



THE UNIVERSITY *of* EDINBURGH

Estates Committee

Raeburn Room, Old College

Wednesday 20 March 2019, 9.30-12.30pm

AGENDA

- 1 **Minute (closed)** A
To approve the minute of the previous meeting held on 12 September 2018
- 2 **Matters Arising**
To raise any matters arising.

SUBSTANTIVE ITEMS

- 3 **Capital Prioritisation (closed)** B
To note a paper from the Director of Estates
- 4 **Estates Annual Capital Plan 2018-19 to 2027-28 (closed)** C
To note a paper from the Director of Estates
- 4.1 **Director of Finance Update – Ten Year Forecast (March 2019) (closed)** C1
To note a paper from Director of Finance
- 5 **The King's Buildings Nucleus Phase 1 - Full Business Case (closed)** D
To approve a paper from the College Registrar, College of Science and Engineering
- 6 **Extension to Advanced Computing Facility - Full Business Case (closed)** E
To approve a paper from Director of Corporate Services
- 7 **New College Fire Asset Protection (closed)** F
To approve a paper from the Director of Estates
- 8 **Provision of an Additional Large Teaching Space in the City Centre (closed)** G
To approve a paper from the Director of Estates
- 9 **Bioresearch and Veterinary Services Estates Strategy (closed)** H
To approve a paper from Director of Corporate Services

ROUTINE ITEMS

- 10 **Small Works Process (closed)** I
To approve a paper from the Director of Estates

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| 11 | Capital Project Update (closed)
To <u>note</u> a paper from the Director of Estate Development | J |
| 12 | Estates Committee Sub-Group and Estates Tender Review Panel Approvals
To <u>note</u> a paper from the Director of Estates | K |
| 13 | Accommodation Nominations Agreement 10, 11 & 17 Beaverbank (closed)
To <u>approve</u> a paper from the Director of Accommodation, Catering and Events | L |
| 14 | Accommodation Nominations Agreement New Park, Bothwell Street, Edinburgh (closed)
To <u>approve</u> a paper from the Director of Accommodation, Catering and Events | M |
| 15 | Development & Alumni Capital Project Update (closed)
To <u>note</u> an update from Director of Philanthropy and Donor Relations | N |
| 16 | Strategic Acquisitions and Disposals (closed)
To <u>note</u> paper from the Director of Estates | O |
| 17 | Estates Department Risk Register
To <u>note</u> paper from the Director of Estates | P |
| 18 | Space Strategy Group Report (closed)
To <u>approve</u> a paper from the Director of Estates | Q |

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

- 19** **Date of next meeting: Wednesday 15 May 2019 - 9:30 – 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 estates.committees@ed.ac.uk



ESTATES COMMITTEE

20 March 2019

Estates Committee Sub-Group and Estates Tender Review Panel 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 12 September 2018. The paper also presents a list of contracts awards (greater than £250,000) over the period 1 September 2018 to 28 February 2019 that have been approved via the Estates Tender Review Panel (ETRP).

Action requested/Recommendation

2. Estates Committee is asked to note the decisions taken by ECSG referred to in point 4 of this paper and further to note the contract awards approved by Estates Tender Review Panel as outlined in Appendix 1 of this report.

Background and context

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

Discussion

4. Estates Committee should note that due to the fact that Estates Committee was cancelled in December 2018, a higher number of decisions have had to be made through the Sub Group than would usually be expected.

5. Since the Estates Committee last met in September 2018, ECSG approved the following:

- Health and Wellbeing Centre at 7 Bristo Square - main contract awarded to Morrison Construction in the sum of £4,743,331.24. Contract completion 5 December 2019.
- Revised Governance Arrangements – UoE Utilities Supply Company Limited Estates Committee Sub-Group recommended that Policy and Resources Committee approve the revised arrangements on 28 January 2019.
- Space Strategy Group approved £1.9m funding from University Resources to progress the Teaching Accommodation Programme for 2019-20.
- The King's Buildings Nucleus - approved £300k from University Resources to continue to develop the detailed proposals to RIBA stage 4B and maintain the programme in order to ensure the project is delivered on time.
- Small Works Bids 2019-20 – the expenditure of £2.81m from University Resources for the prioritised Small Works Programme for 2019-20.

