Hunter, Emma-Jayne

From: Farmer, Cris
Sent: 23 March 2021 12:03
To: S 40 (2) (DfE)
Cc: Vance, Garey; McAdams, Jonathan; S 40 (2)
Subject: FW: QUB Integrated Student Centre - Ministerial Submission
Attachments: 150321 QUB Integrated Student Centre - Casework Committee Covering Submi....docx; Risk Potential Assessment - QUB Integrated Student Centre - Casework.docx; M Ryan_VfM Statement_QUB Student Centre.docx; QUB Integrated Student Centre Casework Committee Fly Sheet.docx; S 43 ; FW: QUB Student Centre - EA and Sub [UNSCANNED]; RiskRegister Dec 20.pdf; S 43 FW: Affordability Statement QUB Integrated Student Centre project; DfE Minutes QUB Student Centre.docx; EC1 21 0144286 SUB XXXX 2021 - QUB Integrated Student Centre(2).docx; DfE - Ministerial Submission QUB Student Centre (002).DOCX

Thanks S 40 (2).

I'm sure Jonathan has plenty of emails to read in his new role in the Fiscal Council so best to remove him now from the distribution list. I will let you know once Jonathan's replacement takes up post and you can add them to the distribution list then.

Garey,

For your info.

S 40 (2) for CM.

Thanks,
Cris

From: S 40 (2) (DfE)
Sent: 23 March 2021 11:44
To: Farmer, Cris S 40 (2)
Cc: S 40 (2) McAdams, Jonathan < S 40 (2) ; McFarlane, Iain S 40 (2)

S 40 (2)
Subject: FW: QUB Integrated Student Centre - Ministerial Submission

Dear Cris,

Please note the email below which we have just sent to the Perm Sec concerning the recent casework for QUB Integrated Student Centre, heard by correspondence last week. This is an urgent case and as such, I'm giving you early sight – I have also asked for the Pro Forma which I will send to you as soon as I have it.

Thanks in advance

S 40 (2)

From: S 40 (2) (DfE)
Sent: 23 March 2021 11:39
To: DfE Permanent Secretary Support S 40 (2)
Cc: McFarlane, Iain S 40 (2)
Subject: QUB Integrated Student Centre - Ministerial Submission

Dear all,

Following the Casework Committee's recent decision to recommend the QUB Integrated Student Centre case for approval, please find attached the following documents for the attention of the Permanent Secretary:

- Casework Committee Covering Submission
- Risk Potential Assessment
- VFM Statement
- Casework Committee Fly Sheet
- QUB Integrated Student Centre Economic Appraisal and Appendices
- G3 approval to proceed to casework
- Affordability Statement
- Casework Minutes
- HE Ministerial Submission (EC1 21 0144286)
- DfE - Ministerial Submission QUB Student Centre

If the Permanent Secretary is content, this should then move on to the Private Office. As you will note from the submission, time is crucial for this case as the funding would need to approved by March 31st.

Please feel free to contact me if you have any further questions.

Thanks

S 40 (2)

From: Trevor Cooper
Higher Education Division

Date: 16 March 2021

To: DfE Casework Committee **cc list: see below**

QUEEN'S UNIVERSITY OF BELFAST – INTEGRATED STUDENT CENTRE

SUMMARY

Issue: Queen's University Belfast has presented a business case for the project "Integrated Student Centre". Your recommendation is sought under the Department's internal delegations.

Timing: Urgent – should the Casework Committee recommend support, Ministerial and DoF approval is required prior to the year–end otherwise there would be a £5.3m Capital Grant underspend in regard to grant provisionally earmarked for this case in 20/21. Drawdown in 20/21 is possible as QUB, following engagement with the Department has proceeded with the project at risk in the knowledge that it **may** be eligible for grant support at a level and date in the future totally at the discretion of the Department.

Financial Implications: The economic case for the £45.1m project is seeking capital funding of up to £34.3m of capital grant funding with £7.0m sought in 2020-21. The Department has budget cover for £5.3m of capital grant funding in 2020-21; future years' allocations are subject to budgetary availability, Ministerial priorities, and future demonstration of need. The University has confirmed that any shortfall in funding this year or in future years will be met by it, although future year shortfalls would require it to delay, cancel other desirable future planned investment.

FOI Implications: Parts of this submission will be Commercial in Confidence, in particular QUB's forward financial projections and actions they may take on foot thereof S 43 [redacted] As such they are considered to be exempt from any FOI request.

Recommendation: That you consider and give your recommendation to the proposal to agree in principle to providing funding of up to 90% of eligible spend for to the project (£34.3m). This will be subject to budgetary availability and Ministerial priorities in future years. Your recommendation, should it be followed by Ministerial and DoF approval, will see the release of £5.3m of capital grant funding in 2020-21.

Background

1. This business case, prepared at the request of HE Division following knowledge of the outcome of its Capital budget allocation for 2020/21, outlines the requirement for Queen's University Belfast to create a state-of-the-art integrated student centre, with world class facilities that will become the emotional heart of Queen's and a symbol of the ambition that the University has for every student in 2020. Crucially the project should also provide a solution to meet the needs of the University and its future growth ambitions beyond 2020. The University has proceeded at its own risk with the project, securing internal approvals in 2018, following engagement with the Department in the knowledge that it **may** be eligible for grant support at a level and date in the future totally at the discretion of the Department. This engagement and process followed established protocols between the Universities, DfE and Dof. These protocols will be subject to review and change from the commencement of 2021/22.

2. In assessing previous facilities, QUB focused primarily on the student-facing support currently housed in two buildings – the Students' Union (SU) and the Student Guidance Centre (SGC). Their assessment identified the following deficiencies with previous provision.
   - **changing needs** – the buildings did not adequately support changing student body needs including skills development, employability and entrepreneurship support;
   - the lack of a clearly identifiable '**student hub'** prevented the development of a vibrant student community and negatively impacts overall student experience;
   - the internal configuration, segmented design and lack of visual connect between spaces in the previous building is not conductive with the required building functions;
   - the student guidance centre spatial configuration has meant the **services were at capacity** and could not support the projected increase in student numbers; and
   - **increased visibility** needed to be given to the student guidance centre to enable more students to avail of SGC services.

3. To support the ambition of the University and achieve the aims outlined in Vision 2020 and the Corporate Plan 2016-21, and redress the aforementioned deficiencies, the following priorities were identified for the development of an integrated student centre. The redevelopment is intended to address these priorities:
   - **co-location and integration** – the need to bring together the University's student support services and the Students' Union into a "one-stop-shop", increasing engagement by the student population;
   - **changing student population** – meeting the needs of a changing student population including the growing numbers of international and postgraduate students;
   - **changing employment market** – the need to fully prepare students to meet the expectations of employers;
   - **student experience** – the need to improve the University's global competitiveness through provision of a world class facility and transforming student experience;

- **improve functional suitability of the University's estate** – the previous facilities were assessed and found to be inadequate in addressing the needs identified above; and
- **environmental sustainability** – there is a need to improve the environmental sustainability of the University's estate.

Outline of Project

4. This project is defined by the objectives and targets that were established by the University:

	Objective	SMART Target
1	Provide facilities capable of supporting the growth ambitions of the University including Vision 2020, the Students' Union Strategic Plan and future strategies beyond 2020.	Realign service provision by 2022 to meet the needs of the planned future student population configuration. Increase in student satisfaction and enhanced engagement are to be assessed by NSS and International Student barometer surveys.
2	Provide a holistic and consolidated student support service for the benefit of all University students, staff and other stakeholders.	By 2022 consolidate all student administrative services, student support, student development and Students' Union services and support in a single location to provide a 'one-stop shop'.
3	Ensure all student services are readily accessible and provided in a high profile, student centred environment.	The completed project should be located on a prominent site that is readily accessible, and easily identifiable from major vehicular/ pedestrian routes, within 300m of the Lanyon Building by 2022.
4	Provide services in such a way as to encourage high footfall, through the provision of appropriate amenities, both to support the economic viability of the building and create a feasible, vibrant, student-focused facility.	Improve the financial viability of the proposed project by increasing both footfall across the building by day and night provision and the income generated by retail and commercial units by 2023. The targeted future footfall is 220,000, aiming to encourage more students to avail of student services by collocating with other amenities that attract footfall.
5	Ensure the Environmental Sustainability of the solution is in line with the key priorities which underpin the Estate Strategy.	By 2022 improve the energy efficiency of the estate contributing towards the University's low carbon vision. The accommodation provided should have a

		sustainability rating of BREEAM Very Good.

5. Prior to its decision to proceed in 2018, Queen's internal business case process identified ten options identified initially. Through its shortlisting process, five options were carried forward for further internal assessment. At the request of the Department, following knowledge of our Capital Grant budget allocation for 2020/21, QUB included the options identified in its business case in a NIGEAE compliant business case/economic appraisal format. The options identified and carried forward through QUB's internal assessment process in 2018 are summarised below :

   a) Option 2: 'Do minimum'. Under the Do Minimum option the existing Students' Union building and Student Guidance Centre would have had work carried out to bring the accommodation up to Building Condition B (sound, operationally safe, exhibiting only minor deterioration).

   No extension or remodelling works would be undertaken under this option and the accommodation schedule and locations would have remained as existed prior to 2018. Minimal decant within the existing buildings would be required; works would have been expected to be undertaken on a rolling programme over a period of 12 months or less**.**

   b) Option 3: remodel the existing Students' Union Building, utilising 'The Space' and 'Snack Bar', to accommodate integration of student support services from the Student Guidance Centre**:**
   - basement floor: accommodation unaltered;
   - ground floor: stairwell refurbished;
   - first floor: 'the Space' remodelled for student support facilities;
   - second floor: the 'Snack Bar' remodelled for student support facilities; and
   - third floor: accommodation unaltered.

   No extension was included under this option. Additional usable space is created by addressing the vacant kitchen servery accommodation and associated space; 'The Space' and 'Snack Bar' would be replaced, which would displace existing 2018 activities carried out there.

   Minimal decant within the existing buildings would have been required; works would have been completed within 12 months. Existing accommodation within the Student Guidance Centre would have been vacated.

   c) Option 6: under this option the University Roadblock of Zone 1 would have been retained, and the remainder of the site redeveloped.
   Works to the retained block would be limited to provision of toilet accommodation on the ground and first floors, and the refurbishment of the existing accommodation elsewhere within this block; basement Bar Sub, ground floor SU Shop and coffee shop, first floor Speakeasy Bar, second floor SU offices and third floor club rooms.

The remainder of the building would have been demolished and redeveloped to deliver the required accommodation schedule.

While the retained accommodation would have provided the core Students' Union facilities during the construction period, some additional decant provision would have been required. Construction works were anticipated to be complete within 30 months. The existing Student Guidance Centre would have been vacated.

d) Option 7: under this option a new build Student Centre would be developed on the site of the existing Students' Union building as a single-phase project. The entire existing building would have to have been vacated, utilising the Elmwood Learning and Teaching Centre (ELTC) for skeleton provision of a limited number of core activities temporarily. Some enabling works would have been required within this building.

Main construction works, excluding demolitions, were anticipated to be complete within two years. The existing Student Guidance Centre would have been vacated.

e) Option 10: under this option, all of Zone 1 and Zone 2 (the Mandela Hall) would have been required to be demolished. The cleared section of the site would be rebuilt to four storeys including the new main atrium space. The retained Zone 3 block would be stripped back to the structural shell (only columns and floor slabs remaining, all the internal partitions and the external cladding would be removed) and remodelled. Extensive refurbishment works would be undertaken to remodel the retained block to provide accommodation in line with future needs and integrate the space into the redeveloped site.

The remainder of the building would be demolished and redeveloped to deliver the required accommodation schedule. The entire existing building would have been required to be vacated utilising the ELTC as the temporary Students' Union. Enabling works would have been required within this building. Main construction works, excluding demolitions, were anticipated to be complete within two years. The existing Student Guidance Centre would have been vacated.

6. The results of the QUB internal assessment process carried out in 2018 is reflected in the attached economic appraisal format requested by the Department in 2020 (i.e. an appraisal of the financial aspects, together with the risk analysis and an assessment of the non-financial benefits associated with each option) is summarised in the table below:

Options	NPC	Weighted Score	Risk Score	Rank
Option 2: Do Minimum	£186.9 million	175	128	5
Option 3: Remodel Zone 3 of the existing Students' Union Building to accommodate the Student Guidance Centre	£180.8 million	290	149	4

Option 6: Redevelop and remodel the existing Students' Union building – retaining part of zone 1 and demolishing and reconstructing zones 2 and 3	£195.8 million	660	152	3
Option 7: Single Phase New Build Scheme on the current Students' Union site	£206.3 million	950	136	1
Option 10: Redevelop and remodel the existing Students' Union building – retaining the shell of zone 3 and completely redeveloping	£205.4 million	795	144	2

Preferred Option

7. Option 2, the do minimum option, failed to meet any of the projects objectives, outlined in section 4, as reflected in the very low non-monetary analysis weighted score, and is, therefore, not considered an appropriate solution.

8. Option 3 the remodelling of Zone 3 to accommodate the Student Guidance Centre had the most favourable NPC position but achieved the lowest non-monetary benefits score of the 'do something' scenarios, as it did not address current issues in a meaningful way and only partially met one of the key objectives, the colocation of student support services.

9. Option 6, the retention of Zone 1 and the demolition and reconstruction of Zone 2 and 3, was ranked third by the university. Relative to the benefits derived from this course of action it was expensive to undertake and fell short of options 7 and 10 in non-monetary benefits. Its projected capital costs were comparable to the new build option, but the scope to provide a purpose built and flexible facility for student support services was considered to be severely restrained by retaining a sizable portion of the current Students' Union building.

10. Option 10, retaining the shell of Zone 3 and completely redeveloping the remainder of the building, had a marginally lower NPC than Option 7. The retention of the Zone 3 shell was considered to slightly reduce the scope to provide a completely purpose built flexible solution, and as a result, had a slightly lower benefits score than Option 7 and was ranked second overall.

11. Option 7, a complete new build on the Student's Union site, had both the highest NPC and the highest non-monetary benefits score. The additional investment in the new build solution was considered to be justified in benefit terms, for a lower risk profile compared to the other options.

12. The new build **Option 7** was the preferred option based on the combination of the financial, non-financial and risk appraisal outcomes within QUB's bespoke business case process undertaken in 2018.

13. The economic appraisal requested in the format presented by QUB reflects the outcomes of its internal business case and decision making process undertaken in 2018, although it should be noted that it is written in the present/future tense in

order to replicate part of the decision making processes that it undertook at that time.

Legislative Authority to Spend

14. DfE has legislative authority to provide grant funding to the Northern Ireland higher education institutions under Article 30 of the Education and Libraries Order (NI) 1993 and Article 66 of the Education and Libraries (NI) Order 1986.

Strategic Fit

15. The University's Corporate Plan 2016-21 sets out its strategic priorities as Education and Students; Research; and Innovation and Impact. Funding world class infrastructure is a key objective of the Corporate Plan.

16. The Corporate Plan, Students' Union (SU) Strategic Plan 2020–25 and Universities UK Strategic Plan 2016–23 all cite student experience and specifically fostering a "*connected, motivated and engaged Queen's community, working as 'One University'* " as goals in themselves, with a positive student culture cited as a key enabler in the Queen's Corporate Plan of their three strategic priority areas. The Students' Union have set out the ambitious target to be a leading UK Students' Union by 2025 and have highlighted the importance of a clear central hub of student life to achieve this. A vibrant student hub, in which people want to visit will have further benefit to local business and the local Belfast economy, hence the project makes contribution to the outcomes of the *Belfast Agenda: Your Future City 2017–35.*

17. A number of the strategies, including the Universities UK Strategic Plan 2018-2023, International Recruitment Strategy and Postgraduate Strategy highlight the impact that a positive student experience has on student recruitment potential both domestically and internationally, and attracting an increased proportion of international students is a goal outlined in: the International Education Strategy: Global Potential Global Growth 2019; Universities UK Strategic Plan 2018–23; the Belfast Agenda: Your Future City 2017–35; QUB Vision 2020; QUB Corporate Plan 2016–21; and, QUB Education, Research, International Recruitment and Postgraduate Strategies 2016–21.

