



Minutes of the Estates Committee meeting held on 13th December 2013 in the Boardroom, House 1.

Present Professor Cliona O’Farrelly (in the Chair)
Mr Ian Mathews, Chief Financial Officer
Dr Amanda Piesse, Dean of Students
Dr Gerry Lacey, Bursar/Director of Strategic Initiatives
Dr Nicola Marples, Head of Zoology
Dr David Ditchburn, Head of School of Histories and Humanities
Professor James Lunney, Head of School of Physics
Mr Tom Lenihan, President Students’ Union
Mr Ryan Kenny, President Graduate Students’ Union
Mr Paul Mangan, Director of Buildings (Secretary)

Apologies Professor Linda Hogan, Vice Provost/Chief Academic Officer
Ms Darina Kneafsey, Chief Operating Officer
Professor Clive Williams, Dean Faculty of Engineering, Maths and Science
Professor Yvonne Scott, Director of Trinity Irish Art Research Centre

In attendance
Mr Pat McDonnell, Deputy Director of Buildings
Ms Sally–Anne Mac Mahon, Executive Officer, Director of Buildings Office

Section A

EC/12–13/61 Minutes

The minutes of the meeting of the Estates Committee meeting held on 11th November 2013 were approved by the Committee and signed by the Chair subject to the following amendment under EC/12–13/46: The sentence “The Chief Operating Officer undertook to circulate this document to the Committee for its review before the next meeting of Estates Committee” will be removed.

Under EC/12–13/50 the words “been appointed” will be changed to “agreed to serve”.

Matters Arising

EC/12–13/62 Estates Committee Terms of Reference

A draft proposal for the reform of the Estates Committee under START as presented to Board on 11th December was circulated to the Committee along with the draft Board minute related to this item.

The Chair said that there had been considerable comment at Board as recorded in the Board minute and that the Board would reconsider the proposal in the light of comments from the Estates Committee. She summarised the comments at Board as follows;

Referring to the discussion at Board she commented that

- There is an acknowledgment that the role of the Committee needs to be clarified.
- Estates should remain as Principal Committee to Board.
- It should be reduced in size.
- There is merit in the involvement of a limited number of external members to provide an overview and expert advice. This is effective on the Finance Committee.
- The role of Estates is not solely finance based, therefore there is a need for a broader remit. Remit includes strategy, space, aesthetics etc.
- The Minutes of the Estates could be circulated to the Finance Committee.

The Bursar advised that in preparing his draft terms of Reference he had modelled them on those of the Investment Committee which, as a sub committee of Finance Committee has an external chair. He said that the Estates Committee has to fit with the new governance arrangements for projects and that as Board is now taking a direct managerial role in projects a new model is proposed for the Estates Committee. He envisaged that the arrangements might be reviewed after a number of years.

A robust discussion ensued and the following points were raised:

- Estates should remain as a Principal Committee, in order to have a direct relationship with Board and to be in a position to hold Officers to account and to have a significant input into policy making.
- Comparison with Investment Committee is not appropriate as its remit is entirely different. By its nature there is a need for a number of external members.
- The Estates Committee is concerned with the environment in which members of the community study and work daily and has a role in considering on behalf of the community developments that will remain for generations. With 3 major projects planned there is a great need for scrutiny.
- Proposed new membership contained in the Board paper would comprise only 1 person not directly appointed by the Provost or the Provost himself.
- The involvement of external members will allow for scrutiny of actions and avoidance of 'groupthink'
- Note the experience of the Director of Buildings in relation to membership of the Committee and the need for expert advice.
- Seek to involve interested parties, namely staff – seek not to disenfranchise the College community with regard to membership.
- Student representation on the Committee should be maintained.
- Propose to have a balanced membership comprising both Executive and non-Executive members.
- Membership should be drawn from all areas of College but not representative of areas
- How are external members to be selected?

