the final documents outlining the proposal and Business Case for the Roslin Institute – Agri-EPI Centre building with the LARIF building.
7. ECSG also approved a proposal to offer a donor naming rights of a "Global Lab" space should funding of £5M, £2.5M come to fruition. This request followed the Naming of Buildings, Rooms and other Facilities Policy approved Court on 9th February 2015.

8. A list of works contracts awards (greater than £250,000) over the period 13 March 2016 to 9 May 2016 is included as an Appendix.

Resource implications

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

Risk Management

10. There are no specific risks identified.

Equality & Diversity

11. No specific Equality and Diversity issues are identified.

Next steps/implications

12. If recommendation is approved, Estates will oversee the process.

Consultation

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

Further information

14. Author
Graham Bell,
Depute Director, Head of Estate Development
9 May 2016

Presenter
Graham Bell
Depute Director, Head of
Estate Development

Freedom of Information

15. This is an open paper.

Works Contracts Awards = > £250,000
13 March 2016 - 13 May 2016

Paper J - Appendix

Appointed Contractor	Project Description	Contract Award	
McLaughlin and Harvey Construction Ltd	Equine Surgical, Diagnostic and Critical Care Unit (EDSCCU)	£	3,265,799.35
Robertson Construction	Building a New Biology - Enabling Works	£	11,766,842.92
AKP Scotland	Centre for Sports and Exercise - Refurbishment of Male Changing Rooms and Reception	£	488,089.10
Keir Construction	ECA Main Building Refurbishment	£	14,042,295.00
AKP Scotland	ISG Relocation to Argyle House	£	2,919,914.29
Cornhill Building Services	77 Dalkeith Road, New Common Room and Laundry relocation	£	421,547.44
		Total	£ 32,904,488.10

Services Contracts Awards = > £250,000
13 March 2016 - 13 May 2016

Appointed Consultant	Project Description	Contract Award	
None		£	-
		Total	£ -

Goods Contracts Awards = > £250,000
13 March 2016 - 13 May 2016

Appointed Supplier	Project Description	Contract Award	
Godfrey Syrett	ISG relocation to Argyle House, Furniture (Lots 1 and 2)	£	285,090.00
		Total	£ 285,090.00



ESTATES COMMITTEE

25 May 2016

Estates Department Purchasing Protocol

Description of paper

1. The purpose of the paper is to update the Estates Committee on the progress to update and implement the Estates Department Purchasing Protocol following the introduction of new European and Scottish procurement legislation on 18 April 2016 and the proposals to ensure compliance.

Action requested

2. Estates Committee is asked to note the update and proposals to ensure compliance with the new European and Scottish procurement legislation.

Recommendation

3. It is recommended that Estates Committee notes the paper.

Background and context

4. At the March meeting, Estates Committee noted the Estates Department Purchasing Protocol update to ensure procurement legislative compliance with the new Procurement Legislation.

5. The legislation (the Public Contracts (Scotland) Regulations 2015 (implementing EU Procurement Directive 2014) and the Procurement Reform (Scotland) Act 2014 (PRSA)) is now in force and applies a new regime to regulated contracts above £50K for Goods or Services and £2M for Works with increased accountability and reporting obligations. The legislation places a greater emphasis on economic, social and environmental matters and transparency.

Discussion

6. Statutory Guidance and training from the Scottish Government has recently been provided on “the Procurement Journey” to support all levels of procurement activities and facilitate best practice and consistency across the Scottish public sector however this has only recently been published. Consequently, the exercise to update the Estates Department Purchasing Protocol is ongoing.

7. As noted in March, some of the new legal obligations are already embedded in our current processes and procedures and the Procurement Department continues to provide advice on procurements above £50K (on Goods or services) or £2M (on Works).

8. The process of updating the Estates Department Purchasing Protocol and associated templates to reflect the new Legislation is ongoing and the Protocol will be presented to the Estates Committee in September.

Resource implications

9. Regulated procurements are managed with the University Procurement Office. The increased reporting and audit requirements will require additional staff resource and

following HR processes, recruitment of additional procurement staff to supplement the existing team is underway. Costs will be met from the capital programme.

Risk Management

10. There is a procurement risk and consequential reputational risk in not having a consistent mandatory approach for all Estates procurement activities. The implementation of the Purchasing Protocol will ensure that all staff are aware of their procurement responsibilities.

Equality & Diversity

11. There are no Equality and Diversity issues.

Next steps/implications

12. The Estates Department Purchasing Protocol will be updated and issued to all Estates staff who have a purchasing or procurement responsibility and further training will be arranged for staff.

Consultation

13. The Purchasing Protocol is being updated in conjunction with the Procurement Office.

Further information

14. <u>Author</u> Graham Bell, Depute Director of Estates 12 May 2016	<u>Presenter</u> Graham Bell, Depute Director of Estates
---	---

Freedom of Information

15. This paper is open.



ESTATES COMMITTEE

25 May 2016

Estates Risk Register

Description of paper

1. The Estates Department's risk register has been updated in accordance with the University's risk management process of identifying risks, consequences and mitigation activities, together with score. The risks that are scored as red and amber are attached for the Estates Committee to review.

Action requested

2. Estates Committee is asked to review the red and amber risks that are contained in the risk register.

Recommendation

3. Estates Committee is asked to note the red and amber risks and the mitigation activities that are in place to manage these risks.

Background and context

4. The Department reviews its risk register each year in accordance with the University's risk management process.

Discussion

5. At the Estates Committee in March, the lay members of Court asked that the Estates Department risk register be presented to the Estates Committee. The red and amber risks are set out in the Appendix.