18. In an increasingly competitive global higher education market, ensuring the best quality facilities are essential to attracting international students. Attracting high quality, best-in-field staff is essential to achieving the goals cited by the University Research Strategy 2016-2021 and Education Strategy 2016-2021. This too can be achieved in part through providing top quality facilities. This is of particular relevance to the Universities UK Strategic Plan, the NI Higher Education Strategy and the Belfast Agenda, all of which state that investment in higher education facilities and services to keep them globally competitive is crucial.

19. Furthermore, a number of strategies identify a skills gap in the NI labour market and a need for upskilling. These strategies include the NI Industrial Strategy 2030, Belfast Region City Deal, and the Belfast Agenda: Your Future City, 2017–35. As highlighted above, attracting international students is one way in which the project is strategically aligned with this policy area. Attracting domestic students to Queens

and encouraging them to remain in Belfast beyond their study is another contribution that the project will make to this policy area.

20. By increasing the appeal of the student experience, more individuals will enter into the higher education pathway and by ensuring a positive student experience in the city through support services and social hubs, these individuals can be retained to the NI labour market. Skills development is an important aspect of the student centre offering, with a dedicated student development zone and university services such as careers consultancy, and management and leadership development given increased profile.

21. A key strategy is the Draft Northern Ireland Programme for Government 2016 – 2021 (PfG) which details core economic outcomes including a strong and competitive economy; people working in better jobs; and, NI being a place where people want to live and work, to visit and invest. Similarly, the SIB Investment Strategy for Northern Ireland 2011–21 highlights the importance of investing in higher education estates to create a skill-pool essential for attracting inward investment. The Students' Union already boasts 118 student start-ups from 2015 to 2020, and to support an aspiration included in their strategic plan (2020–2025) to become an entrepreneurial Students' Union, the project will house a business incubation space to nurture, support and inspire students to grow their business and contribute to the NI economy.

22. There is a policy objective to add value not just to the NI economy, but to the individual student as well, engaging and involving the student in employability actions. This is cited in the QUB Corporate Plan 2016–21 and QUB Education Strategy 2016–21. By centralising student guidance activities in an accessible building and providing appropriate meeting space for networking with perspective employers, the project will improve student employability.

23. Student welfare is core to the Students' Union strategy, with mental health cited as a particular area of concern. By increasing the visibility and accessibility of the wide range of services available through the project, there will be improved mental wellbeing across the student body.

Displacement

24. Government's proposed intervention seeks to assist the development of non-commercial facilities housing co-located student services and facilities. The proposed works in this economic appraisal constitute improvements to the facilities for student services to meet the growth in Students' targeted in Vision 2020. Whilst there is the potential for a small degree of displacement effect from similar provision at other facilities in the local area, this proposed capital development will in the first instance be meeting replacement demand for existing provision through a smaller offering, thereafter, meeting demands in keeping with aims of the NI Executive and plans for economic development over the next decade and beyond.

Mobility

25. The student centre and its facilities will be accessible to all QUB students, there are not considered to be any mobility issues.

Proposed Assistance and Rationale for Format Support

26. The preferred option, Option 7, is projected to ultimately involve capital expenditure of £45.1m and the University has presented its case seeking up to a maximum of £34.3m of capital grant funding, representing 90% of the eligible capital project costs (Eligible project costs are £38.2m after removing a floor area apportioned element for commercial development costs). The expenditure profile of expenditure/potentially eligible project costs is detailed in the table below:

	2018/19 & 2019/20	2020/21	2021/22	2022/23	2023/24	Total
Total	£4,157,597	£7,800,994	£23,395,749	£5,362,000	£1,091,311	£41,829,550
Optimism Bias	£469,640	£488,800	£1,847,660	£388,960	£77,755	£3,272,814
Grand Total	**£4,627,237**	**£8,289,794**	**£25,243,409**	**£5,750,960**	**£1,169,066**	**£45,102,364**
Eligible project costs (84.6%)	£3,914,642	£7,013,165	£21,355,924	£4,865,312	£989,030	£38,156,600
Request for DfE assistance	£0	£7,013,165	£21,355,924	£4,865,312	£989,030	£34,241,959

27. A total of 15.4% of the floor space of the redeveloped Student Centre is projected to be allocated to commercial uses which are not eligible for DfE grant funding. Therefore eligible costs only reflect up to a maximum of 84.6% of the capital cost. No funding will be made available to cover expenditure incurred prior to 2020-21.

28. Higher Education Division has £5.3m of budget cover in place in 2020-21, and will be unable to match the £7m requested by the University for the period. Future years' allocations are subject to budgetary availability, and Ministerial priorities. However, it is highly probable that the 2021-22 allocation requested will not be met by a substantial margin, and given the indicative divisional budget to cover all higher education in 2021-22 could be closer to £4-5m. All projects identified for funding allocation will be represented to Minister for endorsement.

29. As the requested maximum of 90% eligible funding of £34.3m DfE capital grant funding, represents Central Government Funding in excess of £5m, under the Department's internal delegations the proposal require assessment by Casework Committee. As part of this process the Deputy Secretary approval is required prior to the Casework Committee convening; details of the internal delegations are included in Annex A.

30. Corporate Governance has advised that where "Proposed Level of Expenditure" is referenced under delegations in Annex A it is the level of DfE grant that is the trigger and not total expenditure on the project.

31. Following engagement with the Department's State Aid Unit (SAU), the view is that the proposal is predominantly non-economic in nature and that there is no effect on trade between Member States, as set out in para 207 of the Commission Notice on the Notion of State aid. QUB has assessed the activities of the proposal and has demonstrated that there are no State Aid Issues associated with the project. Furthermore the Department is not providing government support to the

commercial aspect of the proposal's capital costs, which is estimated by the university at 15.4% of the total capital cost.

32. Therefore a high level assessment on State Aid concludes that funding this project does not fall under Article 107(1) of the Treaty of the Functioning of the European Union (i.e. no State Aid is present) and it is unlikely that there will be any state aid implications. Given the nature of the project, the likelihood of a complaint from industry or an investigation by the Commission on this project is low.

Viability

33. The University's financial position is monitored by the Department. Through the application of a number of indicators to the financial data of the institution the Department seeks to assess the risks to the financial sustainability. The Department provides feedback to the institution of its financial assessment in its Annual Risk Letter and based on its last assessment Queen's was a "not at risk" institution. This was on the basis of assurances from the University that it would implement actions to mitigate any forward forecast deficits.

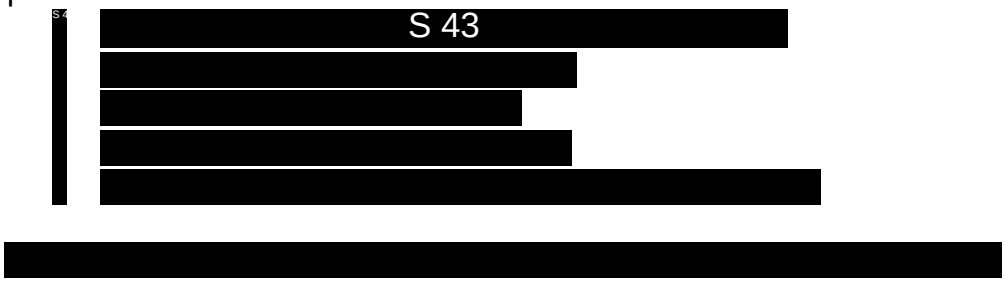
34. The University has a very good record in delivering capital projects that have availed of grant funding from the Department. This is underpinned by robust project and financial management. An Integrated Student Centre project group has been established which includes the Registrar and Chief Operating Officer, the Finance Director, the Director of Estates and the Heads of Estates Development and Planning, and the Head of Cost and Capital Accounting. The University has confirmed that it is able to fund any ongoing operational costs of the project.

Affordability

35. The University commenced expenditure at risk of the preferred option in 2018-19 and is scheduled to complete the project by August 2023. The capital cost to complete the project over the five year period is £45.1m, with £8.0m having been incurred to December 2020.

36. In addition the business case cost analysis identifies a number of recurring costs over a 26 year period (year 0 to 25) – the timeframe used to calculate the NPCs.

37. The University has declared that it can meet the ongoing running costs associated with the preferred option.
The case presents a series of annual costs as relevant for the purposes of appraisal for which the post completion steady state estimated annual cost is presented.



The Academic and Student Affairs staff costs cover the entirety of that directorate which includes services such as disability, wellbeing, skills, careers and employability, student services and registry.
It can be concluded that the commercial aspect to the Student Centre is self sustaining.

38. Given the capital nature of the project, which Queen's anticipates will be completed by August 2023, it is proposed capital grant is provided in support. HE Division is able to confirm it has budget cover for £5.3m of capital grant funding in 2020-21. It is accepted by both Higher Education Division and the University that, given the future funding uncertainties, there is a risk that the Department may not be able to meet the requested indicative levels of financial support on an ongoing basis.

39. The expansion of the Management School and the Integrated Student Centre are marquee projects for the University, and in light of both contractual commitment and the need for facilities to be opened in line with project timings, will be completed by the University. The University has a rolling capital programme and, in extremis, can mitigate against decreases in Departmental funding by cutting or delaying other capital projects, or put in place operational reductions, to make the maximum use of the funding available from all sources. However, this highlights the importance of taking a holistic approach to capital projects in the University, as whilst the risk to completion at a project level of not offering support to requested levels is manageable, it would have a knock on impact on other either delaying or cancelling other future capital build projects of importance to the university, or reducing operational delivery such as facilities expenditure teaching, research.

40. The Department's longstanding project funding position as been to seek approvals for up to 90% of the cost of capital projects. There is a historic understanding between the Department and University that although projects are approved for up to 90% of funding, that the actual amount funded is always subject to the Department's capital allocation, and Ministerial priorities for its use.

41. Letters of Offer to the University clearly set out this position. By providing approval in principle to fund up to 90% of projects, the Department retains both control and flexibility over its budget and can quickly and easily react to changes in the level of capital funding available. Unlike other capital projects across government (including DfE Capital Grant support through Invest NI to its autonomous client companies), in assisting to fund within the autonomous university sector, there is not the same capital commitment which would contractually bind departments to finance projects beyond a known one year budget horizon.

42. It has been indicated to Higher Education Division that a £20 million allocation for capital projects within the sector, is likely for 2021-22, subject to approval, with no sight line for DfE beyond that period. Whilst budget profiles have been submitted on the basis of prioritised projects being met in full per project, a determination will be required as to specific project level allocation, now there is more clarity on the overall allocation. When the overall allocation is known, Higher Education Division re-evaluate project level allocations that can be made across the suite of projects put forward for consideration from the Higher Education Institutions (QUB, UU, St Marys, Stranmillis, OU). This is then presented to Minister for endorsement.

43. It is understood that case has a significant capital request for the forthcoming 2021-22 period, with the Student Centre requesting £21.4 million, based on the upper 90% approval level. Naturally, with a likely £20 million overall Higher Education Division capital allocation, this request will be unachievable. This however, does not mean that the project is wholly 'unaffordable' for the University, it essentially indicates that the University will reprioritise across its basket of desirable future projects and other priority actions to ensure monies are available to complete the projects.

44. The University has provided assurance in its business case, that from a project affordability perspective, should government funding not be provided to the levels requested, it will meet any shortfall from its reserve position. Section 11.3.1 from the case has been represented below, which reflects the commitment to the project, but reinforces that funding redirected to cover any shortfall will be at the expense of other priority projects.

11.3.1 University Commitment

Based on the analysis outlined above, a significant level of investment is required to make the project affordable. The University is fully committed to this project and will meet the increased operational costs of the new development. However, should future funding not be available at the levels required to cover the ongoing capital costs of the development, the University will meet any funding gap from its own capital reserves. It is important to note that this will be at the expense of other capital projects that have been identified as priorities in achieving the University's ambitious long term plans.

Additionality

Context of Additionality within the University Sector

S 43 [redacted]

S 43 [redacted]

S 43 [redacted]

S 43

48. There has been a longstanding recognition within DfE and indeed broader government that the current overall funding package provided by government (via tuition fees, teaching grant, research grants, capital grant) leaves them underfunded compared to comparator organisations in each of England, Scotland and Wales. This has created a vicious circle where it becomes more difficult for them to retain or bridge the capability gap with universities in the other nations due to the need to live within their much more constrained funding envelope and impacts on the relative growth of the Northern Ireland economy in a number of key areas including productivity and innovation.

49. Looking at teaching grant/tuition fees Northern Ireland universities receive a similar level of funding to Scottish universities, however Scottish universities receive significantly more research income and attract considerably higher numbers of international students who pay around double the fee/grant received than from a Home student. Scottish universities also attract considerably more students from the rest of GB who pay a fee of between £500 and £1,500 per head greater than that received by from a Home student. Thus from a teaching grant perspective (ignoring the surpluses generated by GB universities, who attract greater sources of income from foreign student fees partially because of the higher government funding provided in England and Wales), there is a deficit in the Northern Ireland sector of **£16.1m per annum** versus their comparator organisations in England and Wales in 2019/20. Of course the additional income generated from International students broadens this gap even further. Given that this is a per annum figure it cumulates to a very significant financial handicap to the local sector.

50. Northern Ireland universities also receive considerably lower research grants than competitor organisations in other regions. Our current best estimate (caveated by the fact that there is some difficulty in compiling like for like comparisons) of the relative distribution of government funded research (in descending order) between England, Scotland, Wales and Northern Ireland as of 18/19 is set out in the table below:-

	Research Grants and Contracts	Research Council Income*	UK Population 2018	UK Student Population 17/18
England	81.8%	82.8%	84.2%	81.9%
Scotland	12.4%	13.0%	8.2%	10.2%
Wales	4.0%	2.8%	4.7%	5.5%
NI	1.8%	1.4%	2.8%	2.4%
* Exc Innovate UK				

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Cost effectiveness

73. The estimated project construction costs, which include 8% optimism bias, were prepared by staff within the Estates Department of Queen's; these are considered by the University to be robust. The preferred option is Option 7, Single Phase New Build Scheme on the current Students' Union site. This option provided the best balance of costs, benefits and risks and consequently represented the best value for money.

74. All procurement on this project has been conducted under EU legislation, in line with the University's procurement policy and will comply with Public Contracts Regulations 2015.

Key Risk Assessment

75. As part of the risk appraisal process, 13 risks were identified against which each option was assessed. The risks have been divided into two broad groupings – capital development risks and operational / ongoing risks.

76. The overall outcome for each option following the assessment completed by the university in 2018 of these risks is shown in section 7 of the appraisal. These risks and associated mitigations are included in the risk log (Appendix 6 to the appraisal which provides the live register) employed by the University to aid implementation of the preferred option.

Capital Development Risks	
Risk 1	Risk that the project will not provide sufficient capacity to support the developing student population.
Risk 2	Project fails to secure the anticipated levels of Government funding.
Risk 3	Risk that project is delayed due to difficulties in providing adequate decant facilities.
Risk 4	Risk that there will be a delay to the project during design development, planning approval or building works.
Risk 5	Risk that the building works will not be completed to budget.
Risk 6	Risk that the building works will be of low quality.
Risk 7	Risk that Covid-19 has an impact on delivery of the proposed project
Risk 8	Brexit has an impact on development of the proposed project.
Operational Risks	
Risk 9	Risk that ongoing operating and maintenance costs will be greater than expected.
Risk 10	Risk that Covid-19 has an impact on project operation.
Risk 11	Risk that Brexit has an impact on project operation.
Risk 12	Risk of not enough demand for commercial units for the site to remain commercially viable.
Risk 13	Risk that the project does not meet the requirement of the student body and receives reduced demand.

