# Introduction

Appointed by SMG, the **Campus Development and Maintenance Group** (CDMG) is accountable for the oversight of the masterplan and Campus Development Plan, and for oversight of the condition and maintenance of the estate. The CDMG will report to SMG and the Estates and Sustainability Committee.

# Committee remit

The mandate for the CDMG is as follows:

* Develop and maintain / update an holistic campus development plan which takes into account the condition of the estate, financial considerations and requirements arising from the University strategy and plans,
* Consider linkage between the campus development plan and core strategies of the University
* Review and approve the estates strategy, five-year investment plan and major capital projects, prior to submission to Finance & Estates & Sustainability Committee
* Review and approve the maintenance and energy management strategies
* Consider the estates dimensions of the University’s *Glasgow Green* and associated deliverable plans
* Review and recommend the estates risk register to Estates and Sustainability Committee for approval
* Review progress on major projects and condition reports on the Estates

# Scheme of Delegation

The following details the delegated authority for the CDMG and shows how it is placed in the overall University Scheme of Delegation with escalation to Estates and Sustainability Committee, Finance Committee, Investment Committee or Court:

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| --- | --- | --- | --- |
| **Area of Responsibility** | **Limit** | **Decision Making Delegated Authority** | **Escalation To** |
| Review and make recommendation to Estates & Sustainability Committee on the Estates Strategy | N/A | Executive Director of Estates | Estates & Sustainability Committee |
| Review and make recommendation to Finance & Estates & Sustainability Committee on the 5-year investment plan and Capital projects | N/A | Executive Director of Estates | Estates & Sustainability Committee |
| Consider the campus development plan and make recommendations to SMG,ESC, FC & IC | N/A | Chief Operating Officer/ Assistant VP (Strategy & Resources) | Estates & Sustainability Committee / Finance Committee/ Investment Committee/SMG |
| Approve Estates related Investment projects | <£500k or change requests >5% of | Executive Director of Estates | Estates & Sustainability Committee |
| Review and make recommendations to SMG and ESC on key estates risks | N/A | University Secretary | Estates & Sustainability Committee / SMG |
| Provide twice yearly reports to ESC | N/A | Executive Director of Estates | Estates & Sustainability Committee |

# Group Membership

This is an executive convened committee with the following membership:

* Chief Operating Officer (Chair) (Co-Chair)
* Assistant Vice-Principal (Strategy and Resources) (Co-Chair)
* Senior Vice-Principal and Deputy Vice Chancellor (Academic)
* Executive Director of Finance
* Executive Director of Estates
* SRC President
* A representative of each College

In attendance:

* Director of Projects
* Head of Major Projects
* Head of Finance (Estates)
* Director of Contracts and Soft FM
* Director of Property Development and Investment (as required)
* Property Consultants (as required)
* Infrastructure Advisors (as required)

# Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk and with approval of the Chair. There must be a minimum of 5 from the core group (excluding clerk) in attendance for decisions or approvals. In the event of a consensus not being reached, the convenor will have the casting decision.

# Group Member Responsibilities

Each Group member has a fiduciary responsibility to:

* Ensure all investments are in line with University Strategies & Policies
* Agree on the achievability of business cases, plans and roadmaps
* Identify, assess and mitigate risk at an Estates portfolio investment level
* Review delivery progress on, capital projects, sustainability projects and initiatives and maintenance KPI’s, interventions required and lessons learned
* Openly and constructively challenge where investments do not meet key criteria for regulatory, business continuity and strategic investments
* Activity and behaviour should embody the University’s values ([click here for details](https://www.gla.ac.uk/myglasgow/staff/values/))

# Conflict of Interest

The CDMG will follow the UofG procedure for the management of any conflicts. The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

# Format and cadence

The meeting schedule will be every 2 months with extended workshops as required.

**INPUTS**

* UofG strategy and plan
* Estates Strategy and Roadmap
* Management information provided by Planning Insights & Analytics
* Current FY and 3-year Estates Investment Budgets and 10-year Outlook
* Sustainability delivery plans
* Condition reports on the Estates
* Lessons learned reports from projects
* Progress reports on projects and maintenance performance KPI’s
* Portfolio Investment breakdown split by financial year
* Investment Change Requests to be presented
* Summary of changes made to action log

**OUTPUTS**

* Decision Log
* Action Log
* Minutes
* Regular reports to the Estates and Sustainability Committee – normally 2 per year.