- Edinburgh Futures Institute Tender Approval – Main contract awarded to Balfour Beatty Construction Ltd in the sum of £70,529,999.55. The works commenced on site on March 2019 with contract completion scheduled for November 2021.

6. A list of contract awards (greater than £250,000) approved via the ETRP over the period to 1 September 2018 to 28 February 2019 are contained in the appendix to this paper. The total value is £5,516,091.6. Estates Committee should note that any contract that requires ECSG approval is also included in the appendix as ETRP recommended the award to ECSG.

Resource implications

7. There are 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 continue to oversee any procurement processes.

Consultation

11. Convener, Director of Finance, Director of Estates, Director of Estates Development, Director of Estates Operations and Head of Estates Finance.

Further information

12. Author

Kyle Clark-Hay
Head of Estates Business Services
1 March 2019

Presenter

Gary Jebb
Director of Estates

Freedom of Information

13. This is an open paper.

**Works Contracts Awards = > £250,000
1 September 2018 - 28 February 2019**

Project Description	Appointed Contractor	Contract Award
SCRM Cagewash	SJS Property Services	£298,331.81
King's Buildings Switchboard & Generator Connections	Servest Arthur Mackay Limited	£ 1,556,611.48
Informatics Forum	APM Contracts Ltd	£ 396,762.04
Easter Bush Infrastructure Perimeter Road	ID Verde Ltd	£ 1,143,965.97
	Total	£3,395,671.30

**Services Contracts Awards = > £250,000
1 September 2018 - 28 February 2019**

Project Description	Appointed Consultant	Contract Award
QMRI BRF Refurb	AECOM	£ 700,363.00
Usher Institute	Faithful + Gould	£ 704,713.38
	Total	£ 1,405,076.38

**Goods Contracts Awards = > £250,000
1 September 2018 - 28 February 2019**

Project Description	Appointed Supplier	Contract Award
IRR Laboratory Equipment (Fume Cupboards)	VWR & Fisher	£ 455,308.30
IRR CBS IRR Autowatering Equipment	Edstrom	£ 260,035.63
	Total	£ 715,343.93

**Contract Awards = > £250,000 recommended for award
by ECSG from ETRP
1 September 2018 - 28 February 2019**

Project Description	Appointed Supplier	Contract Award
Health & Wellbeing Centre	Morrison Construction	£ 4,743,331.24
Edinburgh Futures Institute	Balfour Beatty Group	£ 70,529,999.55
	Total	£ 75,273,330.79



ESTATES COMMITTEE

20 March 2019

Estates Department Risk Register

Description of paper

1. The Estates Department's risk register has been updated in accordance with the University's revised risk management process which was agreed by the University Court in October 2018. The Estates Department risk register sets out the risks, consequences and mitigation activities. The risks that are rated as high are attached for the Estates Committee to note.

Action requested/Recommendation

2. Estates Committee is asked to note the risks that are rated as high that are contained in the risk register and the mitigation activities that are in place to manage these risks.

Background and context

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

Discussion

4. Previously Estates Committee requested that the Estates Department risk register be presented to the Estates Committee on an annual basis highlighting the risks that are flagged as high risks. These risks are set out in the Appendix to this paper.

5. In noting the high risks contained in the appendix, Estates Committee is asked to specifically refer to the following risks:

Risk 'EST3' relating to asset protection:

6. This remains a key risk to the University estate, specifically within the historic estate, which over years has had many adaptations that present complex challenges to solve. Investment by the University to protect these assets is vital so as to avoid the damage or destruction of buildings which have been seen in recent disasters within other institutions. Specific detail in relation to asset protection relating to New College is contained in paper F.

