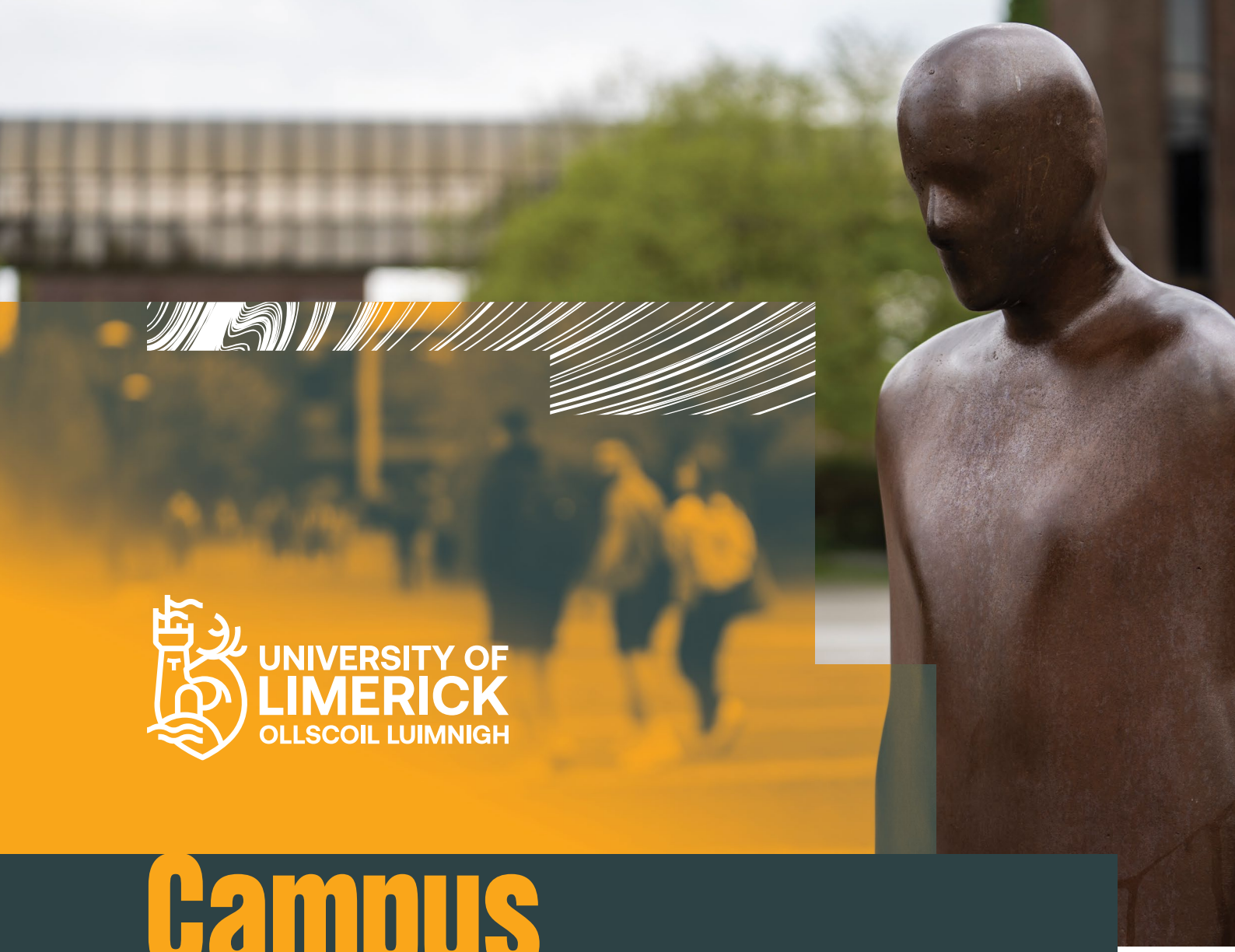


UNIVERSITY OF LIMERICK
OLLSCOIL LUIMNIGH

Campus Development Committee

3 July 2025 V1
Terms of Reference

UNIVERSITY *of* LIMERICK

Campus Development Committee

3 July 2025 V1.0

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PART A:

MAIN OBJECT, SCOPE OF AUTHORITY, WORKPLAN

PREFACE

The terms of reference of the Campus Development Committee (the **"CDC"**) have been drafted having regard to the requirements of the Universities Act 1997 (as amended) and Code of Practice for the Governance of State Bodies 2016 (the **"State Code"**).