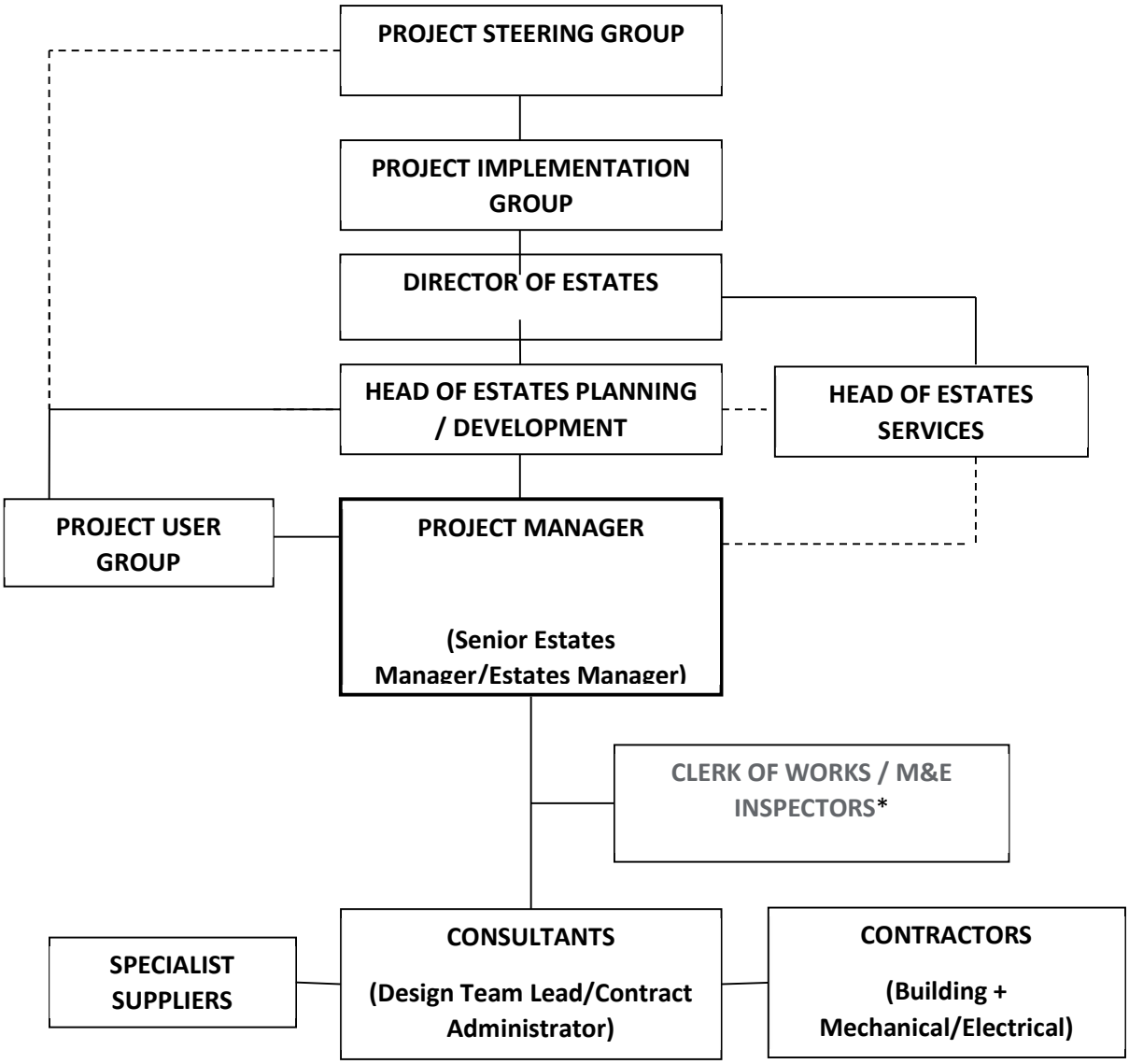
77. As part of its oversight role the Department has prepared a Risk Potential Assessment return to Construction and Procurement Delivery (CPD) as a preliminary step for its engagement with the Gateway Review process. Whilst the project is in itself not considered high risk, the financial magnitude of the potential investment of public funds which may ultimately be awarded to this project requires that a Gateway Review be undertaken.

Project Management & Project Monitoring

78. The University has a tried and tested management process for the successful delivery of capital development projects. The System of Control for Major Projects involves a hierarchy of groups with varying responsibilities:

- Capital Projects Group / Steering Group;
- Project Implementation Group;
- Project User Group;
- Design Review Group; and
- Post Project Review Group.

79. The project organisation structure for this project is detailed in the schematic below:



80. As part of the standard approach QUB takes when undergoing a large capital development project such as this, QUB would routinely produce the following management products for internal and external review.

- A Capital Projects Group Approval to proceed;
- A risk plan;
- A risk register and issues log;
- A communications plan both internally and externally to interested neighbours;
- A stakeholder plan with relevant parties identified;
- A procurement plan where required by the project complexity and costs;
- RIBA Stage Reports at each stage of the project aligned to QUB needs and contents;
- A Post Project Review session to review lessons learned; and
- Update reports to Capital Projects Group on progress against cost and programme.

81. As noted above, a development risk register was prepared as part of the design and implementation procedures employed by the University's Estates Department and can be seen at Appendix 6 to the EA. The register lists all the identified risks, and the results of their evaluation, together with information on the status of the risk. Many of the applicable risks can be mitigated through the application of robust planning, management and monitoring procedures.

82. In addition specific risks and associated controls are provided in more detail in the Benefits Realisation Plan (BRP) as seen at Appendix 7 to the EA**.** The BRP contains the main material benefits, risks and controls associated with this development. Each area will be kept under close review throughout the remaining implementation of the project.

83. The University will comply with the reporting and other monitoring conditions set out in the DfE grant funding Letter of offer. A Post Project Evaluation will be conducted by the University within 18 months of completion. To further enhance the management and monitoring of the project the Department has engaged with CPD regarding instigation of a Gateway Review Process.

84. In relation to additional Departmental oversight scrutiny, the Department is engaging with Strategic Investment Board to provide a level of support on large higher education projects to enable them to be overseen in a similar manner to the grip which has been applied to the Ulster University Greater Belfast Development project. It is envisaged that this support will be operationalised shortly and will include ongoing project management advice from SIB as well as a technical assessment on the design and construction procurement. The Department reserves the right for clawback should any issues be discovered as a result of review.

Overall Value for Money (VFM) Assessment

85. A procurement process to secure a construction partner was commenced by Queen's in August 2018. This identified a two–stage Design and Build model with Early Contractor Involvement (ECI) as the preferred option.

86. The procurement procedure was conducted under the Public Contracts Regulations 2015 (PCR 2015) for the design development and construction of the Student Centre. The procurement procedure envisaged two contractual stages, a

pre-construction services period and main contract works. This process should enable the University to choose a provider that delivers the best product at the best price.

87. On completion of Stage 2 of the procurement process and the agreement of the Target Cost, Felix O'Hare and Co Limited was appointed to carry out the design development and construction of the Student Centre on behalf of Queen's.

88. DfE Casework and Appraisal Branch (within Analytical Services Division) has reviewed the proposal is content that the project represents value for money if it is ultimately completed as planned.

Terms and Conditions of Financial Assistance

89. The terms and conditions of the financial assistance to Queen's for this project, should it be approved, will be included in a funding letter of offer issued by Higher Education Division to the University.

Risk Potential Assessment and Mitigations

90. Following changes to the guidance in respect of the use of the Gateway Review process for capital projects, the Department is required to undertake a "Risk Potential Assessment" (RPA) for all projects in excess of £1m. An RPA was submitted to Construction & Procurement Delivery (CPD) for ratification and they agreed with HE Finance's position that this project is medium risk and within the scope of a Gateway Review. In addition the Deputy Secretary's Office has engaged the services of Strategic Investment Board (SIB) to provide expert and impartial monitoring and assurance of the project, which has commenced at risk.

91. Should support be approved, the Department will monitor the project going forward under the terms set out in its funding Letter of Offer, this includes the authority to clawback any funding which the Department, SIB or CPD deem to be outside the terms and conditions of the funding. Given the ongoing funding relationship with the University, any necessary clawbacks can be recovered from future funding.

92. Given the fluctuating nature of both Covid impacts and uncertainties around future budget settlements, it is proposed that whilst approval is sought from Casework to support the intervention in principle, it will be necessary for the University to demonstrate the need for financial intervention annually prior to the commitment of any future year capital allocations, should they be prioritised by Minister.

Endorsement by the Deputy Secretary

93. This business case has been endorsed by Casework and Appraisal Branch (CAB) and Higher Education Division.

94. As this proposal has a proposed upper limit of government expenditure of £34.3m it is to be assessed via the Departmental Casework Committee process and requires sign off by the Deputy Secretary in advance. The Deputy Secretary (Skills and Education Group) has given her approval in line with the Department's internal

approval levels applicable to this project, set out in Annex A and taken from Governance and Accountability Notice 05/20 – Update of DfE internal delegations.

Recommendation

95. That you consider and give your endorsement to the proposal to agree in principle to providing funding of up to 90% of eligible spend for to the project (£34.3m). This will be subject to future budgetary availability and Ministerial priorities. Your endorsement, followed by Ministerial and DoF approval (should both be granted), will see the release of £5.3m of capital grant funding in 2020-21.

Trevor Cooper
Higher Education

Annex A

DfE Internal Approval levels

Detail on the internal delegation limits for DfE are summarised below.

Proposed level of expenditure	Level of approval required
0 to £0.25m	G6,7
>£0.25m to £1m	G5
>£1m to £5m	Grade 3
>£5m	Grade 3, Casework Committee scrutiny, Permanent Secretary, and Ministerial approval.
Expenditure that is novel, contentious, repercussive, sets a precedent (or subject to Ministerial Direction) irrespective of level of expenditure	Grade 3, Casework Committee scrutiny (if appropriate following consideration by the Finance and Corporate Governance Directors), Permanent Secretary and Ministerial approval.

Note 1: Areas requiring DoF Approval for all Departments are documented in DAO (DFP) 06/12 Departmental Delegations/Requirements for DoF Approval

Note 2: Delegated limits should be applied to the total central government monies required (inclusive of irrecoverable Value Added Tax)

Note 3: Delegated limits should also be applied to proposals which will result in a positive monetary result. Future savings yielded through an 'invest to save' type project should be ignored in applying delegated limits.

Link to Governance and Accountability Notice 05/20 - Update of DfE internal delegations/requirements for departmental approvals 21/16 – DfE Specific Internal Delegations:
http://nics.intranet.nigov.net/economy/articles/governance-and-accountability-notice-0520-update-dfe-internal-delegationsrequirements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Risk Potential Assessment

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1. Programme or Project Name (Also note previous name if it has changed since last review)	**Queen's University – Student Centre**
2. Programme or Project type	**Property/construction enabled business development**
3. Programme/Project Objectives & expected Benefits	**Objectives & Benefits:** The Department is Investment Decision Maker for a project proposed by QUB to redevelop its Student Centre. Over the past fifteen years, the Higher Education (HE) sector has become ever more competitive, with student led league tables focused on employability, the student experience, research impact and innovation and institutional sustainability. The attitudes, expectation and constraints of today's students differ from students from even ten years ago. These shifts are also seen within the global employment landscape, with knowledge-based sectors, such as financial services and technology industries, now at the forefront and leading the way within the global economy. Many of today's learners favour active, social, participatory, experiential learning, requiring universities to reconceptualise spaces to facilitate this new form of learning. Students are now highly social and want their university experience to promote interaction. In recognition of these shifts, Vision 2020 and the Corporate Plan 2016-21, set out the ambition for Queen's to become "a world class international university that supports outstanding students and staff, working in world class facilities, conducting leading-edge education and research, focused on the needs of society". Against this backdrop, the university undertook a comprehensive review to assess the nature, scale and accessibility of services and facilities which develop, support and enhance the student experience. The review highlighted a very real and exciting opportunity to address this challenge through the creation of an integrated student centre. The vision of this student centre is to develop state-of-the-art, world class facilities that will become the emotional heart of Queen's and a symbol of the ambition that the University has for every student in 2020. To support the ambition of the University and achieve the aims outlined in Vision 2020 and the Corporate Plan 2016-21, and redress the aforementioned deficiencies, the following priorities have been identified for the development of an integrated student centre: • **co-location and integration** – the need to bring together the University's student support services and the Students' Union into a "one-stop-shop", increasing engagement by the Student population;

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Risk Potential Assessment

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	• **changing student population** – meeting the needs of a changing student population including the growing numbers of international and postgraduate students; • **changing employment market** – the need to fully prepare students to meet the expectations of employers; • **student experience** – the need to improve the University's global competitiveness through provision of a world class facility and transforming student experience; • **improve functional suitability** of the University's Estate – the existing facilities have been assessed and found to be inadequate in addressing the needs identified above; and • **environmental sustainability** – there is a need to improve the environmental sustainability of the University's estate.
4. Department	**Department for the Economy**
5. Agency or NDPB name (if applicable)	**Queens University Belfast**
6. SRO Contact Details	**Name:** **Heather Cousins (Investment Decision Maker)** **Address:** **Department for the Economy** **Telephone:** S 40 (2) **Email:** S 40 (2)
7. Programme/Project Manager details	**Name:** S 40 (2) **(QUB)** **Address:** **Queen's University Belfast** **Telephone:** S 40 (2) **Email:** S 40 (2)
8. Primary contact point for administration of the Gateway™ review	**Name:** **Jonny O'Callaghan** **Address:** **Department for the Economy** **Role:** **Head of HE Capital Branch** **Telephone:** S 40 (2) **Email:** S 40 (2)
9. For a programme please list names of constituent projects. For a project please give the name of the overarching programme.	**Redevelopment of the existing Students' Union site to include relocation and integration of all student support services.**
10. Costs (as defined in latest business case)	**15.4% of the overall project costs relate to commercial space and are therefore ineligible to receive funding from the Department. The Department will fund up to 90% of the residual 84.6% of costs.** **Capital costs: £ 34.2m (75.9%of the overall £45.1m)** **Operational (running costs): £ N/A** **Whole Life Costs: £ N/A**
11. Expected duration (in years) of the contract or service	**4**
12. Next Gateway review	<table><tr><th>Gate 0</th><th>Gate 1</th><th>Gate 2</th><th>Gate 3</th><th>Gate 4</th><th>Gate 5</th><th>Starting Gate</th><th>Other</th></tr><tr><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td></tr></table> **Whilst the business case has not yet been approved by DfE's**

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Risk Potential Assessment

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	casework committee, the university has commenced the project "at risk," therefore the approval stages and the project itself are not aligned.
13. Requested commencement date of next Gateway review	**Week beginning date:** (Assume Gateway Review will take place 10-12 weeks after the date of Assessment Meeting)
14. Overall RPA Assessment (Derived from Table C)	**Medium**
15. Dates of previous Gateway or assurance Review and Gateway ID Number	**Date:** **Gateway ID Number: GWY/000/**
16. Date of Starting Gate (or equivalent policy assessment review) if appropriate	**Date:**
17. Name of Minister	**Minister Diane Dodds**
18. Approved by SRO	**Date:**
19 Validated by "Portfolio Manager" or an equivalent e.g. Head of PPM COE (if appropriate)	**Name: Jonny O'Callaghan** **Date: 08/02/2021** **Role: Head of HE Capital** **Telephone:** S 40 (2) **Email:** S 40 (2)
20. Departmental Assurance Coordinator	**Name:** S 40 (2)
21. Current RPA Version Number and date	**Version Number:** **Date:**

Guidance for completion of the Risk Potential Assessment form is available at https://www.finance-ni.gov.uk/publications/guidance-completion-risk-potential-assessment or by calling the Departmental Assurance Co-ordinator on S 40 (2)

General Data Protection Regulation (GDPR)
The data collected via this form will be used by Construction and Procurement Delivery, Centre of Expertise for Programme and Project Management (CPD/CoE), whose lawful basis for processing data is performance and execution of a public task. The data may also be used lawfully to inform other areas of Government business.

Issues related to the use of personal data within this form should be sent by email to S 40 (2)

Once completed, please email this RPA to the Departmental Assurance Co-ordinator or to the generic Gateway email account at S 40 (2)

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TABLE A

Programme/Project Consequential Impact Assessment

A strategic assessment of the consequential impact should the programme/project fail to deliver its objectives to time, cost or quality.

