

**GOLDSMITHS
University of London**

FINANCE AND RESOURCES COMMITTEE

**ESTATES COMMITTEE
Minutes of the meeting held 24 May 2007**

Present: Mr James Grierson (Chair), Ms Diane Gamble, Mr Hugh Jones,
Mr Terry Rosenberg, Mr Jeremy Peyton-Jones, Mr Alan Pickering.

Apologies: Ms Mary Bright, Jennifer Huseman.

In attendance: Director of Finance, Head of Capital Projects, Head of Administration,
Estates and Facilities (Secretary).

OPEN BUSINESS

1 WELCOME TO NEW COMMITTEE MEMBERS

The Head of Estates and Facilities welcomed the new Chair Mr James Grierson.

2 MINUTES

Resolved:

to approve the minutes of the meeting held 8 February 2007.

3 MATTERS ARISING FROM THE MINUTES

Noted:

- (i) that the first phase of the asbestos survey had started in December 2006 was now completed and that the survey would cover all buildings including Halls of Residence;
- (ii) that the College had been awaiting the final reports to be submitted and the development of the database.

4 COLLEGE CARBON MANAGEMENT PROGRAMME

Received:

a paper and an oral update on the College Carbon Management Programme (07-234).

Noted:

- (i) that the College had been selected to take part in the Higher Education Carbon Management Programme in conjunction with the Carbon Trust and was one of fourteen institutions taking part;
- (ii) that the College had nominated officers to project roles, Mr Barry Douglas would be Project Sponsor, Ms Diane Gamble would be Project Lead, Ms Kay Stables would be Academic Sponsor, Mr Roy Vickery Finance Champion and Mr James Hutchinson would be Student Representative;
- (iii) that other core members of the project team would be the Registrar and Secretary, Head of Communications and Publicity, Student Union President and Head of Administration (Estates);
- (iv) that the aim of the programme was to reduce the carbon emission that could be directly controlled by the College whether this was caused by energy used in buildings, campus facilities or vehicle fleets by 15% over the next five years;
- (v) that the project team would produce a project plan, develop the Carbon Management Strategy and an Implementation Plan;
- (vi) that a number of workshops and presentations would be held with the College community to assist in the development of the Carbon Management Strategy and the Implementation Plan;
- (vi) that the Estates and Facilities Department were in the process of collating energy data and that this would be used to ascertain the baseline consumption and carbon emission levels;
- (vii) that the Carbon Management Programme would need to be completed by February 2008;
- (viii) that wider level environmental sustainability would fall under the remit of the Registrar and Secretary with a focus on the physical environment to start with;
- (ix) that sustainability should be considered as part of all future project planning.

5 ESTATES REVIEW

Received:

a paper and an oral update from the Head of the Estates and Facilities Department on the Estates Review and the updated action plan (07-235).

Noted:

- (i) that following the Estates review 174 recommendations had been identified and that an action plan had been written with recommendations prioritised and detailed the actions carried out by the Department to date;
- (ii) that the Cleaning Contract had been re-tendered but there were issues relating to the contractual transfer of staff resulting in the delayed implementation of the contract;

- (iii) that there were a number of recommendations that were reliant on the Access and Security Review which had stalled due to the retirement of the Director of Resources and Planning and that meetings would be resumed with the Registrar and Secretary to progress the review;
- (iv) that a further assessment of the Estates review recommendations should be carried out to identify those that were critical and actions plans should be devised and put in place.

6 MASTER PLANNING

Received:

a paper and an oral update from the Head of Estates and Facilities Department (07-236).

Noted:

- (i) that the Master Planning Brief had been drawn up and sent to fourteen companies and tenders were due to be returned to the College 30 May 2007;
- (ii) that the purpose of the tender would be for the successful company to provide the Master Planning and Space Utilisation Exercise would be completed by the December 2007;
- (iii) that three or four companies would be shortlisted and it was anticipated that following interviews a formal appointment would be made by 29 June 2007;
- (iv) that academic staff would be approached to sit on the panel;
- (v) that the Chair of the Estates Committee Mr James Grierson would attend the interviews for the Master Planning exercise;
- (vi) that the Communications and Publicity Department would be asked to assist with the promotion of the Master Planning Exercise across the College including the Students' Union;
- (vii) that the setup of a focus group would provide the opportunity for staff and students to contribute to the discussions.

7 BUILDING CONDITION SURVEY

Received:

a paper and an oral update from the Head of Estates and Facilities Department (07-237).

Noted:

- (i) that the brief had been written and tenders had been returned to the College May 2007;
- (ii) that five companies had been sent the tenders and three had been returned and these were currently being evaluated;
- (iii) that it was anticipated that following interviews appointment would be made by Friday 22 June 2007;
- (iv) that Committee Members were invited to sit on the interview panel.

8 MINOR WORKS

Received:

a paper and an oral update from the Head of Estates and Facilities (07-238).