Resource implications

6. There are no specific resource implications related to this paper, but individual risk and mitigation actions may have resource requirements and these will be managed on an individual risk or project related basis.

Risk Management

7. The risk register is managed in accordance with the University risk management process.

Equality & Diversity

8. There are no equality and diversity considerations related to collation of the risk register although the management of individual risks within the register may have; these will be managed on an individual project or related basis.

Next steps/implications

9. The Estates Department will continue to review and manage the risks proactively.

Consultation

10. The Estates Management Group have contributed to the update of the risk register and it has been shared with the Director of Corporate Services.

Further information

11 <u>Authors</u> Maureen Masson, Head of Estates Business and Administration Graham Bell, Head of Estate Development 15 May 2016	<u>Presenter</u> Gary Jebb, Director of Estates
--	--

Freedom of Information

11. The paper is open.

Paper Q - Appendix

Risk	Consequences	Inherent Impact Severe(5) Major (4) Moderate (3) Minor (2) Insignif't(1)	Residual Impact Severe(5) Major (4) Moderate (3) Minor (2) Insignif't(1)	Residual Prob'ly Very High(5) High (4) Medium (3) Low (2) Very Low (1)	Risk Level Red >15 Amber 10-15 White<10	Risk Movement since last year Increased ↑ Un-changed- Reduced ↓	Management Processes and Mitigating Activities
1 Failure to deliver a credible capital programme of significant scale and projects within it in terms of: <ul style="list-style-type: none"> • Being able to reassure the University Court of the Department's capacity to deliver the programme • Being able to respond to special projects/mergers/acquisitions • Management of capital programme and financial plan, spending profiles and financial control management • Securing planning and other statutory consents • Preparation of robust business cases and dependencies • Corporate decision making/integrated planning with academic colleagues and Development and Alumni 	Financial loss Loss of confidence by funding bodies, partners and contractors. Loss of confidence within staff and student communities Disruption Reputational damage	5	4	4	16		PWC review of capital project deliverability Continued dialogue between EDMs and their representative areas Refreshed committee arrangement Development of new systems via the digital transformation programme Revised estate strategy and masterplan/frameworks Regular meetings with Local Authorities and Historic Environment Scotland to retain and develop strong business relationships
2 Failure to follow and comply with procurement legislation or to manage an increasingly demanding legislative environment brought about by: i. additional legislative burdens ii. the scale of the capital programme compounding the legislative compliance burden iii. the need for greater oversight of contractor management and performance	Loss of confidence by funding bodies, partners of contractors Potential litigation and prosecution Reputational damage Financial loss and clawback Compensation Inability to conduct University business	5	4	3	12		Departmental restructuring to enable the Depute Director oversee all procurement activities Implementation of the Procurement protocol and Estates Tender Review Panel Use of frameworks Supplier management review Dedicated procurement resource embedded within estates, including access to the services of a procuremnt legal expert PWC review on deliverability of the capital programme Use of intend for procurement
3 Failure to find solutions to address the age, fragility, integrated nature and complexities of existing Estates Department systems, and in being able to address cross corporate linkages and dependencies on IS and other corporate departments where there are system linkages to deliver the required outputs.	Sub-optimal operational processes Inability to provide data needed for key business areas Inability to manage University e.g. finance Reputational damage Frustration	5	4	3	12		Planning round processes Ongoing resilience improvement programmes and infrastructure upgrades Business continuity and recovery plans and exercises Systems implementation trialling and load testing Risk assessment Closer working arrangement with IS Phased delivery plan for implementation of web central modules Working collaboratively with other business areas within corporate services and across other Support Groups Active stakeholder engagement through Strategic Project Boards PWC Review of Capital Systems
4 Failure to deliver a plan for business continuity for Estates (e.g. if there was a fire in Infirmary Street) and expectations on Estates to find University wide solutions. Failure to engage Colleges and Support Groups in taking forward business continuity.	Business disruption Financial loss Inability to conduct University business Potential litigation or prosecution Loss of equipment and information Compensation	5	4	3	12		Implementation of serious and major incident plans Review of estates business continuity options
5 Failure to manage the volatility in Energy/Utilities pricing impacting on budgets and estates contribution to the attainment of carbon targets. Failure to deliver the energy consolidation project given its complexity.	Application of the carbon tax Reputational damage Unable to deliver a system to meet business requirements	5	4	3	12		Collaborative working with SRS office Review of energy systems including full business analysis Waste and recycling initiatives in relation to carbon reduction
6 Failure to deliver the small project programme due to tight timescales over the summer period, complexity in design etc, exacerbated by funding such as RDEC becoming available at short notice within little lead in time for planning etc.	Reputational damage Project overrun Increasing projects costs if projects have to be accelerated Impact on core university business if project not delivered on time or fail to meet key objectives	5	4	3	12		Appointment of Head of Small and Minor Works Review of business requirements in that area PWC review on deliverability of development programme Developing closer links with Colleges and Schools to plan for small works programme
7 Failure to meet students' expectations of facilities during ongoing refurbishment/new build programme.	Increased risk in civil claims relating to the 'students as customers' approach. Poor ratings in the NSS Impact on student admissions targets	5	4	3	12		Continued investment in the learning and teaching estate Close working with College Registrars to understand better College and School priorities Providing dedicated resource to the provision of teaching spaces and establishment of Teaching Spaces Oversight Group