The CDC is a Governance Committee of the University's Governing Authority.

1. MAIN OBJECT

1.1 The object of the CDC is to provide guidance to and support the Governing Authority in its oversight of the development of the University's buildings, property, facilities, and infrastructure, to meet its educational, research, environmental, social, cultural, and economic needs.

1.2 The CDC is also responsible for review of the University's Framework for Physical Development, its Capital Plan and of concept designs prior to their submission to the Governing Authority for approval.

2. SCOPE OF AUTHORITY

2.1 The CDC's authority derives from the Governing Authority, and the scope of that authority is subject to the Schedule of Matters Reserved to the Governing Authority, and the matters/functions assigned to the CDC are set out in Schedule 2.

2.2 The CDC is responsible for overseeing the development of strategic capital planning and medium-term capital plans. Capital expenditure is within the remit of the Finance, Strategy and Performance Committee (FSPC), which may recommend and/or approve budgets, costings, and funding arrangements for capital projects and acquisitions within its assigned authority.

2.3 Notwithstanding the FSPCs role as set out above, the CDC shall be provided with indicative financial information and/or cost estimates (as the case may be) for proposed projects, to inform its assigned oversight role in relation to capital planning/ developments.

2.4 The CDC's authority extends to:

- the University; and
- its subsidiaries to the extent that they are involved in capital developments.

2.5 In addition to its main object the CDC may, at the request of the Governing Authority:

(a) investigate any activity within its terms of reference.

(b) seek (and be provided with) any information or explanations that it requires from any University employee or subsidiary company (or employee of such company) and all such persons or entities shall cooperate with any request made by the CDC.

2.6 The Chair of the CDC will coordinate with the Chairs of the other Governing Authority Committees (particularly the FSPC and Audit and Risk Committee), to ensure, where necessary and/or expedient in any case, that the respective committees collaborate in the effective discharge of their functions. The Chairs should formally meet at a minimum once each year.

2.7 The CDC may:

(a) Obtain independent legal or other independent professional advice, at the University's expense and in accordance with procurement rules, and secure the

attendance of persons with relevant experience and expertise at the CDC meeting if it considers this necessary;

(b) Procure specialist ad-hoc advice at the reasonable expense of the University, subject to any budget agreed by the Governing Authority.

3. WORKPLAN

3.1 The CDC shall agree a workplan in September of each year and submit the workplan to the Governing Authority for approval as soon as practicable thereafter.

3.2 The Chairperson shall liaise with the Chair of the FSPC in relation to the work of the CDC.

3.3 The CDC may at any time submit a revised workplan to the Governing Authority.

PART B:

RESPONSIBILITIES – CAMPUS DEVELOPMENT COMMITTEE

4. FRAMEWORK FOR PHYSICAL DEVELOPMENT

4.1 The CDC shall have responsibility for reviewing the University's Framework for Physical Development (the **"Framework"**), being a plan which provides a long-term vision and strategic framework for physical development, ensuring that future growth aligns with the University's mission and future needs.

4.2 The CDC will have the following role in relation to the Framework:

(a) ensure that there is a process in place led by the Buildings and Estates Division for the production and regular review of the Framework, taking a longer-term view of likely future investments in the University's buildings, estate, and related infrastructure.

(b) review and recommend to GA periodic adjustments to the Framework during its lifetime to ensure that it continues to reflect evolving priorities, new opportunities, emerging challenges, and national policy.

4.3 The CDC will monitor progress on the completion of capital projects within the Framework, and within a period of eighteen months after the completion of any such projects, will evaluate project reviews prepared by the Building and Estates Division and will report to the Governing Authority in writing.

5. CAPITAL PLAN

5.1 In addition to the Framework, the Buildings and Estates Department shall prepare a Capital Plan with a five-year outlook, with provision for the Plan to be adjusted annually in line with evolving priorities and/or higher education policy.

5.2 The CDC shall have the following responsibilities for matters pertaining to a Capital Plan:

5.2.1 Review the projects included within the Capital Plan to ensure that the Capital Plan is consistent with and informed by the Framework and the University's Strategic Development Plan.

