



Estates Committee

Wednesday 28 August 2024

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:**
- Frank Armstrong, Co-opted Member of Court
 - David Argyle, Vice Principal and Head of College of Medicine and Veterinary Medicine
 - Leigh Chalmers, Vice-Principal and University Secretary
 - Chris Cox, Vice-Principal Philanthropy and Advancement and Executive Director Development and Alumni
 - Sue Currie, External Member
 - Iain Gordon, Vice-Principal and Head of College of Science & Engineering
 - Dave Gorman, Director of Social Responsibility and Sustainability
 - Kim Graham, Provost
 - Lee Hamill, Director of Finance
 - Colm Harmon, Vice-Principal Students
 - Dora Herndon, EUSA President
 - Catherine Martin, Vice-Principal Corporate Services
 - Gavin McLachlan, Vice-Principal, Chief Information Officer and Librarian to the University
 - Mark Parsons, EPCC Director and Dean of Research Computing
 - Sarah Prescott, Vice Principal, Head of the College of Arts, Humanities and Social Sciences
 - Rona Smith, Director of Strategic Planning & Insight
 - Carina Svensen, Director of Accommodation, Catering and Events
 - Richard Terry, External Member of the Committee
 - Damien Toner, Director of Estates
- In Attendance:**
- Kym McCaul, Estates Governance and Committee Officer
 - Tommy Angus, Director of Estates Operations
 - Stephen Barnes, College of Arts Humanities and Social Sciences, Head of Operations and Planning
 - Anne-Marie Coriat, College Registrar, College of Medicine and Veterinary Medicine
 - Ruth Elliott, Students' Association Vice-President Community
 - Andrew Glass, Head of ICT, Accommodation, Catering and Events
 - Terry Fox, Director of Specialist Services, Finance
 - Jane Johnston, Director of Estate Development
 - McMath, Deputy Director, Stakeholder Relations, Communications and Marketing
 - Jennifer Milne, Deputy CIO
 - Zoe Stephens, Director of Estates Business Services
 - Tony Weir, Director of Information Technology Infrastructure

Hannah King, Policy and Governance Manager

Apologies: Theresa Merrick, Director of Communications and Marketing
Alistair Smith, Co-opted Member of Court
Jo Craiglee, Head of Knowledge Management and IS Planning
Grant Ferguson, Director of Estates Net Zero and Carbon Leadership
Peter Mathieson, The Principal and Vice-Chancellor
Anne Payne, College Registrar, College of Science and Engineering

1. Welcome & Introduction

The Convener welcomed:

- Dora Herndon, President, Edinburgh University Students' Association
- Ruth Elliott, Vice President Community, Edinburgh University Students' Association; and
- Andrew Glass, Head of ICT, Accommodation, Catering and Events (agenda item 11 only)

Apologies were noted by Estates Committee.

2. Minute

Estates Committee approved the minute from 15 May 2024.

3. Action Log

Estates Committee agreed to close actions 2023/24-11, 2023/24-12 and 2023/24-15 and noted two actions remained open.

4. Matters Arising

Update on Strategic Acquisition

The Director of Estates provided a verbal update on progress with a strategic acquisition.

Update on the Development of a New Capital Plan

The Director of Estates provided a verbal update on progress with the development of a new Capital Plan. It was advised that the New Capital Plan Working Group had been paused to allow work to be undertaken to create a new estates strategy. The working group would recommence in the new year following which a new Capital Plan would be presented for approval.

Update from Policy and Resources Committee – 3 June 2024

Estates Committee noted the Estates Committee Terms of Reference was approved by Policy and Resources Committee.

Update from University Court – 17 June 2024

Estates Committee noted that the items recommended for approval at the last Estates Committee had all been approved by University Court.

It was advised that, prior to approval, there had been rigorous discussion at University Court in particular regarding the affordability of the Capital Plan. Estates Committee was reminded of its responsibility to ensure there was regular review and challenge of the Capital Plan.

