



## **Estates Management Committee**

Wednesday 21 October 2020, 10:00am

Video-conferencing meeting conducted via Microsoft Teams

### **Minutes**

#### **Present Members:**

Professor Michael Arthur (Chair); Mr Kevin Argent; Dr Paul Ayris; Dr Matthew Blain; Mr Simon Cane; Dr Celia Caulcott; Professor Piet Eeckhout; Professor Mark Emberton; Professor Christoph Lindner; Ms Collette Lux; Mr Duncan Palmer; Professor Ivan Parkin; Professor David Price; Professor Sue Rogers; Ms Fiona Ryland; Mr Andy Smith; Professor Alan Thompson; Professor Nigel Titchener-Hooker; Ms Michelle Wein.

#### **Apologies:**

Ms Wendy Appleby; Professor Dame Hazel Genn; Mr Phil Harding; Professor Graham Hart; Professor Paola Lettieri; Professor David Lomas; Professor Geraint Rees; Professor Sasha Roseneil; Professor Anthony Smith.

#### **In attendance:**

Ms Clare Goudy, Chief of Staff to the President and Provost  
Ms Kate Pearce, Finance Director (Academic)

#### **Officer(s):**

### **Part I: Preliminary Business**

#### **1. EMC Terms of Reference, Constitution and Membership (1-01)**

1.1. Estates Management Committee (EMC) noted its Terms of Reference, Constitution and Membership for the current academic year.

#### **2. Minutes (1-02)**

2.1. EMC approved the minutes of the meeting held on 17 July 2020.





- b. In response to a query on when it would be appropriate to consider the restart of paused projects, particularly small works, the Finance Director (Academic) confirmed that further evidence of positive movements in to  
unpausing paused projects. The work of the Tactical Review Groups was invaluable for starting the conversations on which projects would be unpaused. It might be possible to consider unpausing Small Works in a
- c. There was a query whether discussions around the funding model and future operating model should be linked together. It would be important that the spaces delivered in the next iteration of the Capital Programme be flexible and adaptable as possible to future ways of working, teaching and learning. The Director of Estates Development advised that there was an opportunity to consider this as part of the refresh of the Estates Strategy which would involve extensive consultation and would allow for

4.3. EMC noted the position of projects within the Capital Programme and the

details of the priority levels and rankings were provided. Project Oriel would require sensitivity analysis. EDH Plot 3 had scored low as it did not have a business case; however, opportunities would be lost if the basement level was not progressed at this stage. Approval to release small works was a priority including Emerald Street Media Lab.

- 5.2. The following key points were made during discussion:
- a. The work of the Tactical Review Group was welcomed, however, it was queried how the scores were converted into the prioritisation as it was not always clear. The dependencies of projects should also be set out clearly.
  - b. It was also questioned whether the pipeline of programmes also needed to be refreshed.
  - c. Eastman Dental Hospital (EDH) Plot 3 represented lost opportunities if not progressed and it would be important to understand sequencing, dependencies and cashflow for this project.
  - d. There was support for small works projects restarting as it would have a large return on investment and it was encouraged that the matter be progressed after the budget reset, finances permitting.
  - e. Students were currently being recruited to the BA media programme and the students expected the Emerald Street Media Lab project lab to be built. There was a risk of not being able to run the course if the lab was not built.
- 5.3. EMC:
- a. Noted the position of the Estates Capital Programme as of September 2020, noting projects un-paused in the period with revised cashflow projections. All remaining Projects not in contract continued to be paused and monitored.
  - b. Noted project prioritisation work completed and suggested paused projects priority groupings which would determine which projects could be released initially. Further analysis would be completed by Tactical Project Review Group on considering current scoring outcomes in the context of dependencies, sequencing and investment availability for recommendations to be made to CPSC and EMC.

**6. Confidential: IIT Pears Budget Uplift (1-06)**

- 6.1. Exempt from publication, please see confidential minute.
- 6.2. Exempt from publication, please see confidential minute.
- 6.3. Exempt from publication, please see confidential minute.

**Part III: Other Business for Approval or Information**

**7. Date of the Next Meeting**

- 7.1. The date of the next EMC meeting was scheduled to take place on Wednesday 13 January 2021 at 10:00am.

**8. Vote of Thanks**

- 8.1. This was the final meeting where Professor Arthur would Chair the Estates Management Committee meeting. EMC members expressed their immense gratitude for his leadership and support in developing and delivering the ambitious Capital Programme that the twenty first century.

November 2020