Risk 'EST5' relating to the impact of Brexit:

7. This risk specifically relates to the impact to Capital Projects and energy supply. Estates are involved with the organisational contingency planning and from an Estates perspective. Key concerns relate to the availability of utility supply (energy costs are expected to rise due to instability in exchange rates); construction materials (specifically availability of materials and parts and rising costs due to uncertainty in the supply chain); and labour coupled with the wider impact of the value of the pound and VAT considerations. Major Contractors are increasingly returning tenders with Brexit specific clauses, protecting themselves against the risk of rising costs and availability of materials. The UK Construction Products Association is reporting a risk of delays to products entering the UK and a potential price rise of materials of up to 20%.

At the time of writing this paper, these risks are difficult to determine until the outcome of the political negotiations is completed.

Resource implications

8. 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

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

Equality & Diversity

10. 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

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

Consultation

12. 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

13. Authors

Kyle Clark-Hay, Head of Estates Business Services

27 February 2019

Presenter

Gary Jebb, Director of Estates

Freedom of Information

14. The paper is open.

Estates Department - Risk Register																		
#	CATEG ORY	OBJECTIVE	RISK IDENTIFICATION				INITIAL RISK RATING <i>(Risk rated based on effectiveness of current controls at the time of the initial risk assessment)</i>				EVALUATION		MITIGATIONS MANAGEMENT					
			RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	SCORE	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION	ADDITIONAL MITIGATIONS	DELIVERABLE	REQUIRED RESOURCES	TASK OWNER	DUE DATE	DEPENDENCIES/ INTER-RELATIONSHIPS
	e.g. Policy	What planning objective does this event affect.	What is it that you are working to avoid or improve the likelihood or impact of occurring? Risks are future events that could impact achievement of objectives.	What are the triggers, sources or circumstances that could act alone or together to increase the likelihood of the Risk Event occurring? There are usually multiple causes leading to a Risk Event.	If this Risk Event did occur, how would it impact objectives? What are the immediate, mid- and longer-term or cumulative consequences?	What are you doing now to change the likelihood or impact of the event?	How likely?	How severe?			Non-existent, Inadequate, Adequate, Robust, Excessive	Will you treat, monitor, transfer or avoid the risk?	What else are you going to do to better manage the risk?	What form will this mitigation take e.g. a project plan, a report, business case submission to Court, other?	What is needed to develop and implement the mitigation?	Who will take the lead on this mitigation?	When is the deliverable to be ready?	Does the event or mitigation rely on another team or organization? Does it impact another group?
EST 1		An estate that is resilient and sustainable in terms of business continuity and compliance	Failure to be prepared to deal with a major incident, including fire, in terms of accuracy of drawings, system linkages, liaison with internal stakeholders and external agencies (in particular management of Multiple Occupancy Buildings (MoBs) and Personal Emergency and Evacuation Plans (PEEPs))	Major business continuity event either external or internal to the University No planning in place to respond to a major incident	Widespread damage to property and buildings Serious injury or death Business disruption Financial loss Inability to conduct University business Reputational damage Potential litigation and prosecution Loss of equipment and information Compensation	Major and serious incident plans and roll out with associated training and development of staff Fire/security policies Fire detection systems Security staff & procedures Training & awareness Insurance inspections Insurance cover Programme of training, audit and fire risk assessments Planned preventative maintenance inspections, surveys and testing Complete Health & Safety (H&S) management audit programme annually H&S compliance audit programme Comprehensive review of business continuity planning Communications strategy review Review of building opening hours Major incident plan created and further resource and operational requirements at an organisational level requires to be implemented	3	4	12	HIGH	Inadequate	Treat	Business continuity plans Introduction of recorded message phone line and accompanying SOPs Introduction of revised processes at School and College level by Business Continuity Planning		Lead Responsibility Director of Estates Supported by All EMG, Director of Health and Safety		University Risk Management and Business Continuity Team	