4.1 Update on Student Accommodation Requirements and Availability for 2024/25 Academic Year

The Director of Accommodation, Catering and Events (ACE) provided a verbal update on the dynamic situation around Student Accommodation ahead of students arriving for the new academic year.

5. Key Decision Forward Plan

A forward plan was presented listing the reports that were expected to be presented to Estates Committee in the coming year and the decisions that would be required by Estates Committee.

Estates Committee noted the Key Decisions Forward Plan.

6. Estates Annual Capital Plan 2023 to 2029

An update to the Capital Plan for the six-year period 2023 to 2029 was presented. It set out the movements in the Capital Plan compared with the Capital Plan presented at Estates Committee in May 2024, the actual expenditure for 2023-24 the forecast for 2024-25 and the request for funding sought at this Estates Committee. The financial impact of construction inflation on the plan was also detailed.

During discussion it was highlighted that the Climate Strategy was expected to be presented to University Executive then onwards to Policy and Resources Committee and University Court. This would have large capital implications and should be reflected in Committee reports.

Estates Committee agreed that future reports on the Estates Capital Plan and Digital Capital Plan should include expanded sections on responding to the climate emergency and sustainability goals.

Action: Director of Estates and Vice-Principal, Chief Information Officer and Librarian to the University

It was highlighted that, whilst the 2024/25 expenditure was at the level previously reported for some time, this represented a significant increase in capital expenditure when compared with that of 2023-24. It was advised that when the Capital Plan had been approved in 2022 that it was forecast that there would be a peak in spending in this academic year, falling away in subsequent years. It was confirmed that this expenditure was fully funded, deliverable and manageable.

7. Digital Estate Capital Plan - 2023 to 2029

An update on the Digital Estates 5-year capital envelope, 2023-29 was presented.

During discussion Estates Committee noted:

- Consideration would be given to the addition of full project name and a brief explanation for each Digital Estates project and removal of acronyms in the Digital Estate Appendix 1 document;
- The team would investigate how other organisations were responding to the switch from capital to revenue funding of digital services; and
- The team would work with a University Finance short term group to review capitalisation and the capital and revenue mix for funding of the Digital Estates programme.

Estates Committee noted the Digital Estate Capital Plan.

Action: Vice-Principal, Chief Information Officer and Librarian to the University

8. Return On Investment (ROI) on the Estates Capital Plan: 2015 to date

In order to assess the financial performance of the current Estates Capital plan, and feed into the process for the development of the new capital plan, a review of the current Returns on Investment, from the Finance perspective, achieved by each project (and consequently the portfolio in aggregate) and key learnings from business cases and Post Implementation Reviews was presented. It was agreed that the analysis would be presented to Estates Committee on an annual basis.

Action: Director of Finance

9. New Darwin - Full Business Case

A paper was presented for approval of the Full Business Case for the New Darwin project. Funding was sought to progress the project to completion.

Estates Committee approved the Full Business Case subject to amending the wording in the section on social and civic responsibility. Estates Committee recommended approval of Capital Funding) to Policy and Resources Committee and subsequently University Court, to progress the project to completion.

Action: Vice-Principal and Head of College of Science and Engineering

10. Advanced Computing Facility (ACF) Exascale Project - Update

An update was presented to Estates Committee on the Advanced Computing Facility (ACF) Exascale Project in light of the Government's announcement concerning the overall UK Exascale Project, on Thursday 1 August 2024.

11. Accommodation, Catering and Events Kx System Direct Award Business Case – Including Kx Hosting

A paper was presented for the Kx System Direct Award – including Kx Hosting Full Business Case.

Estates Committee noted the proposal was fully funded from within the ACE planned revenue budget.

Estates Committee approved:

- The Full Business Case;
- The proposal to migrate on-premise databases and applications to Kx Hosting;
- Funding for the Kx Contract Award and for the Kx Hosting migration project; and
- A contract renewal for the Kx system with Kinetic Solutions Ltd.