Noted:

- (i) that the minor works requested by departments compiled with budget costings had been considered by SMT 19 March 2007 approved by SMT subject to any recommendations from the spring meeting of the Estates Committee;
- (ii) that a number of projects had been highlighted as top priority and approved by SMT;
- (iii) that the department had been notified that the 2007-08 minor works budget would be £1.2 million and were asked to submit a further paper to SMT based on previous requirements and the budget allocated;
- (iv) that Committee members were asked to review the list of minor works and make any further recommendations of the works to be under taken during the 2007-08 budget year;
- (v) that the backlog of maintenance works should be considered in correlation with the Building Condition Survey;
- (vi) that a review process should be factored in once the Survey had been completed.

9 CAPITAL PROJECTS

(i) Report from the Head of Capital Projects

Received:

a paper and an oral update from the Head of Capital Projects (07-239).

Noted:

- (a) that the project management methodology would be adopted by the Estates and Facilities Department to support the delivery of capital projects and was divided into four core phases, Appraise and Initiate, Planning, Delivery, Close and Review;
- (b) that the Whitehead Re-cladding Project was in the Delivery phase, that the works had been planned to fully utilise the opportunity of availability during the summer recess, and that decanting activities would be completed and occupants would return to their space by the start of the Winter term at the latest;
- (c) that the Backfield Building project was in the Planning phase and that the current activities involved preparation and sign off of the strategic brief, preparation and post of the OJUE contract notice;
- (d) that the Head of Capital Projects would revise the Backfield building timescales and report back to the next meeting of the Estates Committee;
- (e) that the St James Hall of Residence project was in the Appraise and Initiate phase and that the Head of Capital Projects was awaiting directive from the Project Executive before progression to the next stage;

- (f) that the nursery project was in the Appraise and Initiate phase and that activities in the current phase were to define with users their exact requirements that would be reflective of their changing service needs and that previous options originally identified would be re-visited;
- (g) that the Disabled Lifts to the Richard Hoggart Building project was in the Delivery phase and would be completed by December 2007 and that the current phase of activities included enabling work to reconfigure the Student Services General Office, decanting of the Disability officer to the Student Service office and enabling work ahead of the lift installation;
- (h) That the Refurbishment of the Great Hall Project, Foyer and Entrance was in the Appraise and Initiate phase and that current activities included formulation of the strategic objectives with stakeholders;
- (i) that there were no funds available to support the refurbishment of the Richard Hoggart Building foyer and entrance and that further scoping out of the requirements would be required before approach to external funders.

(ii) Appointment of Bernard Williams Associates

Received:

a paper and oral update regarding the appointment of BWA as the Project Managers for the Backfield Building (07-240).

Noted:

that, following an OJEU tendering process in January and February 2007 to select a project management consultant for the Backfield Building Project, the project board had met on 7 March 2007, and had approved the recommendations in the tender report concerning the appointment of Bernard Williams Associates.

10 PROJECT MANAGEMENT METHODOLOGY

Received:

the Project Management Methodology Introductory Briefing paper (07-57)

Noted:

- (i) that the Introductory Briefing Note on the Project Management Methodology (PMM) paper had been submitted at the meeting of the Estates Committee held 8 February 2007;
- (ii) that according to the PMM Capital projects would be delivered in four core stages and that the fundamental objective of using this approach to project management would create a high degree of structure and control in the way projects should be governed, managed and delivered with a clear sense of purpose and to minimise risk;
- (iii) that further clarification would be required to establish what the Committee was being asked to do with the Project Management Methodology and that consideration be given to the wider aspects of the document to ensure integration with the College's governance structures i.e. Committee Terms of Reference and Financial Regulations;
- (iv) to implement the methodology training would have to be provided to staff involved in the delivery of projects.

11 SPACE ALLOCATION SUB-COMMITTEE MEETING

Received:

the minutes of the Space Allocation Sub-Committee held 19 April 2007 and an oral report from the Head of Estates and Facilities (07-243).

Noted:

- (i) that space accommodation requests had been submitted by Departments for the 2007-08 planning round and discussed at the Space Allocation Sub-Committee meeting;
- (ii) that the Head of Administration would write to departments to notify and confirm the decisions made.

12 A REVIEW OF WAY FINDING WITHIN THE COLLEGE

Noted:

- (i) that a way finding project had started and that this was part of the wider College branding project and that Richard Conn Associates who specialised in industrial design had been appointed who had started the first phase of the project that consisted of Analysis and the production of a Way Finding strategy;
- (ii) that the review had started and Richard Conn would carryout further visits to the College in June 2007 and that the progress of the project would be communicated through to the Branding Project Team lead by the Head of Communications and Publicity.

13 COMMITTEE DATES 2007-08

The Committee noted the 2007-08 Committee meeting dates would be:

Thursday 18 October 2007 at 2.00pm.

Thursday 31 January 2008 at 2.00pm

Thursday 15 May 2008 at 2.00pm.

PLC
Secretary