EST 2		Effective management structures and a skilled, motivated and empowered workforce that can support business delivery. A Department people want to work in which fosters collaborative working with partners and stakeholders.	Inability to recruit and retain high calibre skilled staff aligned to business requirements	More buoyant construction environment Pension Scheme issues Pay issues Ageing workforce Potential loss of European workers due to Brexit	Reputational damage Impact of staff morale Unable to deliver key institutional priorities Lack of continuity	Annual Reviews leading to staff training and development programme Investor in People (IIP) Reward mechanisms Succession Planning Building resilience within teams to ensure continuity at times of staff illness, holidays Implementation of Estates Values and Behaviours	4	3	12	HIGH	Inadequate	Treat	Development of Assistant PM posts Increased training & development opportunities more flexible working opportunities/sabbaticals Implementation of Living Wage HR service excellence outcomes Estates People Strategy being rolled out	Succession Plan Salary increases for Grades 1&2 to be in place Asst PM posts in place	Additional resource to pay additional salary requirements Additional resource for additional posts	Lead Responsibility Director of Estates Supported by Senior HR Advisor Organisational Development and Change Manager	Asst. PM posts in place in 2019 Salary increases due in 2019 in line with University Policy Succession plan to be in place by Mar 2019	
EST 3		An estate that is resilient and sustainable in terms of business continuity and compliance A safe, well serviced, maintained and compliant estate with few reportable health and safety incidents.	Failure to contain a fire within a building due to inadequate fire compartmentation/fire stopping which impacts upon the ability to control the spread of fire resulting in potential building loss.	Inadequate level of legacy fire compartmentation/fire stopping and record keeping. Age of the estate and poor records Fire compartments breached during refurbishment and maintenance works of an extended period Changes within buildings Updated fire strategy	Potential loss of critical buildings with immediate impact to core business due to the availability of suitable alternative accommodation Reputational damage Potential loss of research material Loss of materials, art and historic assets Insurance claim Health and Safety Executive (HSE) Enforcement action up to and including prosecution	Iconic buildings have been prioritised - New College paper to Estates Committee in September 2018 Programme of fire stopping underway throughout 2018/19 within Student Accommodation Fire Risk Assessments have confirmed life safety is not compromised however asset protection remains a concern Prioritised buildings being identified to all the next phase of survey work to be carried out on a risk based approach Fire Safety Unit considering Fire Risk Assessments Fire Risk Management Group Established (Membership includes Estates and Health & Safety)	3	4	12	HIGH	Inadequate	Treat	Employ additional specialist resources to undertake surveys of buildings to identify where additional fire protection is required. Priority investment in buildings requiring work. Costed programme of works to be compiled, request to Estates Committee for funding 2019 (New College March 2019) Quality control of as-fitted information to both internal and external designers and contractors with clear requirements/procedures for returned updated information on completion of works.	Report to Estates Committee to request funding including for New College. Prioritised Risk Based Project Programme of works.	Additional resources as the survey work will be extensive and intrusive, as will any remedial works.	Lead Responsibility Director of Estates Supported by Director of Estates Operations Director of Health and Safety	Report to Estates Committee - March 2019 Prioritised Risk Based Project Programme of works - ongoing	
EST 4		Modern, fit for purpose, resilient and integrated estates IT systems built around a core buildings database that support the delivery of a range of estates business functions, interfacing with other business partners systems where necessary	Failure to find solutions that deliver systems to address the age, fragility, integrated nature and complexities of existing Estates Department systems at a pace that can deliver the change needed to underpin core business, including corporate linkages and dependencies with IS and other corporate departments.	The Computer Aided Facilities Management Systems were developed 10-12 years ago and although ground-breaking at the time are now in need of further significant development or replacement. A disparate stand alone set of subsidiary systems also need to be further developed, integrated or replaced. Significant customisation of systems means that upgrading them is difficult. Reporting from all systems needs modernised to be effective.	Sub-optimal operational processes Inability to provide data needed for key business areas Inability to manage University wide processes Reputational damage Poor customer experience Frustration	Planning round processes to identify projects Ongoing resilience improvement programmes and infrastructure upgrades Ongoing dedicated support within Estates to IT development Risk assessment for each project Partnership working with IS Review of existing process and procedures/ undertake business analysis Phased delivery plan for implementation of IT plan Working collaboratively with other business areas within Corporate Services and across other Support Groups Active stakeholder engagement through Strategic Project Boards Implementation of EPPM in progress Improved supplier management Structured approach to change management across the Department	4	4	16	HIGH	Adequate	Treat	Business continuity and recovery plans and exercises Potential outcomes from HR and Finance transformation programmes and potential to link and improve our systems A number of replace versus maintain decision will need to be made.	The Estates IS Programme and implementing Core Systems and the Service excellence transformations will achieve the mitigation	A prioritised Estates IS plan which may need additional funding to be addressed in the planning round	Lead Responsibility Director of Estates Supported by All EMG	Sequential deliverables over the next 3-5 years	ISG, Core Systems Development, FIRST