A Strategic area		Very Low	Low	Med	High	Very High	
A1. Political	None or unlikely to have any political interest.				X		As a prerequisite for major policy initiative or manifesto commitment. Has high level of on-going Ministerial or political interest. Likelihood of PAC or equivalent strategic body interest.
Explanatory Notes **(Completion mandatory)**	Due to the size of the project, the significant proposed investment by the Department and the recent scrutiny of PAC on UU's Greater Belfast Development, major capital projects within the HE sector will continue to be high profile. The inherent risks associated with investing in a project such as this cannot be fully mitigated.						
A2. Public	No public service impact. No information security or environmental implications. No interest from external pressure groups likely.			X			Significant public interest, e.g. from related information security or environmental issues. High degree of interest from pressure groups or media. Involves unpopular or contentious change.
Explanatory Notes **(Completion mandatory)**	There are potential environmental factors, but these have been mitigated through the successful inclusion of design features which minimise environmental impacts which have passed planning approval. Students and staff will not be unduly impacted by the project and it is not anticipated that there will be any significant interest from pressure groups. Other than commercially sensitive contract details, no other sensitive data will be held in respect of this project.						
A3. Financial	Little or no exposure of public funds or additional financial burden. No financial impact from environment or social costs.					X	Very significant financial exposure of public funds, or additional financial burden. Significant financial impact from environmental or social change.
Explanatory Notes **(Completion mandatory)**	Projects costs are forecast to be £45.1m, which £34.2m of capital funding requested from the Department, this is a significant investment of public funds and as such levels of scrutiny will be high.						
A4. Operational business and commercial change	Limited impact on the organisation's administration, operations or staff. No impact on third party organisations. No changes to regulatory requirements.			X			Rectifying high profile business problem. Significant impact on business or staff. Significant impact on external commercial markets, regulatory, trade or business burden. Essential to fulfil legislative requirements.
Explanatory Notes **(Completion mandatory)**	This project redevelops the existing Students' Union and consolidates the University's student support services to one site,enhancing the offering in this area for students, this does not constitute a major transformational change. No significant operational risks have been identified, however delays in the project would impact the University's ability to generate income and deliver cost savings.						
A5. Dependencies	Stand alone - no dependency on, or for other programmes or projects.		X				Other programmes or projects are totally dependent for their successful delivery.

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Explanatory Notes **(Completion mandatory)**	Not specifically dependent upon other major capital projects within the University, but there are risks associated with the capacity of the team which manages these projects within the University. The University does have a strong track record in delivering projects of this scale.

Overall Consequential Impact Assessment

A6. Little or no impact on the public, political stakeholders, public finances, operational business or dependent programmes or projects.	VL	L	M	H X	VH	**Very high impact on the public, political stakeholders, public finances, operational business or dependent programmes or projects.**

Explanatory Notes **(Completion mandatory)**

Taking in to account the range of scores above and the level of investment, we believe this project to fall within the high risk category.

[Note: If score is Very Low (VL) completion of Table B below is optional. The marking above is to be used in Table C if appropriate.]

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TABLE B1

Programme/Project Complexity Assessment

An assessment of the complexity factors that may affect the achievement of the programme/project objectives.

B1Strategic profile		Very Low	Low	Med	High	Very High	
B1.1. Political	No political involvement or not requiring any special handling or additional engagement.		X				Multiple political interests requiring handling. Political agenda changing, unclear direction or increasing opposition. External political interests involved e.g. EU.
Explanatory Notes	Construction of a building to consolidate the University's Student Union and Student Support services under one roof, this is not considered to be politically complex. Whilst not politically complex, there will be a high level of scrutiny on the governance and delivery of the project.						
B1.2. Public	No or very low public profile. No change in public interest or service provision. No interest from external pressure groups.		X				Very high public profile, significant interest from public and/or from active pressure groups/media. Complex external communications.
Explanatory Notes	The University has already consulted with the public on this project, with no significant issues being raised, planning has been approved, so legitimate grounds for complaint will be minimal.						
B1.3. Business performance	No significant change to the organisation's business. No change to the operation of external bodies.			X			Very high business performance profile. Changing demands or expectations of performance or staff or behaviours. Significant increase in delivery status expected.
Explanatory Notes	This project consolidates the University's students' union and student support to one site and enhances the offering in this area for students as well as its ability to generate efficiencies and increase revenues.						
B1.4. Organisational objectives	No links to strategic targets or performance indicators e.g. PSA targets. Strategic status (portfolio position), mandate and objectives clear, stable and unlikely to change.			X			Critical link to delivery of key strategic objectives /targets. Strategic status, mandate or objectives likely to change.
Explanatory Notes	The university's strategic objective for the integrated student centre is to enhance the student experience and to develop linkages between various student support functions by bringing them under one roof. A greater student experience will enhance the University's league table placing and make it more attractive to students from outside Northern Ireland.						
Strategic profile summary assessment	**Strategic profile low. Changes unlikely to threaten objectives.**	VL	L	M X	H	VH	**Strategic profile very high and changes highly likely to threaten achievement of objectives.**

Explanatory Notes **(Completion mandatory)**

Based on the scores above and the wider context, we consider this to be medium risk. Increased scrutiny of the

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investment of public funds, the amount of funding involved and the delivery by a third party mean that risks cannot be fully mitigated.

[Note: Record summary assessment mark to Complexity Assessment Summary table below]

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TABLE B2

Programme/Project Complexity Assessment

An assessment of the complexity factors that may affect the achievement of the programme/project objectives.

B2 Delivery challenge		**Very Low**	**Low**	**Med**	**High**	**Very High**	
B2.1. Policy /Legal	No legal matters or legislation involved. Policy and legal implications fully understood, aligned and stable. Policy development assurance review e.g. Starting Gate or equivalent, undertaken.		**X**				Affects complex, multiple or cross-border jurisdictions. Legal, legislative or cross organisational policy unclear or changes and challenges highly likely. No policy development reviews undertaken.
Explanatory Notes	No specific legislative or political implications for the Department, there are however the residual legal risks associated with contracts for capital projects such as this, the team in the University are experienced in this area and we hope to gain further assurance through the Gateway process.						
B2.2. Security	No security or public data handling implications.		**X**				Significant national security or public data handling issues or requirements.
Explanatory Notes	There may be some commercially sensitive data within the contracts associated with this project, this would be specific to the University and the contractor, risk to the Department is low.						
B2.3. Requirements for business change	Stable business, no significant changes envisaged to requirements. Implications of wider strategic changes e.g. sustainability, green agendas established. Clearly defined, agreed measurable outcomes. Limited change to business operations.		**X**				Multiple, interdependent and complex requirements that are dependent on wider emerging or change initiatives e.g. sustainability. Extensive change to business operations or additional information reporting requirements. Significant unplanned changes to business needs or outcomes likely to be imposed or required.
Explanatory Notes	There is not considered to be any significant risk to the Department.						
B2.4.Technology, development, production and/or techniques	Involves no new or novel technology, development, implementation, production products, tools or techniques. Extensive previous use of development or production techniques.		X				First or extensive use of leading edge, novel or innovative technology. High degree of design, build or implementation complexity or uncertainty. Technology or methodology likely to be subject to major changes.
Explanatory Notes	Relocation of an existing and well established Student Union provision and support services, It is not considered that there is anything novel in this project within the wider sector.						
B2.5. Commercial and supplier delivery	Established contracts or existing frameworks to be used. Commercial environment stable. Experienced sector			**X**			Complex or innovative commercial arrangements. Supplier market limited and/or very specialist. Multiple suppliers or complex/volatile supply or

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	suppliers. Single supplier or short supply chain.						logistical chain.
Explanatory Notes	Standard lead contractor procurement arrangements, with equipment tendered separately. Again the Department will take assurance from reviews of the contract and procurement aspects of the Gateway review.						
B2.6. Financial provision	Funding from within organisation budgets, no influence from economic climate. Supplier's funding all in place.				**X**		Complex cross-organisational funding arrangements. Funding not agreed. Third party or supplier funding not in place. Economic conditions likely to affect funding options or availability.
Explanatory Notes	Funding for this project will be required over 4 years, the Department only has an annual budget settlement, so can only commit to future funding if budget is available, the University must take on the project at risk and meet any future funding shortfalls itself. If the Department cannot meet future funding then the risk of delays or other issues increases.						
B2.7. Governance and programme/project management	Straightforward and stable governance structure. Recognised formal PPM methodologies in use. Key post holders in place.				**X**		Complex or multi-faceted governance or management structures. Governance, management structures or key post holders likely to change.
Explanatory Notes	The Department fulfils the role of Investment Decision Maker, whilst the project management is being undertaken by the University. The University have considerable experience in this area and have delivered numerous similar sized projects in recent years.						
B2.8. Stakeholders	Single stakeholder community, fully bought in. No expected change in stakeholder environment or from agreed requirements and outcomes.		**X**				Complex stakeholder community. Stakeholder environment volatile or with significant external change factors.
Explanatory Notes	Low in terms of operational complexity for students / staff, this is enhancing an existing offering. The other key stakeholders are the University, the Contactor and the Department, the majority of the risk lies with the University and the Contractor.						
B2.9. Dependencies	Stand alone, no or few dependencies on or for other programmes or projects. All statutory approvals or authorisations in place.		X				Complex dependency relationships with other projects or organisations. Significant external statutory authorisations or approvals e.g. legislation, financial approvals, planning consent, remain outstanding or require explicit management. Dependencies changing or conflicting; co-ordination increasingly challenging.
Explanatory Notes	In line with standard delegations, Department of Finance have a role in terms of releasing funding to this project. It is assumed that this approval will be subject to satisfactory reports from the Gateway review.						

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B2.10. Change and implementation	Single or co-located programme/project and supplier teams; single site delivery - no conflicting internal business change issues to affect change. Simple acceptance and cut over issues. No "big bang" delivery. Change and benefits management fully embedded.		**X**				Complex national or international delivery environment. Changing or uncertain implementation, cultural or physical challenges to changes likely or expected. Big bang implementation. Complex testing and cut over issues.
Explanatory Notes	Consolidation of the Students' Union and student support services on a single site.						
Delivery challenge summary assessment	**Challenges to deliver are very low and change unlikely to threaten objectives.**	**VL**	**L**	**M M**	**H**	**VH**	**Very high degree of challenge, changes highly likely to threaten achievement of objectives.**

Explanatory Notes (Completion mandatory)

Based on the scoring above, this is considered a medium risk overall. Whilst the financial risk to the Department is relatively low, the reputational risk should issues arise remains high.

[Note: Record summary assessment mark to Complexity Assessment Summary table below]

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TABLE B3

Programme/Project Complexity Assessment

An assessment of the complexity factors that may affect the achievement of the programme/project objectives.

B3 Capacity and capability		**Very Low**	**Low**	**Med**	**High**	**Very High**	
B3.1. Programme or project team	Fully resourced and skilled team. Stable team, no recruitment issues, specialist support e.g. commercial, legal, in place or available when required. Experienced with similar change or technology projects.				**X**		Personnel resources or funding not available when required. Significant resource changes likely leading to skill gaps or disruption to key posts. No previous experience with similar change or technology.
Explanatory Notes	The University has experienced staff in place and have a track record in successfully delivering projects of this magnitude, however they are delivering a number of projects concurrently which inevitably increases risk in terms of the capacity to deliver multiple projects. The scrutiny applied by the Gateway process can only give additional assurance to all stakeholders that the capacity and capability exists.						
B3.2. Stakeholders and organisation	Fully resourced and skilled, available when required. Open to and complies with, change. Common and accepted priority across an engaged stakeholder community.			**X**			Key resources or skills lacking or unavailable when required. Changing environment. Business priority low, inconsistent or changing. Significantly differing priorities between stakeholder groups.
Explanatory Notes	The University is the Project Manager in this project, therefore the onus is on them to ensure that contractors are sufficiently skilled and resources. Contractual agreements in place should offer protections to the University, but risks of cost and time over runs cannot be fully mitigated.						
B3.3. Suppliers (internal or external)	Experienced, strong and stable market or suppliers. Supplier resources skilled and available, with ongoing support and commitment.		**X**				No, weak or overstretched market - unlikely to meet demand. Suppliers unable to sustain support, withdraw or cannot meet requirements.
Explanatory Notes	The University has already progressed at risk and has a contractor and requisite supply chain in place. It is anticipated that the Department will receive retrospective assurances around supplier capability prior to the decision to invest being made.						
B3.4. Strategic leadership and business culture	Good capacity, continuity and experience in leadership roles. No unforeseen organisational pressures. Open culture for change, no staff or TUS concerns.		**X**				Strategic leadership subject to change. No previous responsibility for, or direct experience of, change of similar magnitude or complexity. A challenging cultural, staff or workload environment.
Explanatory Notes	The university have previous experience in projects such as this and no change in strategic leadership is envisaged in the near future. The capability structures of the						

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	University will be considered prior to the investment decision being made.						
Capacity and capability summary assessment	**Capacity and capability in place and change unlikely to threaten objectives.**	**VL**	**L**	**M X**	**H**	**VH**	**Significant capacity or capability issues. Changes highly likely to threaten achievement of objectives.**

Explanatory Notes **(Completion mandatory)**

Based on the above we consider the risk to be medium, again much of the risk lies with the University which is proceeding at risk with the project, reputational risk to the Department remains the most significant risk.

[Note: Record summary assessment mark to Complexity Assessment Summary table below]

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TABLE B4
Programme/Project Complexity Assessment

An assessment of the complexity factors that may affect the achievement of the programme/project objectives.

B4 Scale		Very Low	Low	Med	High	Very High	
B4.1. Time	Timescales not challenging, no external drivers. No imposed changes expected to agreed schedules. Contingency available and tested business continuity plans.			**X**			Schedules very challenging. Immovable deadlines. Major changes to or imposed deadlines likely to occur. Very limited or no contingency or contingency options available.
Explanatory Notes	Whilst slippage due to Covid or other factors can never be ruled out, this is a 4 year project which allows for some mitigation against such occurrences.						
B4.2. Budget	Budgets within delegations and local control. Costs relatively small to overall organisational programme or project spends. Budgets agreed and stable. Appropriate financial management systems established. Change management system in place.				**X**		Budgets outside organisational spend delegations. Cost estimates subject to significant pressures from ongoing or expected change. Costs are significant, relative to the organisation's programme or project spend. Financial management system not in place or audited. Cross organisational / multi-faceted funding with complex financial control and reporting.
Explanatory Notes	Whilst the University has already progressed at risk, the Department cannot guarantee that funding will be available in future years, the University has committed to meet the project costs should Departmental funding be unavailable. However the level of funding sought means that risk remains high.						
B4.3. Benefits	Benefits relatively small. Benefits easily and clearly defined, owned, measurable and achievable. No expected changes which might increase scale of benefits.		**X**				Magnitude of benefits significant. Complex realisation challenges. Changing benefits management environment or realisation responsibilities. Benefits achievability in doubt. Difficult to measure.
Explanatory Notes	Benefits are well defined, a consolidated school, increasing efficiencies and attracting students.						
B4.4. Quality	Quality requirements clear, easily achievable and stable.		**X**				Quality targets extremely challenging, likely to change significantly or hard to achieve.
Explanatory Notes	Well designed project, with standard building stage approvals required.						
Scale summary assessment	**Small scale, changes unlikely threaten objectives.**	**VL**	**L**	**M M**	**H**	**VH**	**Very large scale, changes highly likely to threaten achievement of objectives.**

Explanatory Notes **(Completion mandatory)**

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Based on the overall risk of the above section, the risk is considered medium. Projects of this scale have been successfully completed by the University in recent years, the added scrutiny of the Gateway process gives greater assurance that many risks can be mitigated against.

[Note: Record summary assessment mark to Complexity Assessment Summary table below]

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Complexity Assessment Summary

(Insert the marks allocated for each of the four summary assessments from Table B above)

Complexity areas summary assessments	VL	L	M	H	VH
Strategic Profile (B1.1. – B1.4.)			**M**		
Delivery challenge (B2.1. – B2.10.)			**M**		
Capacity and capability (B3.1. – B3.4.)			**M**		
Scale (B4.1. – B4.4.)			**M**		
B5. Overall complexity assessment			**M**		

Explanatory Notes **(Completion mandatory)**

Based on our assessment of each area we consider this risk to be medium.

[Note: assessment above to be used on Table C.]

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TABLE C

Gateway Risk Potential Assessment

Plot overall summary assessments from Table A (line A6) and Table B (line B5) and mark with an **X** in the grid below.

Overall consequential impact assessment (Table A)						
	Very High				**High Risk**	
	High	**Medium Risk**		**X**	**Gateway Reviews**	
	Medium	**Gateway Reviews**				
	Low					
	Very Low			**Low Risk**	**Assurance Reviews**	
		Very Low	**Low**	**Medium**	**High**	**Very High**

Overall complexity assessment (Table B summary)

Transfer the Risk Potential Assessment from Table C to box 14 on the front page of the RPA.