5.2.2 Within the Plan's five-year outlook, satisfy itself that the following matters are included:

(a) new building projects, to include academic infrastructure and plans for both existing and additional student accommodation;

(b) material upgrades to existing infrastructure and facilities;

(c) the projects that the University will progress to:

(i) address legislative and regulatory requirements underpinning the State's Climate Action Plan in the maintenance, upgrade and/or expansion of its Estate;

(ii) energy efficiency programmes and carbon footprint reduction measures relevant to capital development;

(iii) facilitate and develop sustainable transportation options;

(iv) ensure that campus safety and security are of the required standards.

5.3 In addition to the foregoing, the CDC shall satisfy itself that the Capital Plan and any subsequent adjustments thereto, address the following:

(a) project pipeline, to include new construction, major renovations and facility upgrades, coupled with supporting metrics on timelines, key milestones, and completion dates; and

(b) the incorporation of climate action and decarbonisation objectives into the planning and design of future capital projects.

5.4 The CDC shall also monitor progress in delivering the Capital Plan and shall receive and review an annual report from the Buildings and Estates Division prior to its submission to the Governing Authority.

5.5 The annual report shall also include any deferred maintenance liabilities, including potential risks and a schedule for addressing any backlogs to avoid any unexpected repairs or safety issues.

6. SUSTAINABILITY AND CLIMATE ACTION

6.1 The CDC shall review the University's Climate Action Roadmap in order to be satisfied that the measures therein are consistent with, and capable of achieving the objectives of the Government's Climate Action Plan, as amended from time to time.

6.2 The CDC shall satisfy itself that:

6.2.1 appropriate structures are in place within the University to address Climate Action and Low Carbon obligations; and that

6.2.2 appropriate, timely, and measurable actions are being taken by the University to address Sustainability and Climate Action obligations within its available resources.

7. APPROVALS

7.1 Concept Designs

7.1.1 It shall be a function of the CDC to agree the concept design of any capital project contained in the Framework and/or the Capital Plan and to then refer it to the Governing Authority for its consideration and/or approval. A concept design will contain the following particulars:

(a) explanation of the requirements of the building/project and how the design is intended to address those requirements;

(b) proposed architects' drawings and visuals of elevations of the proposed building/project;

(c) the schedule of accommodation and the main features of the design related to meeting the needs of that schedule;

(d) the building's location and an indication of the likely landscaping design features and any other features relevant to the site location;

(e) address the building energy rating, other sustainability proposals and mobility management, etc.;

(f) provide the proposed project programme.

7.1.2 The person(s) presenting the proposal must also identify any design proposals that are innovative or unique and will outline the principles underpinning the building's external and internal treatments and finishes.

7.1.3 When the CDC is considering a presentation on a concept design of a building project, the relevant Dean/Divisional or Director/Departmental Head responsible in the area to which the building relates will attend the meeting to outline to the CDC the requirements of the building and to ensure that the proposed concept design is fit for purpose.

7.2 **Amendment to Concept Designs**

7.2.1 The process of developing a building will involve the development of the concept design into a final detailed design. Where the final design is significantly different to the concept design and such change is of a scale so as to require a new planning application or significantly amended planning application, then the revised design will be resubmitted to the CDC for further consideration and approval.

7.3 **Planning Applications / Planning Permission**

7.3.1 The CDC may, following the submission of a detailed proposal, give approval for a planning application / planning permission to be lodged in relation to:

(a) any proposal within the Framework as approved by the Governing Authority;

(b) any proposal within the Capital Plan as approved by the Governing Authority;

(c) any other development or change of use within the University or any of its Estate (whether owned or leased) requiring planning permission.

7.3.2 Where the anticipated costs of works associated with a planning application / planning permission will not exceed €150,000 (the **"Threshold Costs"**) these may be dealt with by the University's executive, and the approval of the CDC or Governing Authority will not be required.

7.3.3 Regardless of whether the Threshold Costs outlined in paragraph 6.3.2 are met, any application for planning permission relating to works that will have a material impact on the campus must be referred to the CDC for approval. Such works include (but are not limited to): proposals for significant alterations to listed buildings; major reconfiguration of vehicular or pedestrian access points to the public road network; or a material change to a building's primary use.