Action: Director of Accommodation, Catering and Events

12. Integrated Transport Plan 2023-2030 (2024 Review and Update)

The first annual review and update to the University of Edinburgh Integrated Travel Transport Plan (ITP) 2023 – 2030 was presented to Estates Committee.

Estates Committee noted:

- University Executive approved the 2024 Update to the Integrated Transport Plan 2023-2030 on 11 June 2024;
- University Executive approved the proposed annual changes to car parking charges;
- The recruitment of a Fleet Manager to take over the procurement, management, servicing, replacement and rationalisation of all University owned and leased vehicles had been completed; and
- A revised University Vehicle Policy would be presented to University Executive in due course.

13. Estates Capital Projects Update

An overview was provided of the Estates major projects above £1m, which were currently committed, and in the construction stage on site or which have been completed since the last meeting.

Since the last meeting of Estates Committee two new projects, above £1m, had been awarded and had either commenced on site or were due to commence shortly. These were:

- Appleton Tower Reinforced Autoclaved Aerated Concrete (RAAC) - main contract commencement following completion of the asbestos removal works; and
- Dan Rutherford RAAC works - enabling works and decant are in the process of being completed ahead of the main contract commencing.

The Edinburgh Futures Institute, the Institute for Genetics and Cancer, the Data Driven Innovation (DDI) Agri Tech Hub and the Usher Institute reached practical completion in recent months. They have all been successfully handed over and occupied with any snagging works now ongoing and being managed carefully to minimise any disruption to building occupants.

14. Digital Estate Status Update as of the end of July 2024

A paper was presented with a summary of progress on the substantive Digital Estate projects with key updates on the current state of the Digital Estate from the Programme Leads and Owners.

Estates Committee noted the Digital Estate Status Update.

15. Estate Net Zero Pathway Update

Estates Committee noted the update on activity related to the delivery of the Estates contribution to the University's Net Zero by 2040 target.

16. Estates Committee Exception Group and Estates Tender Review Panel Approvals

A paper was presented on the decisions taken by Estates Committee Exception Group (ECEG) since the last Estates Committee on 15 May 2024. The paper also presented a list of contract awards (greater than £250,000) over the period 2 May 2024 to 21 August 2024 that have been approved via the Estates Tender Review Panel (ETRP).

Estates Committee noted the following decisions taken by ECEG:

Appleton Tower RAAC Remediation Works – Main Contractor Construction Services

- ECEG approved the award of the contract for construction services in respect of the Appleton Tower RAAC Remediation Works, to Robertson Construction Ltd.

Accommodation Nominations Requirements 2024/25

- ECEG approved entering into a nomination lease agreement with Homes for Students at Beaverbank and entering into a nomination lease agreement with Unite Student at Bridge House.

- ECEG agreed to delegate authority to the Director - Property and Residential Services at ACE, to conclude the negotiations for the agreements, as well as instruct the University appointed solicitors, Shepherd and Wedderburn, to enter into the missives once the terms had been agreed.

Purchase of Photon-Counting Computed Tomography Scanner

- ECEG approved the purchase of a Siemens Naeotom Alpha photon-counting CT scanner.

Mechanical Works and Associated Services Framework Agreement - Appointment of Contractors

- Estates Committee Exception Group approved the appointment of the following contractors to the framework agreement, EC1006 Mechanical Works and Associated Services, based on the results of the competitive tendering exercise carried out.

Lot 1 – Science & Engineering (KB) and Medical & Veterinary Sciences

1 st ranked	OCS M&E Services Ltd
2 nd ranked	Taylor & Fraser Ltd
3 rd ranked	ARC-Tech (Scotland) Ltd
4 th ranked	John G Mackintosh

Lot 2 – Arts, Humanities and Social Sciences, Accommodation, Catering and Events (ACE) and Professional Services.