Please send the fully completed and SRO-approved RPA to the DAC for validation. Failure to provide sufficient information may delay the timing of your Gateway/assurance Review.

Once completed, please email this RPA to the Departmental Assurance Co-ordinator or to the generic Gateway email account at S 40 (2)

High Risk Gateway Reviews – Arranged and managed by CPD/CoE Authorised Cabinet Office Gateway Hub;
Medium Risk Gateway Reviews – Arranged and managed by CPD/CoE Authorised Cabinet Office Gateway Hub;
Low Risk Assurance Reviews – should be referred to CPD/CoE to determine assurance review requirements.

All RPAs indicating a requirement for a Medium or High Risk Gateway review will be checked at the Gateway Assessment Meeting.

When planning a Gateway Review you should normally assume that it will take place after a minimum of 10 weeks from the Gateway Assessment Meeting, not from the submission of the RPA.

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S 40 (2)
Casework and Appraisal Branch
Analytical Services Division
Department for the Economy
BELFAST, BT2 8FD

Tel No: S 40 (2)
Email: S 40 (2)

Department for the Economy
www.economy-ni.gov.uk

From: S 40 (2)

Date: **05 February 2021**

To: S 40 (2)

Cc: **Elaine Barr**
Jonathan O'Callaghan
Alan Smith
S 40 (2)

VfM Statement – Queen's Student Centre

1. This statement is based on a business case prepared by RSM Consulting (RSM) relating to the redevelopment of the Queen's Student Centre.

2. Of note, in 2018 Queen's developed a business case to identify the preferred option for the redevelopment of the Student Centre. It was intended for that business case to be submitted to the Department in 2018. However, a decision was taken at the time for Queen's to proceed without funding from DfE.

3. As a result of increasing financial pressures in the wake of Covid-19, Queen's commissioned RSM to review the 2018 business case, and to validate the selection of the preferred option as it was determined in 2018.

4. RSM describe how the proposed redevelopment of Queen's Student Centre is aligned with policies and plans in a range of areas that are of strategic importance.

5. Against this background, a comprehensive review was undertaken to assess the nature, scale and accessibility of services and facilities which develop, support and enhance the student experience at Queen's University.

6. The proposed redevelopment is intended to: (i) bring together the University's student support services and the Students' Union into a "one-stop-shop", (ii) meet the needs of a changing student population including the growing numbers of international and postgraduate students, (iii) fully prepare students to meet the expectations of employers, (iv) improve the University's global competitiveness through provision of a world class facility, (v) improve functional suitability of the University's Estate, and (vi) improve the environmental sustainability of the University's estate.

7. These anticipated developments are expected to lead to a world-class facility in which student services and social endeavours are located in a central hub of student activity, a "heartbeat" of student life in Belfast. With respect to need, RSM state that such a hub is notably missing at present, with facilities spread across the city, which leads to decentralisation of the student body and a less positive student experience.

8. RSM suggest that the proposed redevelopment will lead to a range of benefits, including an improvement in the supply of graduates to the local labour market.

9. Casework and Appraisal Branch is satisfied with the arguments put forward in relation to the additionality and displacement of the proposed redevelopment.

10. The objectives of the proposed redevelopment have SMART targets and constraints are also considered.

11. With respect to the options, a considerable effort has been made to develop a substantial long-list, and the short-listing process is transparent.

12. The five options carried forward for appraisal by RSM are as follows:

    Option 2: 'Do minimum' – refurbish the existing Students' Union building and Student Guidance Centre to bring all existing accommodation to Building Condition B.[1] No remodelling works undertaken; existing accommodation schedule remains;

    Option 3: Remodel Zone 3[2] of the existing Students' Union Building, utilising 'The Space' and 'Snack Bar', to provide additional accommodation for support services;

    Option 6: Partial redevelopment of the Students' Union Building – the University Road section of Zone 1[3] to be retained with the remainder of the building demolished and rebuilt;

    Option 7: Single-phase, new-build Student Centre on the site of the existing Students' Union building; and,

    Option 10: Partial redevelopment and remodelling of the Students' Union building – retain the shell of Zone 3, demolish the remainder of the building and rebuild.

13. Several updates to the business case since 2018 indicate that the assessment of monetary costs and benefits is more robust compared to the previous version of the business case.

14. The appraisal of risk has been updated to a probability and impact scoring process, compared to the weighted scoring approach that was used in the previous version of the business case.

15. While Option 7 (a complete new build on the Student's Union site) has the highest net present score, it is identified as the preferred option because it offers the most non-monetary benefit per pound of investment as well as the least risk per pound of investment. Option 7 was previously identified as the preferred option in the 2018 version of the business case.

[1] Condition B as defined by Higher Education Statistics Agency to be sound, operationally safe, and exhibiting only minor deterioration.
[2] Zone 3 is a rectangular block over 3 floors at the rear of the Students' Union building.
[3] Zone 1 refers to the main L-shaped block of the Students' Union building, spanning 5 floors including a basement.

16. From an economic standpoint, I am content that the proposed project represents value for money, if the project goes ahead as planned.

S 40 (2)
Casework and Appraisal Branch
Analytical Services Division
Department for the Economy
NICS
ECONOMIST PROFESSION

CASEWORK COVERING SUBMISSION TEMPLATE

A completed 'Fly Sheet' as shown below should be included at the start of every DfE Casework Committee covering submission.

FLY SHEET	
Name of Proposal:	Queen's University Integrated Student Centre
Branch/Unit:	Higher Education Division
DfE Lead Official:	Philip Cromie
Other Government contributors:	CPD – Gateway process has been triggered. SIB – Project Oversight assistance sought.
External contributors:	
Proposal description:	This business case outlines the requirement for Queen's University Belfast to create a state-of-the-art integrated student centre, with world class facilities that will become the emotional heart of Queen's and a symbol of the ambition that the University has for every student in 2020. Crucially the project should also provide a solution to meet the needs of the University and its future growth ambitions beyond 2020. The University had previously proceeded at risk on this project, however the impact of Covid-19 and a significant revised pension pressure has led to the University seeking Departmental funding for this project, so that it can continue to fund its other strategic capital projects and meet its financial commitment to City Deals.

Programme for Government priorities
Outcome 1 – We prosper through a strong competitive, regionally balanced economy. Outcome 6 – We have more people working in better jobs. Outcome 10 – We have created a place where people want to live and work, to visit and invest.
This project will create a world-class facility in which student services and social endeavours are located in a central hub of student activity, a "heartbeat" of student life in Belfast. This is notably missing at present, with facilities spread across the city, which leads to decentralisation of the student body and a less positive student experience. The Queens Corporate Plan 2016–20, Students' Union (SU) Strategic Plan 2020–25 and Universities UK Strategic Plan 2016–23 cite student experience and specifically fostering a "connected, motivated and engaged Queen's community, working as 'One University' " as goals in themselves, with a positive student culture cited as a key enabler in the Queen's corporate plan of their three strategic priority areas. The Students' Union have set out the ambitious target to be a leading UK Students' Union by 2025 and have highlighted the importance of a clear central hub of student life to achieve this. A vibrant student hub, in which people want to visit will have further benefit to local business and the local Belfast economy. The new Centre will help improve employability outcomes for students, help inculcate an entrepreneurial drive through business incubation space and seek to improve welfare and mental health conditions for the student base.

TOTAL COSTS		
Total Proposal Costs (all contributors)	**£**	**%**
DfE QUB	**34.3m** **10.8m**	**76%** **24%**
TOTAL COSTS	**45.1m**	
DfE % of Total costs	**DfE is seeking approval for an upper spend threshold of a maximum of 76% of the capital cost, representing 90% of deemed eligible spend.** **It should be noted that only £5.926m of the funding in respect of 2020-21 is being committed to at this time, future funding will be subject to the budget available and Ministerial approval. Given indicative budgetary allocations for 21-22 it is highly unlikely the level requested by the University will be met.** **The University has proceeded at risk and will meet any shortfall in funding from the Department.**	

PROPOSED DfE COSTS						
	Year 19-20	**Year 20-21**	**Year 21-22**	**Year 22-23**	**Year 23-24**	**Total**
	£	**£**	**£**	**£**		**£**
Resource						
Capital (a maximum upper limit subject to budget)	0.0m	7.0m	21.4	4.9	1.0	**34.3m**
Total cost						
Any previous related cases? No						

DfE DELEGATED APPROVAL AUTHORITY (Delete as appropriate)			
Casework Committee			
DOF / MINISTERIAL / TREASURY / EUROPEAN COMMISSION APPROVAL			
DOF approval required?	Yes	HM Treasury approval required?	N/A
Minister's approval required?	Yes	EU Commission/State Aid approval required?	N/A
Finance Approval received confirming affordability?		Yes (Pending)	
APPRAISAL TYPE		**(Delete as appropriate)**	
Has a Commercial Appraisal been prepared?		No	
		Not applicable	
Has an Economic Appraisal been prepared?		Yes	
POST PROJECT EVALUATON		PPE Date: August 2024	

QUEEN'S UNIVERSITY BELFAST
New Student Centre
Project Risk Register

Project Number: **P/15/805**
Ref 14011
Revision: **Rev 05 - Dec 2020**

Probability	Impact					
	Score	VL	L	M	H	VH
	VH	5	10	15	20	25
	H	4	8	12	16	20
	M	3	6	9	12	15
	L	2	4	6	8	10
	VL	1	2	3	4	5

Item	Stage	Risk & Impact	Observed Risk			Mitigation Action	Current Risk			Risk Owner	Comments
			Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		
1.00		**Site Location & Characteristics**									
1.01	2 Design	Rights of Light, daylight & sunlight negotiations with any property owners not owned by QUB.	M	H	12	Legal advice, ICT / Liaise with neighbours.	VL	VL	1	Designers	Adjacent properties in QUB ownership.
1.02	2 Design	Negotiations / consultation with adjacent property owners (not owned by QUB) and Consultation with students etc.	H	H	16	PACC required min 12 weeks prior to submission of Planning App	VL	VL	1	Designers	Planning Approval Received and tracker in place
1.03	2 Design	Neighbourhood issues - Uncooperative adjacent parties	M	M	9	Liaise with neighbours stakeholders regarding development, take legal advice in relation to existing agreements	VL	M	3	QUB	To be monitored. PACC, Public Engagement, Neighbourhood Forums all to prioritise engagement and knowledge. Planning Approval Received.
1.04	2 Design	Buildability - Site Access /Compound / Restricted site	H	M	12	Review and recommendations on site access, site storage, security & programmed demolitions. Working Group with QUB /IDT	VL	M	3	Designers	Appointment of contractor in stage 5 and the ECI process will help to define the needs of the site. Contractual requirements to ensure that the required site setup and logistics are delivered.
1.05	1 Inception	Legal issues/ site ownership/ undefined land transfer	M	VH	15	Legal title drawings sought for the site and supplied to the Design Team. Check of Legal Drawings executed by Design Team to ensure site boundaries are clear. Undefined land ownership addressed where appropriate.	VL	M	3	Designers	To be monitored. Drawings have been checked and reviewed. No substantive issues. Residual risk only.
1.06	1 Inception	Unidentified Asbestos issues.	VH	H	20	Detailed Refurb / Demolition ACM Survey and Report. Advanced soft strip complete. Full record data from QUB has been supplied and interrogated for adoption into the tender. Possible residual items within the ground that will remain undetected until the main demolition commences.	VL	L	2	Contractor	Soft Strip complete asbestos within building removed. Full intrusive survey complete. Residual Risk remains for existing plant rooms.
1.07	2 Design	Unforeseen ground conditions - possibility of deep excavations and high water table	H	VH	20	Drawings of existing site to be made available, Site investigation required. Dewatering will need to take place to prevent deep excavations filling with water. Survey/record information. Physical validation of site records by contractor and specialist teams/utility	VL	VL	1	QUB	Full site investigation concluded with bore holes and record data provided. WYG have coordinated all works and CausewayGeoTec report is now concluded. Formed part of the Planning Submission report data.
1.08	2 Design	Unidentified site services	H	H	16	Review existing information undertake site investigation.	VL	M	3	QUB	Full GPR survey executed and results made available to design team. Record data for all utilities completed included in tender for Main Contractor. Existing utilities identified inside site boundary hoarding. Utilitiy providers to be identified and communictaed with.
1.09	2 Design	Services/utilities needs and diversions	H	H	16	Review existing information undertake site investigation. The reports to be issued to the BREEAM assessor for review. Potentially an additional BREEAM credit – LE01	L	M	6	QUB	Full GPR survey executed and results made available to design team. Some additional works to relocate existing chambers and pavement infrastructure to be developed with possible cost and programme impact although now progressed well in advance of construction.
1.10	2 Design	Specific ecological, flora & fauna issues	M	M	9	Full ecological survey to be undertaken. The reports from the ecologist to be issued to the BREEAM assessor for review. BREEAM credits LE02-05	VL	VL	1	Other	Survey now complete for ecological, bats and other possible site inhabitants with no identified issues. Formed part of the Planning Submission report data.
1.11	3 Construction	Complications with demolitions of existing building	H	H	16	Tendering processs complete awaiting appointment of competent demolition contractor	VL	VL	1	Contractor	Demolition now complete
1.12	3 Construction	Unforeseen services diversions	M	H	12	Survey/record information. Physical validation of site records by contractor and specialist teams/utility	H	M	6	Designers	Full GPR survey executed and results made available to design team. Record data for all utilities sought. Contractor to validate through continued site investigation and appropriate measures whilst on site. Existing MH and clash of drainage to eb reviewed, diversion of drainage to be reviewed. PK QUB to lead.
1.13	3 Construction	Presence of Contamination on site	H	VH	20	Early part contamination survey to be commissioned. Contaminated land specialist to be appointed. Reconsider strategy following issue if interim results/reports. The reports to be issued to the BREEAM assessor for review. Potentially an additional BREEAM credit – LE01	L	L	4	Designers	Full site investigation concluded with bore holes and record data provided. WYG have coordinated all works and CausewayGeoTec report is now concluded. Formed part of the Planning Submission report data.
1.14	3 Construction	Inaccurate Record Drawings / Survey Drawings	M	M	9	Record drawings need to be verified against as-built condition of structure / location of existing services on site. On site surveys to take place in order to verify location of existing services.	VL	VL	1	Designers	To be monitored. Residual risk only.
1.15	3 Construction	Pedestrian Management and public interface	M	H	12	Provide covered temporary pedestrian walkways in areas where the footpath has been closed throughout the duration of the project. Robust hoarding and security to be provided to prevent illegal access to site from public.	L	L	4	Contractor	Defined in the prelims but to be evolved and developed with Main Contractor.
1.16	3 Construction	Traffic Management and vehicular interface. Traffic management - Risk that traffic management difficulties cause disruption	M	M	9	Co-ordinated access / egress routes to be agreed. Traffic management investigations to be carried out and procedures implemented. Contractor to issue method statement and prepare Traffic Management Pl	L	M	6	Contractor	Defined in the prelims but to be evolved and developed with Main Contractor.
1.17	3 Construction	Traffic congestion causes delays to vehicles accessing site	M	M	9	Deliveries / access to be made out of rush hour times. Statement in Employers requirements. Contractor to issue method statement and prepare Traffic Management Plan.	L	M	6	Contractor	Defined in the prelims but to be evolved and developed with Main Contractor.
1.18	3 Construction	Steelwork Erection	M	M	9	Transportation arrangements to be made prior to fabrication to ensure appropriate splice positions for long span steel structures. Temporary works and erection programme to be in place prior to fabrication.	L	M	6	Contractor	To be monitored.
1.19	3 Construction	Potentially Unstable Structures during construction	M	H	12	Suitable erection sequence for steelwook and curtain walling prepared in due course for review by Engineer to ensure structural elements are stable at all times during construction. Temporary Works Designs and Management processed to be agreed and sign off prior to constructin works	M	M	9	Contractor	To be monitored.
1.20	3 Construction	Protests & Terrorist attacks / security	L	H	8	The potential of a security breach / terrorist attack are to be considered. Monitored 24/7 security in prelims and included as part of the tender. The Security report from the Police Officer to be issued to	L	M	6	QUB	To be monitored.
1.21	3 Construction	Business continuity and delivery of teaching/research impacted by works.	M	H	12	QUB wider stakeholder awareness process to allow fuller understanding of the issues. Contractor to liaise with the immediate neighbours about their needs. Prelims have defined status of the neighbours and likely impact.	L	M	6	QUB	Temp accomodation provided if required for duration of works to mitigate disturbance.
1.22	3 Construction	Damage to Queen's IS infrastructure during the main construction works.	M	VH	15	Identification of existing routes. Appropriate protection measures at all times. Liaise with the IS team. Agree timescales and programme. Agree financial damages clauses.	L	H	8	Contractor	Enabling works being executed as part of a separate contract within the Minor Works Development Team with full input from QUB IS Team.
1.23	3 Construction	Possible disruption of heating services to other buildings on the district heating main.	M	H	12	Move the heating main as an advanced contract. Complete the surveys as required to define pump circuits etc.	M	L	6	Contractor	Heating Main will be executed as part of the Main Contract with full input from QUB Estates Team.
2.00		**Programme**									
2.01	2 Design	Failure to agree / discharge legal agreements in Time - Planning, Drainage connections, substation etc.	M	VH	15	Consulted with Planners, Utility Providers etc.	M	L	6	Designers	Discharge tracker in place
2.02	3 Construction	Delays to completion of Construction works	H	VH	20	Regular Reviews of Progress against Programme.	M	M	9	Contractor	Risk Review Meeting, Monthly Programme Review Meeting, Delay Table reviews.
2.03	3 Construction	Contractor fails to engage appropriately with ECI process	M	H	12	Robust procurement process to seek the best and most appropriate contractor with relevant experience in the process and proven delivery capability.	L	L	2	Contractor	Nearing completion
2.04	3 Construction	D&B Procurement route extends programme	M	H	12	Robust procurement process to seek the best and most appropriate contractor with relevant experience in the process and proven delivery capability.	L	L	1	Contractor	Procurement process now complete
2.05	3 Construction	Variances in tender returns due to market conditions	M	H	12	Accurate Pre-Tender Estimate based on current market costs and cross-checked with current BICS.	L	L	1	QS	To be monitored.
2.06	3 Construction	PQQ Challenge	M	H	12	A rigorous procurement process to be followed, reflecting EU Procurement law.	VL	VL	1	QUB	Complete
2.07	3 Construction	ITT Challenge	M	H	12	A rigorous procurement process to be followed, reflecting EU Procurement law.	VL	VL	1	QUB	Complete
2.08	1 Inception	Political uncertainty and BREXIT	H	H	16	No mitigation appropriate.	H	H	16		To be monitored.
2.09	1 Inception	COVID-19 Pandemic and impact of 2nd wave if materialised	H	H	16	No mitigation appropriate.	H	H	16		CLC guidance in place and covid compliance measures to be monitored.
2.10	3 Construction	Risk of delays from Supply chain to due Covid 19 impact	M	H	12	Long Lead items identified	M	L	6	Contractor	Long lead items to be reviewed and procurement schedules updated regularly. Agenda item during Risk Reduction Meetings
3.00		**Design Development & Management**									
3.01	2 Design	Delays in Client sign off	M	H	12	Review design Proposals with QUB during design process. Good quality well defined RIBA Stage reports to be provided by the Designers that capture all aspects of the discussions.	L	M	6	Designers	Progress Stage 5 design, review and sign off on designs

