



# THE UNIVERSITY *of* EDINBURGH

## Estates Committee

Raeburn Room, Old College

Wednesday 16 May 2018, 9.30-12.30pm

### AGENDA

- 1 Minute (closed)** **A**  
To approve the minute of the previous meeting held on 14 March 2018.

- 2 Matters Arising**  
To raise any matters arising.

### SUBSTANTIVE ITEMS

- 3 Estates Annual Capital Plan 2017/18-2027/28 (closed)** **B**  
(closed)

To note a paper from the Director of Estates.

- 3.1 Finance Director's Update - Interim Ten Year Forecast (May 2018)** **B1**  
(closed)

To note a paper from the Director of Finance.

- 4 Firbush Outdoor Centre – Full Business Case(closed)** **C**  
To approve a paper from the Director of Corporate Services.

- 5 4D Cellular Medicine at Institute of Genetics and Molecular Medicine** **D**  
(closed)

To approve a paper from the College Registrar, Medicine & Veterinary Medicine.

### ROUTINE ITEMS

- 6 Capital Project Update (closed)** **E**  
To note a paper from the Director of Estates Development.

- 7 Estates Committee Sub-Group and Estates Tender Review Panel** **F**  
**Approvals**  
To note a paper from the Director of Estates.

- 8 Development Trust Campaign Capital Project Update (closed)** **G**  
To note an update from the Director of Philanthropy and Donor Relations, Development & Alumni.

- 9 Strategic Acquisitions and Disposals (closed)** **H**  
To note a paper from the Director of Estates.

- 9.1 Argyle House Lease for Edinburgh College of Art Redevelopment (closed)** **H.1**  
To approve a paper from the Director of Estates.

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

- 10 Estates Department Management Structure Changes** **I**  
To note a paper from the Director of Estates
- 11 Sustainable Campus Fund** **J**  
To approve a paper from Director of Estates Operations
- 12 College of Arts, Humanities and Social Sciences Summary Report (closed)** **K**  
To approve a paper from the Registrar, College of Arts, Humanities & Social Sciences
- 13 College of Medicine & Veterinary Medicine Summary Report (closed)** **L**  
To note a paper from the College Registrar, Medicine & Veterinary Medicine
- 13.1 Relocation of Edinburgh Medical School Research from Central Area to Edinburgh BioQuarter (closed)** **L1**  
To note and comment a paper from the College Registrar, Medicine & Veterinary Medicine
- 14 Professional Services Summary (closed)** **M**  
To approve a paper from Director of Corporate Services
- 15 Date of next meeting: Wednesday 12 September 2018 -09:30 – 12:30 to be held in the Raeburn Room, Old College.**



ESTATES COMMITTEE

16 May 2018

**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 14 March 2018. The paper also presents a list of contracts awards (greater than £250,000) over the period 1 March 2018 to 30 April 2018 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 via the ETRP 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. Since the Estates Committee last met, ECSG approved the following:

- Institute of Genetics and Molecular Medicine (IGMM)– **approved in principle**, £12m from University Corporate Resources to provide a 1:1 match funding with the Medical Research Council (MRC) for a capital commitment to the project to expand and upgrade space at the IGMM to house the 4D Cellular Medicine Initiative led by the MRC Human Genetics Unit (HGU). As a result of the financial commitment, this approval is subject to a full business case being presented to Estates Committee for endorsement prior to formal approval by the University Court or Exceptions Committee.

5. A list of contract awards (greater than £250,000) approved via the ETRP over the period to 1 March 2018 to 30 April 2018 is circa £5m (Appendix)

**Resource implications**

6. Given the level of financial commitment, a full business case will be presented to Estates Committee for endorsement prior to formal approval by the University Court or Exceptions Committee.

**Risk Management**

7. There are no specific risks identified.

**Equality & Diversity**

8. No specific Equality and Diversity issues are identified.

**Next steps/implications**

9. The Estates Department will oversee any procurement processes.

**Consultation**

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

**Further information**

11. Author

Kyle Clark-Hay  
Head of Estates Business Services  
8 May 2018

Presenter

Gary Jebb  
Director of Estates

**Freedom of Information**

12. This is an open paper.

**Works Contracts Awards = > £250,000**  
**1 March 2018 - 30 April 2018**

Paper F Appendix 1

<b>Project Description</b>	<b>Appointed Contractor</b>	<b>Contract Award</b>	
Easter Bush Aquaculture Suite - Main Contractor	Ashwood Scotland Ltd	£	672,614.02
Informatics Emergency Lighting - M&E Contractor	John G Mackintosh	£	488,228.99
	<b>Total</b>	<b>£</b>	<b>488,228.99</b>

