





- The Strategy would need to address the provision of general teaching space as well as faculty-specific research space, office accommodation *etc.* It was suggested that a breakdown of space needs by category of space should therefore be developed in order for consideration to be given to the types and mix of space that UCL would need over the next 10-15 years, in light of its academic and financial strategy.
- It was anticipated that student numbers would increase significantly over the lifespan of the Strategy. A strategic decision would need to be taken as to the nature and pace of that growth in the student population.
- It was noted that the space estimates set out in the paper were not currently included in the modelling exercise.
- The role of co-development projects should feature more prominently in future iterations of the paper and in the Strategy itself.
- It was confirmed that the figures relating to projected philanthropic fundraising related to those funds raised solely for capital investment and did not include philanthropic funds which had been raised for other purposes such as the funding of Chairs *etc.*
- Whilst the Committee recognised that the paper was not intended to address future IT and infrastructure requirements, it agreed that UCL's future digital presence would need to be taken into consideration.
- The Strategy should reinforce UCL's institutional objective of striving for and nurturing academic excellence.

61.4 In summing up the discussion, the Chair thanked members for a very helpful discussion. He noted the Committee's support for the paper and the Strategy, which would seek to bring together various strands of activity to ensure that UCL would be able to deliver over the next 10 - 15 years excellent research and research-led teaching, supported by the best possible facilities and estate. The Strategy would need to be flexible enough to enable UCL to respond to external developments, such as possible future changes in government policy on university funding. The Chair and other senior officers would confer about how progress in this area should be reported to the forthcoming meetings of Finance Committee and Council, given that the Strategy was still work in progress.

- 62.4 In response to a question from a member of EMC about the mechanism for ensuring academic input into the development of non-faculty spaces such as the Wilkins Building, the Director of Estates confirmed that, as noted in the report, governance arrangements for those projects were being developed.
- 62.5 The Chair noted that the expansion and improvement of UCL's estate was of critical importance to all of UCL's academic activities and the report provided a flavour of the scale of the work that was being undertaken and planned within UCL. He also thanked staff in Estates for their work in support of UCL.

<b><i>Business for Approval</i></b>
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**63 FACULTY OF LAWS – BENTHAM HOUSE AND HILLEL HOUSE REFURBISHMENT AND EXTENSION**

***Noted:***

- 63.1 The above proposal, as set out at EMC 5-15 (12-13).

***Reported:***

- 63.2 The proposal entailed the complete refurbishment and expansion of the upper parts of Hillel House and the linking of Hillel House and Bentham House from the first floor upwards. This would address a range of issues with the current state of the accommodation, including improving functional suitability, improving the quality of the teaching space, increasing the quantity of office accommodation and improving support and social spaces.

***Discussion:***

- 63.3 It was agreed that the total request for funding included in the submission to Finance Committee should include the amount that might be required for undertaking the improvement to the facade to Hillel House and other such works.
- 63.4 It was also agreed that the Director of Finance & Business Affairs would discuss further with the Faculty the projected student numbers before the submission was forwarded to Finance Committee.
- 63.5 The business case included in the Faculty's submission was commended as an exemplar that could be followed by other faculties. It was agreed that the Director of Finance & Business Affairs would arrange for the guidance for faculties on preparing estates-related business cases to be updated, using the Faculty of Law's submission as an example of good practice.

***RESOLVED – for recommendation to Finance Committee:***

- 63.6 That EMC approve the proposal at EMC 5-15 (12-13), subject to the points at Minutes 63.3 and 63.4 above.

***[ACTION: Dave Smith, Nick McGhee – to note;  
Phil Harding – to amend funding total and to discuss  
student number projections with Faculty of Laws]***

- 63.7 That the guidance for faculties on the preparation of business cases to support submissions to EMC be updated by Finance & Business Affairs, citing the Faculty of Laws' submission at EMC 5-15 (12-13) as an example of good practice.

**[ACTION: Phil Harding]**

#### **64 ANATOMY BUILDING – MAJOR REFURBISHMENT PHASES 3-7**

**Noted:**

- 64.1 The above proposal, as set out at EMC 5-16 (12-13).

**Reported:**

- 64.2 The proposal was for the next phase of the refurbishment of the Anatomy Building to form open-plan wet laboratory areas, open-plan write-up areas, specialist research areas, meeting rooms and office space, as well as a new PhD study and learning facility.

**Discussion:**

- 64.3 EMC agreed that the academic case for the proposal was very strong but noted that the supporting business case had not been submitted in time for it to be included with the papers for the meeting. While the Director of Finance & Business Affairs advised EMC that the business case appeared to raise no concerns, it was agreed to recommend the proposal to Finance Committee, subject to the Director of Finance & Business Affairs confirming to the Chair of EMC that the business case was satisfactory.

**RESOLVED – for recommendation to Finance Committee:**

- 64.4 That EMC approve the proposal at EMC 5-16 (12-13), subject to the point at Minute 64.3 above.

**[ACTION: Dave Smith. Nick McGhee – to note;  
Phil Harding – to confirm approval of business case to Chair of EMC]**

#### **65 SCHOOL OF PHARMACY – WOLFSON TEACHING LABORATORIES REFURBISHMENT**

**Noted:**

- 65.1 The above proposal, as set out at EMC 5-17 (12-13).

**Reported:**

- 65.2 It was proposed to redevelop, modernise and enlarge facilities at the School of Pharmacy to provide an improved Wolfson teaching laboratories facility for undergraduate and postgraduate education on the second floor, and to create a clinical phar(2 Tc -0.0003 Tw T0BDC /TT1



**69 ESTATES APPROVAL COMMITTEE – MINUTES AND DECISIONS**

***Noted:***

69.1 Minutes of the most recent meeting of the EAC at EMC 5-21 (12-13).

**70 DATES OF MEETINGS IN SESSION 2013-14**

***Noted:***

70.1 Dates of meetings for next session would be confirmed shortly.

JDC  
June 2013