Item	Stage	Risk & Impact	Observed Risk			Mitigation Action	Current Risk			Risk Owner	Comments
			Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		
3.02	2 Design	Delays in Procuring Surveys / Reports, etc.	M	M	9	Planning Consultant appointed. We have Liaised with the relevant authorities.	VL	VL	1	RPS	All surveys now secured and agreed with the Planning Department. Planning Approval received.
3.03	2 Design	Expectations of Stakeholders will not be achieved	M	M	9	Design Reviews with Stakeholders and Stage Sign-offs.	L	M	6	Designers	Designer Stakeholder meetings held and ongoing. Sign off of tracker comments and actions.
3.04	2 Design	Non-achievement of BREEAM and loss of Institutional reputation.	L	M	6	Design to assessed under the BREEAM guidelines and budgets to be reviewed to identify where possible the cost impact of the BREEAM requirements. Early advice by Clients QS, High Cost /Low value components of design / construction should be identified for potential VE if critical to cost budgeting. Tracker updates are sent weekly to the team.	VL	H	4	Other	To be monitored. Well progressed to date. Ongoing meetings with Cundall.
3.05	2 Design	Changes to Design Brief during the design process.	M	H	12	Briefing Design Workshop and series of Reviews with QUB	L	H	8	Designers	Ongoing User engagement probability has been reduced.
3.06	2 Design	QUB unable to approve Design Proposals	M	H	12	Review design Proposals with QUB during design process. Design Fully signed-off by QUB. Detailed / Technical Design Reviews with key QUB Staff	L	M	6	Designers	To be monitored. Meeting to discuss Cost. VE to be undertaken and S4 design to be porgressed as per agreed VE options.
3.07	2 Design	Agreed design exceeds the budget	H	H	16	Regular Reviews by QUB / QS.	M	H	12	Designers	Project currently projects to be over the agreed budget and approved financial envelope within the QUB Capital Plan. Meeting being held to discuss Cost. VE to be undertaken.
3.08	2 Design	Design unable to achieve programme dates with impact on delivery requirements.	H	H	16	Regular Reviews by QUB / QS. Design team to continual review resources to ensure deliverables.	M	H	12	Designers	Programme to be driven by Main Contractor now appointed - close out of post contract provisional sums
3.09	2 Design	Failure of Design Team to agree and deliver appropriate design solutions for M&E Services, Facilities Management, Systems, Controls etc. QUB unable to therefore sign-off design proposals.	M	H	12	Consult with QUB /Stakeholder at all stages of the design process and show proven solutions to problems.	L	M	6	Designers	Designs well advanced to be monitored.
3.10	2 Design	Errors in co-ordination of design proposals within Contractors Team.	M	H	12	ECI process to agree the Target Cost to be developed during RIBA Stage 4. Detailed input from specialist supply chain to be developed. Use of BIM for all aspects of the design process.	L	M	6	Designers	Clash Detection process ongoing with a Clash Free Model to Stage 5. Contractor to take ownership from Stage 5 onwards.
3.11	2 Design	Delay in Electrical Supply upgrade / Requirements for substation etc.	M	M	9	Consult with Utility Provider as soon as Design has reached a suitable stage.	L	M	6	Designers	Omitting Gas and opting for Electric. Review of NIE supply and outputs on existing generators.
3.12	2 Design	Delay in identifying ICT/AV requirements	M	M	9	Consult with QUB /Stakeholder as soon as Design has reached a suitable stage.	L	L	4	Designers	ICT/AV added as a provisional sum. Identified and undergoing a VE process. Timely procurement required. Meeting to take place QUB
3.13	2 Design	Risk that cleaning and maintenance strategy for completed building not fully developed.	M	M	9	C&M strategy to be developed and signed off. Any changes affecting maintenance need to be fully reviewed with QUB maintenance team	L	L	4	Designers	RPP completed diagram of cleaning and maintenance strategies. To be incorporated in to the S5 design. Existing suppliers, Lamonts to complete review and provide input to QUB.
3.14	2 Design	Losing critical staff at a crucial point in the project.	L	M	6		L	L	4	QUB	To be monitored.
3.15	2 Design	Consultant insolvency	L	H	8	Appoint appropriate design team with robust financial checks as part of the process.	L	M	6	QUB	To be monitored.
3.16	2 Design	Thermal overheating of central 'atrium' area	L	H	8	Thermal modelling analysis has been extensively used to test and review facade and glazing options, particularly in relation to the East facade which has a large bearing on thermal performance of the 'atrium'. Heating proposals to the ground floor collaboration area of atrium seek to maximise use of rapid response heating methods to permit a quick response in heating to the area to react to heating effects of changing solar gains. Large ventilation openings are provided to allow natural ventilation to passively remove excess heat. Opening and heating system control approach to be further analysed and optimised in Stage 4 design.	L	M	6	Designers	Building control submittal to address
3.17	3 Construction	Management of the Design quality during the construction phases.	M	M	9	Design Team committed to ensuring that QUB interests are protected during construction. D&B process to be embraced but responsibility for ensuring quality to reside with Designers.	L	M	6	Designers	Use of QUB CoW.
3.18	3 Construction	Management of the construction quality during the construction phases.	M	M	9	Design Team committed to ensuring that QUB interests are protected during construction. Design Team will be supported by QUB Clerk of Works at all stages of construction.	L	M	6	Designers	Use of QUB CoW. Samples and Mock Ups. Technical Submittals and Bench Marking. Factory visits as required.
4.00		**Implementation and Methodology**									
4.01	3 Construction	Procurement Challenge - Delays in contesting selection of Contractors - OJEC Challenge	M	VH	15	A rigorous procurement process to be followed, reflecting EU Procurement law. The Contractor to provide the Sustainable Procurement plan and send the responsible sourcing certificates of the materials. BREEAM credit Mat03 Tender to secure the construction partner issued. Interest from the market is good. single stage tender, two stage price process with minimum selection criteria developed. Marking process to be professionally completed with due care and openness.	VL	VL	1	QUB	Now Considered closed due to appointment of Main Contractor.
4.02	3 Construction	Delays to completion of Demolition	M	H	12	Appointment of competent demolition contractor. Monitor the programme during the works.	VL	VL	1	QUB	Complete
4.03	3 Construction	Delays to completion of main contract documentation.	L	H	8	Appointment of Cost Manager to draft Contract Documents	VL	VL	1		Ongoing but mainly agreed
4.04	3 Construction	Main contractor going into liquidation	M	VH	15	Appropriate checks during the tender process and financial probability to be challenged and confirmed.	L	H	2	QUB	QUB check at PQQ
4.05	3 Construction	Key sub-contractor going into liquidation	M	VH	15	Appropriate checks during the tender process and financial probability to be challenged and confirmed.	M	H	12	QUB	Vendor Assessments and FOH Finacial Checking
4.06	3 Construction	Contractor failure to deliver work to required quality standards	M	M	9	Appoint experienced contractor	L	M	6	Contractor	Main Contractor appointed. COW, Audit procedures and quality checking to be inmplemented. Main Contractor to produce inspection and test plans.
4.07	3 Construction	VAT / Taxation changes	H	H	16	Early advice by Clients QS, VAT unlikely to increase at present. VAT may not be applicable on new build.	L	M	6	QUB	QUB budgeted plus VAT
4.08	3 Construction	Cost Over run	H	H	16	Early Cost appraisal by Clients QS	VL	H	4	QUB	Funding secured within QUB. Target cost to be monitored throughout via change control and financial statements
4.09	3 Construction	Impact of Funding stream	M	H	12	Budget Review Meeting to held by QUB	L	M	6	Contractor	Regular Financial Reporting and Auditing to be carried out for the duration of the works
4.10	2 Design	Value Engineering/Design and Build process leads to perceived reduction in quality.	M	M	9	Options for consideration to be discussed, developed and reviewed with the Design Team and Construction Partner. Documentation defines a robust change mechanism and gives the client full rights to APPROVE or NOT as the case may be.	VL	VL	1	Designers	VE process is built in to the contractors D&B requirements. Ownership of the design will rest with Contractor until end of RIBA Stage 5
4.11	3 Construction	Co-ordination issues between main contractor and specialist sub-contractors	M	M	9	ECI process to agree the Target Cost to be developed during RIBA Stage 4. Detailed input from specialist supply chain to be developed. Use of BIM for all aspects of the design process.	L	M	6	Contractor	To be monitored. Collateral Warranties, Back to Back contracts.
4.12	3 Construction	Subcontractor capabilities.	M	M	9	ECI process to agree the Target Cost to be developed during RIBA Stage 4. Detailed input from specialist supply chain to be developed. Use of BIM for all aspects of the design process.	L	M	6	Contractor	To be monitored. Collateral Warranties, Back to Back contracts.
4.13	4 Operation	User dissatisfaction with the facility not meeting the user requirements.	H	M	12	Consult with QUB /Stakeholder at all stages of the design process and show proven solutions to problems.	L	L	4	Designers	Close out Stakeholder comments/actions
4.14	4 Operation	Facility fails to perform correctly in accordance with the performance requirements.	M	M	9	Consult with QUB /Stakeholder at all stages of the design process and show proven solutions to problems.	L	M	6	Designers	IQOA process re: Performance
4.15	4 Operation	Defects not being corrected as quickly as required and allocating blame for defects when they occur.	M	M	9	Appoint experienced contractor	L	M	6	Contractor	Soft Landings
4.16	2 Design	Lack of attention to security in the design and planning.	M	M	9	Consult with QUB /Stakeholder at all stages of the design process and show proven solutions to problems.	L	L	4	Designers	Operational Review Meeting internally - QUB
4.17	4 Operation	Third party users requiring modifications that would have been easy to incorporate in the design, but now require substantial modification.	M	M	9	Consult with QUB /Stakeholder at all stages of the design process and show proven solutions to problems.	L	M	6	Designers	To be monitored. Engage with 3rd parties when known. Information going out to be represenative that reflects what is in Contract and agreements. Identify Programme requirements.
4.18	4 Operation	Poor quality workmanship leading to excessive snagging/disturbance	M	M	9	Appoint experienced contractor	L	M	6	Contractor	Testing, Inspecting and Reporting throughout Contract Works, Quality Management Plan and Auditing.
4.19	4 Operation	Obsolescence caused by technological change.	M	M	9	Review technological advancement as project develops and assess.	L	L	4	QUB	AV is being procured later and design team review of tech chnages
4.20	4 Operation	Noise issues during operational Phase	M	M	9	Nuisance proceedings delay to contract. Possible restrictions to activities/hours of operation.	L	L	4	Designers & Contractor	RPS - NR25 modelling complete. Operational testing.
4.21	3 Construction	Risks associated with testing & Commissioning delays and addressing snagging and defects. Commissioning not completed in time could delay the completion of essential services and building control sign off	M	H	12	Project Brief to be finalised and signed off. Roles and responsibilities clearly set out and procedures in place for management of commissioning. Regular review of programme. Include reasonable time for Commissioning.	L	M	6	Designers & Contractor	To be monitored. Contractor to be in place stage 5
4.22	4 Operation	Potential risk of music systems causing ductwork vibrations due to hitting resonant frequencies etc. 0G - MPH & 02-013 (Bar).	M	H	12	JCP are aware of this potential risk and will seek to mitigate as far as practicable. Resonant frequencies are difficult to determine in advance. There is a risk that additional support or other measures need to be applied to ductwork post completion.	M	H	12	QUB & JCP	To be monitored during installation / commissioning.
5.00		**Statutory Compliance**									