**Services Contracts Awards = > £250,000**  
**1 March 2018 - 30 April 2018**

<b>Project Description</b>	<b>Appointed Consultant</b>	<b>Contract Award</b>	
Main Library Redevelopment - Design Team	Lewi & Hickey	£	1,640,000.00
Global Academy Agriculture R(D)SVS - Architect	Atkins Ltd	£	275,000.00
Peffermil Student Accommodation - Design Team	JM Architects	£	1,539,300.00
CHP Plant Operation & Maintenance	Clarke Engergy Ltd	£	865,004.69
	<b>Total</b>	<b>£</b>	<b>3,454,300.00</b>

**Goods Contracts Awards = > £250,000**  
**1 March 2018 - 30 April 2018**

<b>Project Description</b>	<b>Appointed Supplier</b>	<b>Contract Award</b>	
Murchison House Refurb - Audio Visual	Streamtec	£	562,647.98
SCRM Cagewash - Equipment	Tecniplast	£	481,990.00
	<b>Total</b>	<b>£</b>	<b>1,044,637.98</b>





**ESTATES COMMITTEE**

**16 May 2018**

**Estates Department Management Structure Changes**

**Description of paper**

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

**Action requested/Recommendation**

2. Estates Committee is asked to note the update.

**Background and context**

3. In December 2017, Estates Committee was advised of changes to the Senior Management structure of the Estates Department; the introduction of the roles of Director of Estates Development, Director of Estates Operations and Head of Estates Business Services.

4. As part of that update, Estates Committee was advised that the new Director of Estates Development would be undertaking a review of the Development team and that an update would be provided.

**Discussion**

5. The introduction of the Director of Estates Development post has seen the bringing together of all capital development functions into one team; Capital Projects, Estates Planning and Special Projects, Small Projects and Minor Work, Estates Management, Space Management, Learning & Teaching Space Design and The Project Management Office.

6. The benefits of bringing together all aspects of Development are to enable greater visibility of all projects across the programme and assist project managers to be flexed across the different projects more easily.

7. In recognition of the size and the scale of the capital programme and in order to simplify the structure within the Development team, the Capital Projects team and the Estates Planning and Special Projects team have now been amalgamated and the two leadership roles reviewed.

8. The role of Head of Capital Projects and the role of Head of Estates Planning and Special Projects have now been re-shaped to better fit the requirements of the business.

9. The role of Head of Estates Planning will focus on all projects in stages 1-3, providing a focus on all projects until the business case has been agreed. Anna Stamp will be carrying out this role.

10. The role of Head of Construction will focus on all projects in stages 4a-7, providing a focus on all projects as they are delivered. This post is currently progressing through the recruitment process, but an interim resource Stewart McLeod is in place.

11. Project Managers and Estates Development Managers will continue to work on the full lifecycle of all projects, guaranteeing continuity of management throughout.

### **Resource implications**

12. The resources required for these changes will be found from within the current estates budget.

### **Risk Management**

13. Re-casting the two senior roles to focus on the two key phases of projects; design and construction, ensures that specialist skills are focussed on the projects at the right time and this should reduce risk within all projects.

### **Equality & Diversity**

14. There are no Equality & Diversity implications in these changes.

### **Next steps/implications**

15. Once the new structure has been embedded, it will be reviewed on a continuous basis to ensure it meets evolving business requirements.

### **Consultation**

16. The Development team were consulted during the review.

### **Further information**

17. Author

Zoe Stephens  
Organisational Development & Change  
Manager  
9 April 2018

Presenter

Gary Jebb  
Director of Estates

### **Freedom of Information**

18. Paper is open.





ESTATES COMMITTEE

16 May 2018

**Sustainable Campus Fund: Performance Update**

**Description of paper**

1. This paper provides an update on the Sustainable Campus Fund (SCF) and requests approval of an extension of the fund to 5 years – to 2020/21.

**Action Requested / Recommendation**

2. Estates Committee is requested to:

- note the SCF performance update and provide any comments or feedback;
- approve a further extension of £1m to the SCF for 2019/20 (4<sup>th</sup> year) and £1m for 2020/21 (5<sup>th</sup> year).

**Background**

3. The SCF was approved by Estates Committee in May 2016 with a total fund of £2.75m allocated over 3 years commencing in 2016/17.

4. The Fund is an internal investment vehicle that provides financing within the University for implementing energy efficiency, renewable energy, and other sustainability projects that generate cost savings.