7.3.4 All planning applications involving below Threshold Costs must be provided to the CDC for noting.

7.3.5 Any proposal for a planning application / planning permission approved by the CDC shall be notified to the FSPC and to the Governing Authority.

7.4 **"Fit for Purpose Review" of new building projects**

7.4.1 The Director, Buildings & Estates will undertake a 'Fit for Purpose Review' of new buildings that have been in operation for a period of eighteen months from occupation. This review, which will include a questionnaire for building users, will enable:

- Continuation of the University's learning process in the development of new buildings;
- Provide for a review of the performance of consultants, project managers, architects and contractors. The Campus Development Committee will receive a briefing on the outcome of these "Fit for Purpose Reviews".

8. FINANCIAL MATTERS (FRAMEWORK, CAPITAL PLAN, CONCEPT DESIGNS)

8.1 The CDC's recommendation to the Governing Authority of the University's Framework, Capital Plan or Concept Designs concerns primarily the physical development aspects. The financial aspects of each are subject to review and agreement by the FSPC. Accordingly, they may not be submitted to the Governing Authority without the further recommendation of the FSPC.

9. ASSURANCE

9.1 The CDC shall review security measures put in place across the University's entire estate so that it has reasonable assurance that all practicable measures are being taken to ensure the security of persons who come on campus, whether students, staff, or visitors.

10. REVIEW / AUDIT

10.1 Review reports at intervals to be agreed by the CDC and the Buildings and Estates Department, that consider the following matters:

(a) Space utilisation

(b) Energy efficiency

(c) Accessibility, including obligations under the Disability Act 2005

(d) Such other matters as may be agreed between the CDC and the Executive /Buildings and Estates Division

11. RISK

11.1 The CDC will consider material risks relevant to its remit and satisfy itself that (a) such risks are reflected on the University's risk register(s); and (b) appropriate measures are being taken to mitigate impacts on matters relevant to the University campus development.

12. COOPERATION WITH THE FINANCE, STRATEGY AND PERFORMANCE COMMITTEE

12.1 The CDC and the FSPC shall cooperate closely in relation to capital developments and, where appropriate, capital acquisitions or disposals. Documentation provided to the CDC to support requests for approval within its scope of authority shall, together with the CDC's recommendation or decision on the matter, be provided to the FSPC for noting.

12.2 The CDC's remit is to consider the physical features of the proposal (e.g., concept design, need, planning permission, locational and environmental elements, etc.), whereas the FSPC's remit is to address the financial elements of such projects. Where any uncertainty arises in relation to the remit of the committees, the Chairs will meet in order ensure a consistent and agreed approach

PART C:

MEMBERSHIP, ATTENDANCE AND FUNCTIONING

13. MEMBERSHIP AND ATTENDANCE

13.1 There shall be at least nine but no more than ten members of the CDC, as follows:

- The **Chairperson** who shall be an External Member of Governing Authority.
- At least two **External Members** (in addition to the Chair)
- At least two but no more than three **Internal Members**
- At least one but no more than two **Student Union Members**
- At least two but no more than four **External Appointments**[1]
- A maximum one additional External Appointment, who may be coopted in accordance with paragraph 13.5 below.

13.2 At least one member of the CDC shall have recent and relevant experience in a discipline relevant to construction / the build environment (e.g. Engineering, Architecture, Surveying, Planning, etc.)

13.3 At least one member of the CDC shall have commercial experience in managing complex and high value projects.

13.4 All members must have and maintain a good understanding of the policy framework underpinning capital developments within a public service body and must have good financial literacy.

13.5 Where the CDC considers it requires specific expertise, experience, or skills that complement its needs, or to fill a gap in knowledge or representation that is not met by existing Governing Authority Members, then additional member(s) may be coopted to the CDC (i.e., External Appointment(s)) with the approval of the Governing Authority, provided that the membership of the CDC does not exceed twelve members.

13.6 The CDC membership must comprise not less than two External Members of the Governing Authority. However, provided that the CDC moves to fill the vacancy as soon as is practicable, it may act notwithstanding any vacancy among the External Members.

13.7 Members of senior management having delegated responsibility for Buildings and Estates and capital planning will be in attendance at meetings of the CDC. However, the CDC reserves the right to request that such persons not attend a specific meeting or a part of any meeting as the CDC considers appropriate.