Item	Stage	Risk & Impact	Observed Risk			Mitigation Action	Current Risk			Risk Owner	Comments
			Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		
5.01	2 Design	Planning Permission not granted.	H	VH	20	Early Engagement with Planning Service once basic design proposals signed-off with QUB. No Major issues identified with Application for Main Works and approval expected. Planning Consultant appointed. Survey needs identified. Wider team established. PAD process now initiated. Discussions with BCC Planning, HED, BCC Conservation and Urban Designers, Dfl Roads and other Consultees noiw completed. Residual needs established through the PAD process and ongoing design development. Ensure alignment of Construction programme with expected Planning Approval.	L	H	8	QUB	Planning has been approved subject to discharge conditions. Develop internal graphics wit stakeholders. Workng Group internally to agree.
5.02	2 Design	Tree preservation issues associated with Conservation Area	M	M	9	Preparation of Landscape details and relevant tree surveys from specialist. Reports supplied with the Planning Application. The reports from the ecologist to be issued to the BREEAM assessor for review. BREEAM credits LE02-05	L	L	4	Designers	Tree surgery complete met with Landscape Architect on site. Maintaining protection works on trees during construction.
5.03	2 Design	Lengthy Building Regulations negotiations	L	M	6	Consult with Building Control as soon as Design has reached a suitable stage.	L	L	4	Designers	Ongoing discussions with Building Control. Fire Strategy to be submitted.
5.04	2 Design	Specific Building Control Risks, Non-compliance with Part L Thermal model, DDA Fire Strategy	L	M	6	Consult with Building Control as soon as Design has reached a suitable stage. Preliminary mtg with Building Control. Fire Consultant appointed. Discussions with NIFRS evolving. Fire Strategy broadly agreed. Site Access developing.	VL	VL	1	Designers	Ongoing discussions with Building Control and NIFRS etc. DDA queries responded to.
5.05	2 Design	NI Water request sewer requisition	H	H	16	Consult with NI Water	L	M	6	Designers	Ongoing discussions to define exact needs and sign-off process for all works. Tender remains with NIW not yet issued. Follow up ith Atkins. Discharge in foul existing lines at Fitzwilliam and Elmwood.
5.06	3 Construction	Non compliance with Building Control Legislation BER vs TER for example.	L	M	6	Air Tightness to be monitored	L	L	4	Design Team	Remedial works to be implemented until Air Tightness is achieved.
6.00		**Health and Safety Issues**									
6.01	3 Construction	Delay in receipt of Construction Phase Health and Safety Plan	L	M	6	Prompt action by Contractor to avoid any delays with start on site and site set-up.	VL	VL	1	Contractor	Very well developed by Contractor.
6.02	3 Construction	Damage to adjacent properties (Listed Building). Undermining foundations. Vibrations	M	H	12	Design team have established conditions of work AFARP to date. Contractor to be responsible for condition survey of neighbouring property. Working practices re statutory limits. Take out relevant insurance. Take every reasonable precaution.	VL	VL	1	Contractor	To be monitored. Vibration monitors to be installed. Leave relevant sections of sub-structure. CFA piles selected for low vibrations and design footprint of new building set back from existing
6.03	3 Construction	Injury to end user and / or site personnel - inadequate H&S provision	M	M	9	PCI to be developed, Hazard Register to be developed and maintained. Construction Phase Plan to be developed and implemented.	L	L	4	Contractor	RAMS and safe working practices to be in place
6.04	3 Construction	Negligent Act - Omission or default which result in loss or damage.	M	M	9	Clients Duties under the regulations, ICT duties under the Regulations. Contractors Duties under the regulations.	L	L	4	Contractor	Main contractor to develop CSHP
6.05	4 Operation	Late delivery of H&S file and lack of operating and maintenance information due to poor as-built drawings	M	M	9	Regular Design Workshops and Key Stage Sign-offs.	L	L	4	Contractor	Development of information early during the Construction process.
6.06	3 Construction	Risk that the Contractor does not effectively manage H&S protocols on site.	M	M	9	Tender documents have a competency section for review. Only a competent contractor will be appointed. PCI to be developed, Hazard Register to be developed and maintained. Construction Phase Plan to be developed and implemented.	L	L	4	Contractor	Audit and Spot checking.
6.07	3 Construction	Risk that site security is not adequate may lead to damage of construction or harm to life	M	M	9	Tender documents have a competency section for review. Only a competent contractor will be appointed. PCI to be developed, Hazard Register to be developed and maintained. Construction Phase Plan to be developed and implemented.	L	L	4	Contractor	Development of Construction Phase H&S Plan
6.08	4 Operation	H&S risks involved in cleaning and maintenance of the proposed building, including working at heights, working on roofs, working with chemicals.	M	M	9	C&M strategy has been developed and signed off. Any changes affecting maintenance need to be fully reviewed with QUB maintenance team	L	L	4	Designers	Design to identify residual risks in Pre Construction plan
6.09	4 Operation	Health and safety requirements constantly changing with new legislation.	M	M	9	Review any issues as the project develops and assess.	L	L	4	QUB	To be monitored. Non envisaged as it stands.
6.10	3 Construction	Non compliance with Covid 19 CLC guidance	M	M	9	Review of CLC compliance	L	L	4	QUB	Covid 19 updated RAMS, Covid 19 Compliance officer and regular review of CLC guidance.
					0				0		

Hunter, Emma-Jayne

From: O'Callaghan, Jonathan
Sent: 09 March 2021 09:00
To: Cromie, Philip; S 40 (2)
Subject: FW: Affordability Statement QUB Integrated Student Centre project

Folks

See below affordability statement from Finance Branch. You will note that because the project straddles multiple years and budgets are single year only, the project is unaffordable.

Elaine can you trim please?

Jonny

From: S 40 (2)
Sent: 09 March 2021 08:14
To: O'Callaghan, Jonathan S 40 (2)
Cc: Park, Johanna S 40 (2) Hetherington, Sharon S 40 (2)
Subject: Affordability Statement QUB Integrated Student Centre project

Hi Jonathan,

Please see below affordability statement for QUB Integrated Student Centre project. It has been approved by Sharon Hetherington.

Affordability Statement- casework TBC- original date of 25th February cancelled

This is a business case for financial assistance to support the creation of a state-of-the-art integrated student centre for Queen's University Belfast (QUB).

The total project cost is £45.1 million. **The Department for the Economy (DfE) funding requirement is £34.3 million capital**, which represents 76% of the project cost. The remaining 24%(£10.8 million) will be provided by QUB from its reserves.

This project includes a corporate element, as a number of units within the property are to be rented. The corporate element is ineligible for public funding.

Under the university's financial memorandum with DfE, **a maximum of 90% of total eligible capital costs** may be recovered, subject to budget being available within the department. Any shortfalls are to be met by the QUB. 90% of eligible costs equates to 76% of total costs for this project, see breakdown below:

Type of funding	Source of funding	Funding Required	% of eligible funding	% of TOTAL funding
		£'million	**%**	**%**
Eligible	DfE	34.3	90	76
Eligible	QUB	3.9	10	9
Total Eligible		**38.2**		
Ineligible	QUB	6.9	N/A	15
Total funding		**45.1**	**100**	**100**

The total **DfE** costs are summarised below:

	2020/21	2021/22	2022/23	2023/24	TOTAL
	£	**£**	**£**	**£**	**£**
Resource	0	0	0	0	**0**
Capital	5,926,000	21,400,000	5,974,000	1,000,000	**34,300,000**
TOTAL	**5,926,000**	**21,400,000**	**5,974,000**	**1,000,000**	**34,300,000**

Work on the project began in 2018/19; £7.99 million has been expended to date. This has been funded initially by Queen's; however, it has been requested that this is taken into consideration by DfE as eligible for funding within the total project costs. The £7.99 million spent to date is included in the overall budget project cost of £45.1 million; the DfE funding requirement is 76% of this total (£34.3 million). This is to cover project spend from 2018/19 until 2023/24.
Queen's University proceeded at risk with this project due to limited capital grant funding availability, however, the current ongoing health pandemic has increased the financial pressures on the university, which has resulted in this request for capital funding. Should Queen's University not be able to raise their 24% share of funding, Higher Education division have confirmed that DfE will **not** be required to increase their contribution beyond the 76% requested.

The original projections for DfE costs in the Business case and fly sheet estimated £7 million of funding would be required in 2020/21. However, Higher Education division confirmed that only £5.926 million funding for 2020/21 is being committed at this time. Therefore a revised profile of DfE required funding has been submitted and affordability has been assessed on the revised profile above.

The overall amount of £34.3 million funding required from DfE has **not** changed. **As this project has already commenced, all future expenditure risk should reside with Queen's University and not the Department.**

Although 2020/21 is currently affordable within the current HE capital budget, this accounts for only 17.6% of total proposed DfE cost. There is a draft 2021/22 budget allocation in place but this project is not funded within it and there is no agreed capital allocations beyond 2021/22. **Therefore the overall project is unaffordable.**

Kind Regards
S 40 (2)

S 40 (2)
Financial Management
Department for the Economy
Adelaide House
39-49 Adelaide Street
Belfast, BT2 8FD
Tel: S 40 (2)
TextRelay: S 40 (2)
Web: www.economy-ni.gov.uk





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DfE CASEWORK COMMITTEE: MINUTES

Venue:	Correspondence
Date:	16th – 18th March 2021
Time:	N/A
Casework Listed:	QUB Integrated Student Centre

Committee: David Malcolm (DM)
Sharon Hetherington (SH)
Victor Dukelow (VD)
Colin Woods (CW)

Secretariat: S 40 (2)

Introduction

1. DM referred to the range of issues that had arisen from the Casework Committee's recent consideration of the recent QMS application. He explained that that case had significant 'read-across' to the SU application and in that respect, he was content that this particular case - more than most - lent itself to clearance by correspondence. However, he was careful to stress that casework by correspondence should be the exception, not the rule.

2. The committee were presented with the following documents to review:

    a. Casework Committee Covering Submission

    b. Risk Potential Assessment

    c. VFM Statement

    d. Casework Committee Fly Sheet

    e. QUB Integrated Student Centre Economic Appraisal and Appendices

    f. G3 approval to proceed to casework

    g. Affordability Statement

Comments from Colin Woods

3. CW indicated he was content with the strategic fit and that the case for the preferred option as the best VfM option was well made.

4. He noted that the case overall presented the same issues around additionality and proceeding 'at risk' as the recent QUB Management School case but that the material provided for this case was significantly more comprehensive than

what was initially presented in that case and dealt with additionality at an institutional/macro level well.

5. He understood that as with the QMS case, DoF were content with the approach taken by QUB and HE Division in DfE with regard to proceeding at risk and that they did not regard this as a barrier to approval today. CW stressed that, as per the committee's recent discussions, it would be preferable to ensure our approach to these cases is on a more stable footing in future. He indicated that he was reassured by DoF's position and acceptance of this practice in previous years.

6. He also indicated that he was broadly content with the detailed assessment of need for the project, the options and associated risks. While he pointed out that had the committee met as normal, he would have had a few queries in order to fulfil the committee's challenge & scrutiny function, his queries were relatively minor, did not impact the choice of preferred option, costs or conditionality in any material way and would not lead to concerns that he could not support the case overall.

7. He noted that the risk around the full affordability of this project sat with the university and any financial allocation post 2021/22 remained subject to further consideration and prioritisation by the DfE Minister. He took comfort from the conditionality that will be imposed by HE Division in relation to future years' funding.

8. He noted that QUB are experienced at managing capital projects and their own management structure combined with the management arrangements HE colleagues are putting in place appeared to be satisfactory.

9. On this basis CW indicated that he would be content that the committee could recommend this case for approval - subject to any further issues raised by committee colleagues.

Victor Dukelow comments

10. VD agreed that the assessment from CW summed up his thoughts up very neatly. He agreed that this business case and wider documentation engaged more directly and comprehensively with the points raised about additionality/affordability in the context of the QUB Management School.

11. He also agreed that the case for the preferred option was well made and that the paperwork set out that it provides the best outcome on benefits and among the lowest risk profiles of the options considered. He pointed out that while in NPC terms it is the most expensive option, it was worth reflecting that there were significant financial costs associated with all options including the 'do minimum'. He pointed out that the cost assessment set out that in the absence of this new build solution, significant life cycle costs would be required to sustain the other options – so there was no low cost option available.

12. VD indicated that had the committee met in the normal format, he would likely have raised questions about how the benefits of this project would manifest themselves: e.g. are there more specifics on what can be expected in terms of NI/QUB being more attractive for students, better labour market outcomes for students because of greater effectiveness of careers

provision/entrepreneurship support, etc. However he took comfort that the benefits realisation plan had been developed to assess and monitor over time achievement on these kind of issues – with a number of associated targets established.

13. From a risk/project management perspective, he said that it was reassuring that this would be subjected to a Gateway Review and that, similar to the approach HE Division are taking with UU, there was the option of clawing back public funding *in extremis*.

14. VD also concluded that he was content that the committee could recommend this case for approval.

Sharon Hetherington Comments

15. SH agreed that this was a project that she would be content to recommend for approval. She said that the summary of the salient points had already been well set out by CW and VD.

16. Specifically on affordability, SH indicated that she was content that there is an understanding by HE Division and QUB that future years funding is not guaranteed and that QUB will work to prioritise this project along with others across the QUB estate should DfE not be able to provide CDEL funding in future years.

David Malcolm Comments

17. Having noted the input from committee colleagues, DM indicated that he was satisfied that there was no need to arrange a further meeting, but that there were two observations he wished to add to those of the other committee members.

18. He pointed out that the risk register appeared to have 4 OS risks that remain red, even after mitigation. He pointed to Risks 3.07 and 3.08 relating to the design exceeding agreed budgets and approvals. He said that that sounded significant and the fact it remained red, was a concern. He pointed to Risk 4.05 relating to a key sub-contractor going into liquidation. Again, he highlighted that it remained red after mitigation. He wondered if this had actually happened. Finally, he pointed to risk 4.22 relating to ductwork vibrations having to be monitored during construction and development. It also remained red; DM wondered had it not yet been possible to monitor this? Why would that still be red?

19. DM's second observation followed on from SH's comments on affordability. He noted in para 44 of Trevor Cooper's submission that he referred to the commitment from QUB to address the funding gap. He said the committee could accept that. However, given the financial challenges the committee were aware of, he pointed out that it must be a concern that the University is expecting two thirds of its capital funding from a 5-year programme next year, 21/22; especially concerning when the Department's capital allocation is nowhere near being able to support that. DM indicated that this appeared a significant risk and whilst the University have addressed how they will manage that, QUB and HE colleagues would need to keep a close watch on this.

Conclusion and Recommendation

20. DM concluded the email discussions by thanking his colleagues for their agility to flex and clear the case as quickly as they had. He reiterated that he accepted the points made by committee members and indicated that the case could be recommended for approval at this stage.

From: Trevor Cooper **Tel No:** S 40 (2)
Higher Education Division

Date: 22 Mar 2021 **cc:** *Copy Distribution Below*

To:

1. **Mike Brennan, Permanent Secretary**
2. **Alastair Ross, Special Adviser**
3. **Diane Dodds, MLA Minister for the Economy**

SUB XXXX 2020 HIGHER EDUCATION CAPITAL – QUEEN'S UNIVERSITY INTEGRATED STUDENT CENTRE BUSINESS CASE

Issue: Queen's University Belfast has presented a business case for the project "Queen's Integrated Student Centre". The Department's Casework Committee has endorsed and your approval is now required under the Department's internal delegations**.**

Timing: Urgent – Funding to be issued before 31st March 2021.

Executive Referral: N/A

PfG Implications: Queen's University contributes to the following relevant outcomes for NI:

- We prosper through a strong, competitive, regionally balanced economy.
- We have a more equal society.
- We have more people working in better jobs.
- We give our children and young people the best start in life.

Presentational Issues: Positive investment in Higher Education Sector.

Freedom of Information: Parts of this submission, and case will be Commercial in Confidence, in particular QUB's forward financial projections and actions they may take on foot thereof as well as DfE's analysis of the potential impact of pension deficits and other operating issues on QUB's forward operating position. As such they are considered to be exempt from any FOI request.

Financial Implications: The economic case for the £45.1 million project is seeking capital funding support of up to £34.3 million with £7.0m requested in 2020-21. The University will be required to meet any unfunded element from its

	reserves. The Department is able to confirm it has budget cover for £5.3m of capital grant funding in 2020-21; future years' allocations are subject to budgetary availability, Ministerial priorities, and future demonstration of need. The University has confirmed that any shortfall in funding this year or in future years will be met by it, although future year shortfalls would require it to delay, cancel other desirable future planned investment.
Legislative Implications:	Not applicable
Statutory Equality Implications:	N/A
Recommendation:	**You are asked to approve the Department's funding in principle for the Queen's University Integrated Student Centre project. Approval for funding is for 2020/21 and in principle only for future years, subject to budgetary availability and Departmental prioritisation.**

Background

1. This business case, prepared at the request of HE Division following knowledge of the outcome of its Capital budget allocation for 2020/21 outlines the requirement for Queen's University Belfast to create a state-of-the-art integrated student centre, with world class facilities that will become the emotional heart of Queen's and a symbol of the ambition that the University has for every student in 2020. Crucially the project should also provide a solution to meet the needs of the University and its future growth ambitions beyond 2020.

2. The University has proceeded at its own risk with the project, securing internal approvals in 2018, following engagement with the Department in the knowledge that it **may** be eligible for grant support at a level and date in the future totally at the discretion of the Department. This engagement and process followed established protocols between the Universities, DfE and DoF. These protocols will be subject to review and change from the commencement of 2021/22.