- Focus should be on making a success of the Committee – form a modus operandi that enables the work of the Committee to be more effective.
- Avoid duplication between Finance and Estates Committees. Questioned how other Committees that would have projects with financial implications report to FC/or if they report.
- Re: Growth of the College. Estates should work in line with the Strategic Acquisitions
- The proposed scope should be reviewed by comparison with the existing role and terms of reference.

The Chair undertook to nominate a sub-group of the Committee to work on a revised Terms of Reference and new membership, to be circulated to the Committee in due course for review. It was noted that relevant comparisons with similar Committees should be made available to the sub-group

Section B

EC/12–13/63 Update on Capital Projects

The Director of Buildings circulated an update on capital projects dated 10th December 2013. The Committee noted the status of the various projects, noting the new reporting method to include stage, status, issues, stage gate model and financial information.

In relation to the IPH Tallaght project the Director of Buildings reported that work will proceed as soon as funding for the detailed design of the project is approved by Executive Officers Group. In answer to a query the Director of Buildings said that the Steering Group for this project is Chaired by Professor Joe Barry, Chair of Population Health Medicine and has Professor Paul Browne, Interim Head – School of Medicine and Mr Paul Coote, Financial Planning Manager –FSD amongst its membership. Professor Browne is the point of escalation to Executive Officers.

The question was raised as to what funding level should be the cut off at which reporting to Estates Committee is required. This can be covered in the discussion by the sub-group for incorporation in the Terms of Reference.

EC/12–13/64 Trinity Experience Masterplan

A document prepared by Messrs. Ralph Applebaum Associates, commissioned by the Bursar, was circulated to the Committee. The Bursar explained that, in light of the new Commercial Strategy, the College engaged this company to produce this proposal using funding received from Fáilte Ireland to identify potential commercial opportunities. In answer to a query the Bursar stated that €75k has been spent at this point from the €2.7 million funding provided by Fáilte Ireland. The overall cost of the scheme is expected to be approximately €60 million. These would be advanced as discrete projects within an overall plan.

It is planned to circulate the document to the wider College community and to hold an Open Day to encourage comment and engagement. It was recommended that an explanatory note

be provided to accompany the main Masterplan document. The Bursar agreed that a change to the name should be considered to ensure that the name denotes the purpose of the scheme, specifically a visitor experience. The Bursar said that revenue generated by the scheme would be allocated by Planning Group with a requirement for Executive Officers Group and Board approval.

Some preliminary comments were noted as follows:

- Concern was expressed at the lack of consultation with students.
- Concern was expressed at the disruption to Library activities during construction and the need to minimise noise during and before the exam period.
- Issues regarding the ownership of artefacts and their proposed consolidation will have to be addressed.
- At this stage the objective is to define the broad vision and secure approve for it. Detailed planning of the various elements will follow.

The Committee will have a further opportunity to consider the proposal at its next meeting.

Section C

EC/12–13/65 Space Allocation Sub Committee

The minutes of the Space Allocation Sub Committee held on 5th November 2013 were noted by the Committee. It was acknowledged that the Estates Committee should have a role in establishing policy for the Space Allocation Sub Committee.

Any other business

EC/12–13/66

Professor James Lunney raised the matter of the future of the Anatomy Building, citing the concern of the Fellows and the School of Medicine and requested further information. The Bursar said that he, the Provost and the Director of Buildings were aware of the concerns and will meet with the Department of Anatomy and others in due course to discuss this matter. He noted that the building is part of the footprint of the E3 project and that the necessary development of the site will require the replacement of single or 2 storey spaces with multi stores buildings over deep basements.

The Director of Buildings acknowledged that there is concern and pointed out that as yet, no design for the E3 project as yet and that there is no proposal at this time to demolish any buildings. He anticipates that the Anatomy Museum and Lecture Theatre will be retained as will the collections and illustrations. He advised the architects will be instructed to examine how the historic aspects and artefacts and the central characteristics of the old Anatomy building can be incorporated into the project.

Date of Next Meeting

The next meeting will be held at 3.30pm on Monday 13th January 2014 venue to be confirmed.

Signed: _____

Date: _____