5. Projects proposed are screened by a joint Estates-Social Responsibility and Sustainability (SRS) working group using a points-based system that considers financial payback and minimum return of investment, carbon savings, match funding, innovation, creativity, collaboration and additionality. These are then considered for final approval by the Directors of Estates and SRS<sup>1</sup>.

6. The original business case was that investing £2.75m over 3 years would bring estimated financial returns of £675k per annum by the end of Year 3 in addition to reducing the University's carbon emissions.

**Discussion**

7. The second year of the SCF has continued to see strong performance. At the end of the 3rd Quarter in Year 2:

- 45 Projects were approved by Directors following screening by the Utilities Working Group.
- Projects approved to date (Year 1 and Year 2)<sup>2</sup> have allocated investment of £1.101m and are estimated to bring annual financial savings of £350k and annual carbon saving of 1,300tCO<sub>2</sub>e.

---

<sup>1</sup> See Estates Committee Paper May 2016 for business case and governance arrangements

<sup>2</sup> Up to the end of the third quarter of the second year (end of April 2018).

- Additional projects with proposed investments of £335k bringing £62k annual savings are awaiting final review and approval (as of 23<sup>rd</sup> April). Projects proposed are reviewed monthly.
- 20 projects (31%) have been rejected. Some projects could not produce credible energy or cash savings, some fell outside of agreed financial metrics, and some, whilst generating savings, were really mainstream capital replacement items and thus more appropriate for local budgets to fund them.
- Savings are being achieved through a wide spread of projects such as: innovations in fume cupboards (constant to variable air flow); lighting replacements; use of sensors; a helium recovery project; replacement of Uninterrupted Power Supply (UPS); use of closed circuit chillers and contribute to the modernisation of the campus. A network of over 100 Energy Coordinators helps disseminate information about the fund and identify opportunities.
- Performance is reviewed quarterly by the Utilities Working Group and to Directors of SRS and Estates and reports are provided annually to the Estates Committee.

**Table 1: Financial and Carbon Performance and Prediction**

<b>Performance (Cumulative)</b>	<b>UoE Sustainable Campus Fund Spend</b>	<b>UoE Sustainable Campus Fund Savings</b>	<b>UoE Sustainable Campus Fund tCO2e</b>
<b>Year 1</b> (approved as of 31 July 2017)	£821,132	£250,000	1,100
<b>Year 2</b> (approved as of 12 Apr 2018)	£1,101,200	£349,200	1,306
<b>Year 2</b> (including those awaiting approval as of end April 2018)	<b>£1,436,200</b>	<b>£411,100</b>	<b>1,414</b>

8. In line with a request from the Vice-Principal Planning, Resources and Research Policy, the mechanism and performance of the fund has enabled the University to secure additional investment. In March 2018 the Scottish Funding Council committed funding of £5.2m via an upfront, zero interest loan. This includes c. £440k of projects previously approved for the Sustainable Campus Fund during 2017/18. Projects funded via the Scottish Funding Council are estimated to bring additional annual savings of £662k and 2,264tCO2e and have a combined payback of under 8 years.

9. The spend for projects originally approved for the UoE Sustainable Campus Fund now included in the Scottish Funding Council allocation (c £440k) can now be used for additional cost saving projects.

10. It is clear that the Sustainable Campus Fund is helping the University meet energy, cost and carbon savings targets, has helped to bring in additional funding and build engagement across the campuses.

11. As part of the Corporate Services Group Planning Round, a fund extension was raised by SRS, £1m for 2019/20 was noted but as this is capital this requires to be approved by the Estates Committee as does the request for £1m for 2020/21.

### **Resource Implications**

12. A further extension of £1m to the SCF for 2019/20 (4th year) and £1m for 2020/21 (5th year).

### **Risk Management**

13. All initially identified risks have been mitigated or are under active management.

### **Equality & Diversity**

14. Currently no issues of concern have been identified in terms of equality or diversity of the project proposers or recipients.

### **Next steps/implications**

15. Approved projects will require an ongoing focus on implementation. An update will be given to Estates Committee each May as agreed.

### **Consultation**

16. The projects have been reviewed by Utilities Working Group members.

### **Further information**

#### **17. Authors**

Chris Litwiniuk, Engagement Manager  
Michelle Brown, Head of SRS Programmes  
Dave Gorman, Director of SRS  
Grant Ferguson, Director of Estates Operations

#### **Presenter**

Grant Ferguson, Director of  
Estates Operations

### **Freedom of Information:**

18. Open paper