3. SUB-1912-2020 outlined revised capital allocations which included the proposed annual allocation for this project. The purpose of this submission is to present the detailed business case for the project and following Casework Committee endorsement, seek formal approval

4. In assessing current facilities, the review focused primarily on the student-facing support currently housed in two buildings – the Students' Union (SU) and the Student Guidance Centre (SGC). The review identified the following deficiencies with the current configuration:

   - **changing needs** – the buildings do not adequately support changing student body needs including skills development, employability and entrepreneurship support;
   - the lack of a clearly identifiable '**student hub**' prevents the development of a vibrant student community and negatively impacts overall student experience;
   - the internal configuration, segmented design and lack of visual connect between spaces in the current building is not conductive with the required building functions;
   - the student guidance centre spatial configuration has meant the **services are at capacity** and cannot support the projected increase in student numbers; and
   - **increased visibility** needs to be given to the student guidance centre to enable more students to avail of SGC services.

5. To support the ambition of the University and achieve the aims outlined in Vision 2020 and the Corporate Plan 2016-21, and redress the aforementioned deficiencies, the following priorities have been identified for the development of an integrated student centre. The proposed redevelopment is intended to address these priorities:

- **co-location and integration** – the need to bring together the University's student support services and the Students' Union into a "one-stop-shop", increasing engagement by the student population;
- **changing student population** – meeting the needs of a changing student population including the growing numbers of international and postgraduate students;
- **changing employment market** – the need to fully prepare students to meet the expectations of employers;
- **student experience** – the need to improve the University's global competitiveness through provision of a world class facility and transforming student experience;
- **improve functional suitability** of the University's estate – the existing facilities have been assessed and found to be inadequate in addressing the needs identified above; and
- **environmental sustainability** – there is a need to improve the environmental sustainability of the University's estate.

Outline of Proposal

6. The proposal is defined by the objectives and targets established by the University:

	Objective	**SMART Target**
1	Provide facilities capable of supporting the growth ambitions of the University including Vision 2020, the Students' Union Strategic Plan and future strategies beyond 2020.	Realign current service provision by 2022 to meet the needs of the planned future student population configuration. Increase in student satisfaction and enhanced engagement are to be assessed by NSS and International Student barometer surveys.
2	Provide a holistic and consolidated student support service for the benefit of all University students, staff and other stakeholders.	By 2022 consolidate all student administrative services, student support, student development and Students' Union services and support in a single location to provide a 'one-stop shop'.
3	Ensure all student services are readily accessible and provided in a high profile, student centred environment.	The completed project should be located on a prominent site that is readily accessible, and easily identifiable from major vehicular/ pedestrian routes, within 300m of the Lanyon Building by 2022.
4	Provide services in such a way as to encourage high footfall,	Improve the financial viability of the proposed project by increasing both

	through the provision of appropriate amenities, both to support the economic viability of the building and create a feasible, vibrant, student-focused facility.	footfall across the building by day and night provision and the income generated by retail and commercial units by 2023. The targeted future footfall is 220,000, aiming to encourage more students to avail of student services by collocating with other amenities that attract footfall.
5	Ensure the Environmental Sustainability of the solution is in line with the key priorities which underpin the Estate Strategy.	By 2022 improve the energy efficiency of the estate contributing towards the University's low carbon vision. The accommodation provided should have a sustainability rating of BREEAM Very Good.

7. In line with best practice, the University considered a range of options, with building a new facility on the existing Students' Union site offering the optimum balance of meeting needs, costs, wider economic benefits and risk.

Strategic Fit

8. The Queen's Corporate Plan 2016–21, Students' Union (SU) Strategic Plan 2020–25 and Universities UK Strategic Plan 2016–23 cite student experience and specifically fostering a "*connected, motivated and engaged Queen's community, working as 'One University'* " as goals in themselves, with a positive student culture cited as a key enabler in the Queen's corporate plan of their three strategic priority areas. The Students' Union have set out the ambitious target to be a leading UK Students' Union by 2025 and have highlighted the importance of a clear central hub of student life to achieve this. A vibrant student hub, in which people want to visit will have further benefit to local business and the local Belfast economy, hence the project makes contribution to the outcomes of the Belfast Agenda: Your Future City 2017–35.

9. A number of the strategies, including the Universities UK Strategic Plan 2018-2023, International Recruitment Strategy and Postgraduate Strategy highlight the impact that a positive student experience has on student recruitment potential both domestically and internationally and attracting an increased proportion of international students is a goal outlined in: the International Education Strategy: Global Potential Global Growth 2019; Universities UK Strategic Plan 2018–23; the Belfast Agenda: Your Future City 2017–35; QUB Vision 2020; QUB Corporate Plan 2016–20; and, QUB Education, Research, International Recruitment and Postgraduate Strategies 2016–21.

10. In an increasingly competitive global higher education market, ensuring the best quality facilities are essential to attracting international students. Attracting high quality, best-in-field staff is essential to achieving the goals cited by the University Research Strategy 2016-2021 and Education Strategy 2016-2021. This too can be achieved in part through providing top quality facilities.

11. Furthermore, a number of strategies identify a skills gap in the NI labour market and a need for upskilling. These strategies include the NI Industrial Strategy 2030, Belfast Region City Deal, 2019–35 and the Belfast Agenda: Your Future City, 2017–35. As highlighted above, attracting international students is one way in which the project is strategically aligned with this policy area. Attracting domestic students to Queens and encouraging them to remain in Belfast beyond their study is another contribution that the project will make to this policy area. By increasing the appeal of the student experience, more individuals will enter into the higher education pathway and by ensuring a positive student experience in the city through support services and social hubs, these individuals can be retained to the NI labour market. Skills development is an important aspect of the student centre offering, with a dedicated student development zone and university services such as careers consultancy and management and leadership development given increased profile.

12. A key strategy is the Draft Northern Ireland Programme for Government 2016 – 2021 (PfG) which details core economic outcomes including a strong and competitive economy; people working in better jobs; and, NI being a place where people want to live and work, to visit and invest. Similarly, the SIB Investment Strategy for Northern Ireland 2011–21 highlights the importance of investing in higher education estates to create a skill-pool essential for attracting inward investment. The Students' Union already boasts 118 student start-ups from 2015 to 2020, and to support an aspiration included in their strategic plan (2020–2025) to become an entrepreneurial Students' Union, the project will house a business incubation space to nurture, support and inspire students to grow their business and contribute to the NI economy.

13. There is a policy objective to add value not just to the NI economy, but to the individual student as well, engaging and involving the student in employability actions. This is cited in the QUB Corporate Plan 2016–20 and QUB Education Strategy 2016–21. By centralising student guidance activities in an accessible building and providing appropriate meeting space for networking with perspective employers, the project will improve student employability. Student welfare is core to the Students' Union strategy, with mental health cited as a particular area of concern. By increasing the visibility and accessibility of the wide range of services available through the project, there will be improved mental wellbeing across the student body.

Affordability and additionality

14. Whilst funding of £5.3m has been secured for 2020/21, it is accepted by both the Department and the University that, given the future funding uncertainties, there is a risk that the Department may not be able to meet the indicative levels of financial support on an ongoing basis.

15. The Integrated Student Centre is a marquee project for the University, and in light of both contractual commitment and the need for facilities to be opened in line with project timings, will be completed by the University. The University has a rolling capital programme and, in extremis, can mitigate against decreases in Departmental funding by cutting or delaying other capital projects, or put in place operational reductions, to make the maximum use of the funding available from all sources.

16. The University has provided assurance in its business case, that from a project affordability perspective, should government funding not be provided to the levels requested, it will meet any shortfall from its reserve position.

17. As regards the additionality of university projects, with the exception of discrete equipment purchases and minor works, expenditure is normally incurred over a number of years. If one were to simply consider additionality at a project level, it is hard to see how the additionality criterion would be met for any individual project, no matter what point in time it was assessed at. The reality is that the additionality criterion for universities is much more complex than this and needs to be looked at in the macro context.

18. Government plays a key role in funding universities because of their key contribution to the economy now and in the future, and a thriving university sector in Northern Ireland is recognised as being a critical element of delivering the high value added, innovation focused and knowledge based economy that is DfE's vision for Northern Ireland going forward.

19. There has been a longstanding recognition within DfE and indeed broader government that the current overall funding package provided by government (via tuition fees, teaching grant, research grants, capital grant) leaves them underfunded compared to comparator organisations in the rest of UK. This has created a vicious circle where it becomes more difficult for them to retain or bridge the capability gap with universities in the other nations due to the need to live within their much more constrained funding envelope, and impacts on the relative growth of the Northern Ireland economy in a number of key areas including productivity and innovation. From a teaching grant perspective there is a deficit in the NI HE sector of £16.1m per annum versus their comparator organisations in England and Wales in 2019/20. Of course the additional income generated from International students broadens this gap even further. Given that this is a per annum figure it cumulates to a very significant financial handicap to the local sector.

20. NI universities also receive considerably lower research grants than competitor organisations in other regions. Our current best estimate of the relative distribution of government funded research (in descending order) between England, Scotland, Wales and Northern Ireland as of 18/19 is set out in the table below:-

	Research Grants and Contracts	Research Council Income*	UK Population 2018	UK Student Population 17/18
England	81.8%	82.8%	84.2%	81.9%
Scotland	12.4%	13.0%	8.2%	10.2%
Wales	4.0%	2.8%	4.7%	5.5%
NI	1.8%	1.4%	2.8%	2.4%
* Exc Innovate UK				

S 43 [redacted]

S 43 [redacted]

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Approvals

24. The Deputy Secretary (Skills and Education), and Casework Committee have indicated that they are content to recommend that the business case should be supported.

RECOMMENDATION

25. You are asked to approve the Department's funding in principle for the Queen's University Integrated Student Centre project. Approval for funding is for 2020/21 and in principle only for future years, subject to budgetary availability and Departmental prioritisation.

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HIGHER EDUCATION

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Department for the Economy

From: Iain McFarlane **Tel No:** S 40 (2)
Accountability & Casework

Date: 23 March 2021 **cc:** *Copy Distribution Below*

To: **1. Permanent Secretary**
2. Special Adviser
3. Minister

SUB-XXXX-2021 HIGHER EDUCATION CAPITAL – QUEEN'S UNIVERSITY INTEGRATED STUDENT CENTRE BUSINESS CASE

Issue: *The total support of capital funding of up to £34.3 million exceeds current delegated limits; therefore your approval is sought. This case will also be submitted to the Department of Finance for further approval.*

Timing: *Urgent – Funding to be issued before 31st March 2021.*

Executive Referral: *N/A.*

PfG Implications: *Queen's University contributes to the following relevant outcomes for NI:*

- *We prosper through a strong, competitive, regionally balanced economy.*
- *We have a more equal society.*
- *We have more people working in better jobs.*
- *We give our children and young people the best start in life.*

Presentational Issues: *Positive investment in Higher Education Sector.*

Freedom of Information: *Parts of this submission, and case will be Commercial in Confidence,* S 43 [redacted] *As such they are considered to be exempt from any FOI request.*

Financial Implications: *The economic case from Queen's University for the*

	£45.1 million total cost project is seeking capital funding support of up to £34.3 million with £7.0m requested in 2020-21. It should be noted that due to budgetary availability only £5.3m is available for allocation in 2020-21 (see Financial Implications for more details)
Legislative Implications:	*N/A*
Statutory Equality Implications:	*N/A*
Recommendation:	*That you consider the contents of this submission and, if content, approve the Department's funding of £5.3min in 20/21 for Queen's University Integrated Student Centre and to approve 'in principle' funding for future years to a maximum project contribution of £34.3 million subject to budgetary availability and Departmental prioritisation.*

Background

1. Queen's University Belfast plans to create a state-of-the-art integrated student centre, with world class facilities that aims to become the emotional heart of Queen's and a symbol of the ambition that the University has for its students both currently and as it plans to meet its future growth ambitions beyond 2021.

2. The University has proceeded at its own risk with the project, securing internal approvals in 2018, following engagement with the Department in the knowledge that it **may** be eligible for grant support at a level and date in the future totally at the discretion of the Department. This engagement and process followed established protocols between the Universities, DfE and DoF. These protocols will be subject to review and change from the commencement of 2021/22.

Detail

3. The case was heard by the Casework Committee via correspondence from March 16th – 18th 2021. The committee were content with the detailed assessment of need for the project, the options and associated risks. The committee noted that the risk around the full affordability of this project sat with the university and any financial allocation post 2021/22 remained subject to further consideration and prioritisation by the DfE Minister. The Committee also took comfort from the conditionality that would be imposed by HE Division in relation to future years' funding.

4. The committee also noted that QUB were experienced at managing capital projects and their own management structure combined with the management arrangements HE colleagues were putting in place appeared to be satisfactory and as such, were content to recommend the case for approval.

5. DfE Economists have provided economic advice and DfE are content that the proposed project represents value for money, if the project continues as planned.

Affordability and Financial Implications

6. The Casework Committee were presented with the following affordability statement:

   'This is a business case for financial assistance to support the creation of a state-of-the-art integrated student centre for Queen's University Belfast (QUB).

   The total project cost is £45.1 million. **The Department for the Economy (DfE) funding requirement is <u>£34.3 million capital</u>**, which represents 76% of the project cost. The remaining 24% (£10.8 million) will be provided by QUB from its reserves.

   This project includes a corporate element, as a number of units within the property are to be rented. The corporate element is ineligible for public funding.

   Under the university's financial memorandum with DfE, **a maximum of 90% of total eligible capital costs** may be recovered, subject to budget being available within the department. Any shortfalls are to be met by the QUB. 90% of eligible costs equates to 76% of total costs for this project, see breakdown below:

Type of funding	**Source of funding**	**Funding Required**	**% of eligible funding**	**% of TOTAL funding**
		£'million	**%**	**%**
Eligible	DfE	34.3	90	76
Eligible	QUB	3.9	10	9
Total Eligible		**38.2**		
Ineligible	QUB	6.9	N/A	15
Total funding		**45.1**	**100**	**100**

The total **DfE** costs are summarised below:

	2020/21	2021/22	2022/23	2023/24	TOTAL
	£	£	£	£	£
Resource	0	0	0	0	**0**
Capital	5,926,000	21,400,000	5,974,000	1,000,000	**34,300,000**
TOTAL	**5,926,000**	**21,400,000**	**5,974,000**	**1,000,000**	**34,300,000**

Work on the project began in 2018/19; £7.99 million has been expended to date. This has been funded initially by Queen's; however, it has been requested that this is taken into consideration by DfE as eligible for funding within the total project costs. The £7.99 million spent to date is included in the overall budget project cost of £45.1 million; the DfE funding requirement is 76% of this total (£34.3 million). This is to cover project spend from 2018/19 until 2023/24.

Queen's University proceeded at risk with this project due to limited capital grant funding availability, however, the current ongoing health pandemic has increased the financial pressures on the university, which has resulted in this request for capital funding. Should Queen's University not be able to raise their 24% share of funding, Higher Education division have confirmed that DfE will **not** be required to increase their contribution beyond the 76% requested.

The original projections for DfE costs in the Business case and fly sheet estimated £7 million of funding would be required in 2020/21. However, Higher Education division confirmed that only £5.926 million funding for 2020/21 is being committed at this time. Therefore a revised profile of DfE required funding has been submitted and affordability has been assessed on the revised profile above.

The overall amount of £34.3 million funding required from DfE has **not** changed. **As this project has already commenced, all future expenditure risk should reside with Queen's University and not the Department.**

Although 2020/21 is currently affordable within the current HE capital budget, this accounts for only 17.6% of total proposed DfE cost. There is a draft 2021/22 budget allocation in place but this project is not funded within it and there is no agreed capital allocations beyond 2021/22. **Therefore the overall project is unaffordable.'**

7. In response to this statement, the casework committee indicated that they were content with the understanding by HE Division and QUB that future years funding is not guaranteed and that QUB will work to prioritise this project along with others across the QUB estate should DfE not be able to provide CDEL funding in future years.

Casework Papers

8. In addition to this submission, I attach the following:

    a) Casework Committee Covering Submission
    b) Risk Potential Assessment
    c) VFM Statement
    d) Casework Committee Fly Sheet
    e) QUB Integrated Student Centre Economic Appraisal and Appendices
    f) G3 approval to proceed to casework
    g) Affordability Statement
    h) DfE Committee Minutes
    i) HE Submission

Recommendation

9. That you consider the contents of this submission and, if content, approve the Department's funding of £5.3min in 20/21 for Queen's University Integrated Student Centre and to approve 'in principle' funding for future years to a maximum project contribution of £34.3 million subject to budgetary availability and Departmental prioritisation.

IAIN MCFARLANE
ACCOUNTABILITY & CASEWORK

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