1 st ranked	Taylor & Fraser Ltd
2 nd ranked	OCS M&E Services Ltd
3 rd ranked	ARC-Tech (Scotland) Ltd
4 th ranked	John G Mackintosh

Daniel Rutherford RAAC Remediation Works - Main Contractor Construction Services

- ECEG approved the award of the contract for construction services in respect of the Daniel Rutherford RAAC Remediation Works, to Robertson Construction Group Ltd.

New Darwin – Design Team Consultancy Services

- ECEG approved the award of the contract for multi-disciplinary design team services in respect of the New Darwin project, to Atkins Réalis (formerly Faithful & Gould) and noted that the contract award would be signed in line with the University Delegated Authority Schedule.

Accommodation Nominations Requirements 2024/25 – Update

- ECEG approved the increase of beds for the nomination lease agreement with Unite Students at Bridge House.
- ECEG agreed to delegate authority to the Director - Property and Residential Services at ACE, to conclude the negotiations for the agreement, as well as instruct the University appointed solicitors, Shepherd and Wedderburn, to enter into the missives once the terms had been agreed.

Estates Committee further noted the contract awards approved by Estates Tender Review Panel over the period 2 May 2024 to 21 August 2024 as outlined in Appendix 1 of the report.

17. Capital Projects Group Report

At the last meeting of Estates Committee, the Internal Audit report on the review of Estates Committee arrangements was considered. An observation from the report was that there was felt, in some quarters, to be insufficient visibility on the activities of the Group and that there was an opportunity to increase visibility and awareness of the Group's activities. It was therefore recommended that a short update report should be provided to each meeting of Estates Committee. This was the first iteration of such a report.

Estates Committee noted on occasion, the Group may discuss sensitive matters, often at an early stage of development, which could be subject to a Non-Disclosure Agreement. In these circumstances, it would not be possible to provide Estates Committee with a full and immediate update of the Group's discussions. It would, however, be highlighted in the report that discussions were taking place.

Estates Committee noted the update on the activities of the Group and that the Group's Terms of Reference were available on the University website. The report was welcomed as a useful addition to the standing agenda items.

18. Knowledge Strategy Committee Report

Estates Committee noted the key points from the Knowledge Strategy Committee meeting held on 30 May 2024.

19. Development and Alumni Capital Project Update

A summary was provided to Estates Committee of the progress with fundraising approaches for current priority capital projects. The progress against stretching multi-year targets for gift income towards the University's capital plans, that were discussed and noted at the December 2016 Estates Committee.

Estates Committee noted the update.

20. Strategic Acquisitions Disposals, Leases and Estate Management

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

An update on a Strategic Acquisition was discussed and noted.

Estates Committee noted that since March 2024 Estates Committee: 1 partial surrender of lease, 3 Licences to Occupy, 7 leases/ desk licences within the Data Driven Innovation Hubs and 1 lease of ground from City of Edinburgh Council had been approved under sub-delegation arrangements which were presented to Estates Committee for noting as detailed in Appendices 1,2 & 3 of the report.

Estates Committee noted the Estate Management issues detailed within the report.

21. Darwin Tower Demolition - Main Contractor Construction Services

The outcome of the procurement exercise to appoint a main contractor for construction services for the demolition of the Darwin Tower, as an enabling phase for the New Darwin Project was presented.

Estates Committee noted:

- The Estates Tender Review Panel (ETRP) recommended approval to proceed with the contract award for the demolition of the Darwin Tower on 14 August 2024;
- Approval had been given from the New Darwin Project Board; and
- The contract award would be signed in line with the University Delegated Authority Schedule.

Estates Committee approved the award of the contract for construction services in respect of the Darwin Tower Demolition Works, to Rhodar Industrial Services Limited.

22. Any Other Business

There was no other business to discuss.

23. Date of next meeting

Estates Committee noted the date of the next meeting was scheduled for Tuesday 8 October 2024 at 10.00am. This meeting was an online Teams meeting and would only take place, if there were any urgent items that required to be presented to December University Court.

The next meeting after this was scheduled for Wednesday 4 December 2024 at 09.30am.