#	CATEGORY	OBJECTIVE	RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	SCORE	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION	ADDITIONAL MITIGATIONS	DELIVERABLE	REQUIRED RESOURCES	TASK OWNER	DUE DATE	DEPENDENCIES/ INTER-RELATIONSHIPS
EST 5		A world class estate that matches expectations, responds flexibly to changing student and staff needs and one which showcases the University.	Failure to effectively deliver Capital Projects and effective Operations due to the post-Brexit relationship with the EU	Uncertainty of post-Brexit deal with the European Union creates difficulties in planning projects and programmes 'No deal' Brexit results in trade with the European Union being determined by World Trade Organisation Rules and the UK is immediately withdrawn from the rights and responsibilities of the European Union	Shortage of staff with appropriate skills at both professional and trade level Higher project costs due to increased staff costs Higher project costs due to rise in cost of materials sourced from within the EU Inability to obtain materials from within the EU Delays to projects Current staff within Estates may choose to leave the UK	Monitoring of the Department for Exiting the European Union's Publication of Technical Notices Regular liaison is undertaken with suppliers and contractors Consideration of alternative supply contracts Consideration of alternative products Consideration of alternative critical parts' procurement Consideration of alternative suppliers Where possible confirmation that UK based manufacture components will provide resilience of supply Implementation of University Guidance in relation to settled status of EU citizens Full Risk Register in place for Estates to monitor individual risks as they become confirmed	4	4	16	HIGH	Adequate	Monitor	Guidance to be issued to design teams and staff to ensure that specified materials and systems are, wherever viable, available from UK manufacturers Updates to be provided to each meeting of the Estates Management Group to monitor the situation	Reports to EMG as required	Appointment of a Brexit Champion from within existing Resources to monitor technical notices issued by Government	Lead Responsibility Director of Estates Supported by Head of Minor Projects		External to University - depending on result of BREXIT deal UK and Scottish Government
EST 6		An estate that is resilient and sustainable in terms of business continuity and compliance. A safe, well serviced, maintained and compliant estate with few reportable health and safety incidents.	Failure to meet or be compliant with legislation or regulations related to the operation of the estate.	Significant legacy position to be recovered Scale, complexity and availability of resources has determined the length of programme	Potential litigation and prosecution Reputational damage Financial loss Inability to conduct University business Impact on staff Compensation	Building surveys and risk assessments Prioritised maintenance and compliance work programme Training and awareness audit PPM and testing regimes review Compliance management module Asset surveys Embedding new teams, staff structure and systems to deliver better outcomes Health and Safety Management System Comprehensive Planned Maintenance and Safe Systems Review underway Implementation of Governance Group Building Inspections Risk assessment Implementation of compliance management module for better reporting and management information against KPIs Implementation of training records database Responding to learning (e.g. Cole report) from high profile building failures e.g. Grenfell, CEC	4	4	16	HIGH	Adequate	Treat	Further implementation of Governance Group with a serious of targeted working groups Compliance internal audit due in Autumn 2019 Ongoing review of Records Management processes and systems within Estates Implementation of Information Governance Strategy for the Department Implementation of SharePoint and review of current working practices The requirement for ongoing funding will be flagged in the planning submission	Further Implementation of Governance Group with a serious of targeted working groups Information Governance Strategy