[1] An "External Appointment" refers to a person who is not an employee of the University, nor a member of its Governing Authority.

13.8 As the business of the CDC requires, any employee of the University or subsidiary company may be requested to attend for specific meetings or agenda items at the request of the CDC.

14. APPOINTMENT OF CHAIRPERSON AND MEMBERS

14.1 The term of office of a member of the CDC shall be for a period not exceeding four years and in the case of a member of the Governing Authority, for such period not exceeding their term of office as a member of the Governing Authority.

14.2 A member of the CDC may not serve more than two consecutive terms of office and shall not hold office for a consecutive period of more than 8 years.

14.3 A member of the CDC may, for good and valid reason, be removed from office by resolution of the CDC and of the Governing Authority, requiring in each case a simple majority vote of appointed members.

14.4 The Governing Authority shall appoint a person to be the first Chairperson of the CDC.

14.5 Any vacancy on the CDC arising (including for the position of Chairperson) shall be notified to the Nominating Committee, which shall make a recommendation to the Governing Authority.

14.6 The Nominating Committee may also make a recommendation to the Governing Authority about the term of members' office, and the filling and/or non-filling of any vacancy on the CDC, as it considers appropriate.

14.7 The CDC may, from time to time as the occasion requires, appoint from amongst its External Members (or its External Appointments) a member to be its Deputy Chair.

15. FREQUENCY OF MEETINGS

15.1 The CDC shall meet at least three times a year. Frequency of meetings are dependent upon the volume of capital projects being progressed.

15.2 The Chancellor and/or the President may request the CDC to convene additional meetings to consider particular issues of concern.

16. QUORUM

16.1 No meeting will proceed in the absence of a quorum, which shall be one third the total number of members (to include not less than one individuals is an External member and one member who is an External Person), rounded up to the nearest whole number, plus one.

16.2 The participation of the members by teleconferencing and/or video conferencing will be counted for the purposes of a quorum.

17. CONFLICTS OF INTEREST

17.1 Members of the CDC and persons in attendance shall take personal responsibility for the declaration of any potential conflict of interest, perceived or otherwise. To facilitate this, the declaration of conflicts of interests will be the first agenda item for each meeting of the committee. Where such a conflict is declared, the member will absent him/herself from the meeting during consideration of the agenda item. In addition, any

additional documentation will not be made available to the member following the declaration of interest. These matters will be recorded in the minutes.

18. QUESTIONS / DECISION-MAKING

18.1 Questions arising at any CDC meeting shall be decided by consensus where possible. Where, in the opinion of the Chair, consensus is not possible, then questions will be decided by a majority of the votes of the members present, either in person or by tele conferencing and/or video conferencing. Where there is an equality of votes, the Chair shall have an extra casting vote.

18.2 Where decisions are unanimous, they shall be recorded as such in the minutes. Dissensions and negative votes shall be noted in the minutes.

19. MINUTES

19.1 Draft minutes will be provided to the Chair of the CDC within ten working days of each meeting and circulated to the members thereafter.

19.2 With the approval of the members, the secretariat may use approved technology applications (e.g., Microsoft Teams, Microsoft 365 Copilot etc.) to assist in the prompt preparation of minutes, subject to accuracy verification, confidentiality and security compliance, adherence to legal requirements, and human oversight for final approval.

19.3 The CDC will provide its agreed minutes to the Governing Authority as soon as practicable for noting and/or discussion, as necessary.

20. CONFIDENTIALITY

20.1 Members of the CDC and any person privy to its affairs external to the University and who are not members of the Governing Authority will sign a Statement of Confidentiality based on the paragraph on Confidentiality/Use of Information of the Code of Conduct for Members of the Governing Authority.

21. SECRETARIAT

21.1 The CDC shall be provided with a secretariat function by Corporate Secretary's Office.

22. APPROVAL, REVIEW AND EVALUATION

22.1 The CDC will review its terms of reference and composition on an annual basis and recommend any proposed changes to the Governing Authority for consideration.

22.2 The CDC will undertake a self-evaluation process annually and report on the outcome of this assessment to the Governing Authority.

22.3 These terms of reference have been approved by the Governing Authority with effect from 3 July 2025.

23. DOCUMENT CONTROL

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