SharePoint Project Team	Prioritisation of existing resource allocations is ongoing however additional bids will continue to be made through the planning round and Estates Committee System improvements working with IS, and work streams developing from Governance group activity New Compliance Manager is being recruited IS SharePoint resource The requirement for ongoing funding will be flagged in the planning submission	Lead Responsibility Director of Estates Supported by Director of Estate Operations Director of Estates Development	Further implementation of Governance Group with a serious of targeted working groups - ongoing Compliance internal audit due in Autumn 2019 Information Governance Strategy - ongoing SharePoint Project Team - ongoing	
EST 7		A world class estate that matches expectations, responds flexibly to changing student and staff needs and one which showcases the University Popular and well utilised learning spaces to support 21st century student aspirations and pedagogy leading to high facilities ratings in the national student survey	Failure to deliver an estate of appropriate size, capable of supporting growth, particularly in terms of the teaching and residential estate, and one that is flexible and fit for purpose and provides an excellent student experience that can be easily adapted to meet changing needs and particular locational challenges and insufficient decant space available to support Estates Development programmes.	Lack of clear organisational strategic direction in relation to capital projects. Uncertainty in relation to UK's exit from the European Union.	Impact on achievement of key strategic goals Financial loss Loss of confidence by funding bodies, partners and contractors, staff and student communities Disruption Loss of reputation Student dissatisfaction and poor NSS results	Regular meetings with Local Authorities and stakeholder groups Continued investment in the teaching estate Site co-ordinators to assist in co-ordination of the Capital Programme Design guidelines bring reviewed Ongoing governance role for Space Strategy Group (SSG) Revised estate vision	4	4	16	HIGH	Adequate	Monitor	Strategic plan to confirm size and shape of the organisation. Ongoing consideration of Central Area space requirements Capital Prioritisation planning	Plan and prioritisation model	Work is currently underway within existing resources	Lead Responsibility Director of Estates Supported by Director of Estates Development Director of Estates Operations	Plan and prioritisation model - TBC	University Senior Management Team
EST 8		A world class estate that matches expectations, responds flexibly to changing student and staff needs and one which showcases the University An estate that is resilient and sustainable in terms of business continuity and compliance	Failure to manage the contractor/sub-contractor pipeline and specialist design input, commissioning and validation.	Over reliance of architects and engineers on Contractor Design Portion (CDP) Lack of resources and specialist resource within the industry	Project overruns Time delays Financial loss Loss of confidence by funding bodies, partners and contractors. Loss of confidence Disruption Reputational damage Poor quality work	Implementation of revised Procurement Protocol Improved supplier management Revised Estates Development structure Appointment to Development Service Engineer posts	4	4	16	HIGH	Adequate	Treat	Procurement pipeline monitoring Development of an Estates Procurement Strategy Industry monitoring A review is underway of quality management with the development of a revised procedure planned Updated design guidelines are being developed	Quality Management Procedure Revised Design Guidelines Design Review by Building Service Engineers	Staff time from within existing resources	Lead responsibility Director of Estates Supported by Director of Estates Development Director of Estates Operations Head of Estates Business Services Head of Estates Finance Head of Construction Head of Minor Works	Quality management procedure due in Spring 2019 Revised Design Guidelines due TBC Design Review is ongoing	There is an interdependency between design teams and operations

#	CATEGORY	OBJECTIVE	RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	SCORE	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION	ADDITIONAL MITIGATIONS	DELIVERABLE	REQUIRED RESOURCES	TASK OWNER	DUE DATE	DEPENDENCIES/ INTER-RELATIONSHIPS
EST 9		A world class estate that matches expectations, responds flexibly to changing student and staff needs and one which showcases the University. Estates business delivery underpinned by processes that are relevant for a modern institution, fit for purpose, transparent and seamlessly integrated with other business partners processes such as procurement and finance. Optimal service delivery with an emphasis on value for money.	Failure to deliver a credible capital programme of significant scale and projects within it in terms of: • 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 • Delivering a scalable operational model that evolves with the capital plan	Changes in the construction industry that are out with University control Priorities for the University are still to be agreed Lack or resources to be able to respond to changing priorities	Financial loss Loss of confidence by funding bodies, partners and contractors. Loss of confidence within staff and student communities Disruption Reputational damage	Report presented to each cycle of Estates Committee regarding the Capital Plan Update on Capital Plan included in Estates Committee report to Policy and Resources Committee New Estates Development Structure has been implemented Review project methodologies and processes and implement of myProjects system to improve scenario planning and management of delivery Revisions to project governance supported by PMO Continued dialogue between EDMs and their representative areas Regular meetings with Local Authorities and Historic Environment Scotland to retain and develop strong business links Published Estates Vision Statement Ongoing review of Estates Governance arrangements Ongoing engagement with the construction industry Ongoing engagement with the further education sector to learn from best practice	3	4	12	HIGH	Adequate	Monitor	Implementation of the myProjects system Ongoing work in relation to Capital Prioritisation	myProjects software	Work is currently underway within existing resources	Lead Responsibility Director of Estates Supported by All EMG	myProjects is due to go live in March 2019	University Executive Team
EST 10		Estates business delivery underpinned by processes that are relevant for a modern institution, fit for purpose, transparent and seamlessly integrated with other business partners processes such as procurement and finance	Failure to follow and comply with procurement legislation or to manage an increasingly demanding legislative environment brought about by: • Additional legislative burdens • The scale of the capital programme compounding the legislative compliance burden	Volume of procurement activity Inconsistent approaches to process Lack of awareness of procurement processes	Loss of confidence by funding bodies, partners or contractors Potential litigation and prosecution Reputational damage Financial loss and clawback Compensation Inability to conduct University business	Implementation of the revised Estates Procurement Protocol Improved appointment and management process of contractors through the use of Frameworks Dedicated procurement resource embedded within estates and access to procurement legal experts Formation of Collaborative Inquiry Group Estates Procurement Drop-in clinics	3	4	12	HIGH	Adequate	Monitor	Monitor the volume of procurement required to support the development and operation of the Estate Review programme across Estates to strengthen the procurement process Explore framework agreements to streamline process	Continued work of Collaborative Inquiry Group	Work is currently underway within existing resources	Lead Responsibility Director of Estates Supported by Head of Estates Business Services All EMG members	Collaborative Inquiry Group - ongoing	Procurement Estates Category Team
EST 11		Estates business delivery underpinned by processes that are relevant for a modern institution, fit for purpose, transparent and seamlessly integrated with other business partners processes such as procurement and finance	Failure to maintain the highest standards of records management and being unable to demonstrate that all statutory compliance management activities have been completed.	Varied record storage processes across the Department Volume of information No controls over the K drive	Potential litigation and prosecution Reputational damage Funding clawback Business disruption Loss of key information	Information Governance Working Groups and project board reviewing current practice Advice and regular meetings with University Data Protection Officer to support implementation of GDPR Planned approach to the implementation of Sharepoint Ongoing work in relation to the implementation of GDPR	3	4	12	HIGH	Adequate	Monitor	Implementation of Information Governance Strategy for the Department Implementation of SharePoint and review of current working practices	Information Governance Strategy SharePoint Project Team	IS SharePoint resource	Lead Responsibility Director of Estates Supported by Heads of Estates Business Services	Information Governance Strategy - ongoing SharePoint Project Team - ongoing	IS

