

**Goldsmiths  
University of London**

**FINANCE AND RESOURCES COMMITTEE**

**ESTATES COMMITTEE**  
18 October 2007

**Present:** Mr James Grierson (Chair), Mr Hugh Jones, Ms Patsy Carter  
Mr Alan Pickering.

**In attendance:** Head of Capital Projects, Director of Finance, Head of RCCS, PA to Estates & Facilities, Lead Advisor to Estates.

**Apologies:** Ms Anna Sabti, Mr Jeremy Peyton-Jones.

**OPEN BUSINESS**

**1 MINUTES**

**Resolved:**

that the minutes of the meeting held 24 May 2007 would be approved.

**2 MATTERS ARISING**

**Noted:**

- (i) that the College was now in receipt of all Asbestos reports from AIControl;
- (ii) that there was concern that the College were highlighting the presence of Asbestos containing materials by labelling them at various locations across the college and this could cause upset or panic throughout the staff and students;

**Resolved:**

that an Asbestos information bulletin would be issued to all College staff and students explaining Asbestos and the risks, if any, it posed to their Health & Safety.

**Noted:**

- (i) that the College had resumed discussions with Carillon, formerly Pall Mall, on the 1<sup>st</sup> November 2007 and that previously there had been some concern over TUPE arrangements however the College no longer considered this an issue and would therefore be in a position to sign up with Carillon sooner rather than later;

- (ii) that an interim Facilities Manger would be appointed by the College and once appointed would take forward the Access and Security Policy as well as progress both the Cleaning Contract and the Security Contract;
- (iii) that the Project Management Methodology (PMM) would be signed off and that the Head of Capital Projects would organise Project Management training sessions for line managers to start in 2008;
- (iv) that the PMM was an abridged version of PRINCE2 and would be the preferred project management methodology utilised for capital projects;
- (v) that the Signage Project Team, Patsy Carter, Vicky Annand and James Hutchinson recently met with and received Richard Conn Associate's initial conceptual design ideas and a meeting would be held with Hugh Jones to discuss these;
- (vi) that acquiring a signage strategy was closely linked to the impending Master Planning exercise and that some interim signage measure would need to be put in place until the Master Plan were submitted to the College;
- (vii) that consideration must given to the 'commercial' side of the College e.g. Scolarest as their signage requirements were more specialised and that there should be an RCCS represented on the Signage Project Team.

## **6 ANNUAL EFFECTIVENESS REVIEW OF COMMITTEE**

Received:

the Annual Effectiveness Review Form - a requirement for the Degree Awarding Powers process (07-350).

Noted:

the Chair proposed that the Committee should meet more frequently to enable the timely evaluation and decisions on pressing matters and it was suggested that the Committee should therefore meet on a quarterly basis.

## **7 ESTATES PRIORITIES**

Received:

the Estates Priorities paper and an oral update from the Acting Head of Estates and Facilities (07-351).

**Resolved:**

- (i) that the Estates & Facilities Department (EFD) should concentrate on ten key priority areas extrapolated from the Estates Review Final Report which consisted of 174 recommendations;

- (ii) that the 174 recommendations would need to be assessed again as the review was carried out in 2005 and priorities would have changed and that progress against individual priorities would be reported at future Committee meetings and issues would be brought to the attention Committee;
- (iii) that it was important to consider the prioritisation allocated within the review to provide a mechanism for tracking and monitoring the progress against individual priorities.

## **8 MASTER PLANNING**

Received:

an oral update from EFD Interim Lead Advisor.

Noted:

- (i) that the process to procure Master Planners for the College had started in May 2007 however progress was delayed by the departure of Diane Gamble, former Head of Estates & Facilities and the introduction of a new management team;
- (ii) that this had provided the opportunity to carry out a review of the planned sequence for strategic activities within the Department and that an updated Estates Strategy would be a fundamental component of the work produced by the Master Planners.

**Resolved:**

that a "Business Vision for the Estate" would be developed via a working group consisting of the Registrar and Secretary, the Finance Department and representatives of the Estates and Facilities Department.

## **9 BUILDING CONDITION SURVEY**

Received:

an oral update from the Head of Capital Projects.

Noted:

That two tenders had been received, evaluated and Interviews had been conducted and based on a rigorous scoring exercise Drake & Kannemeyer would be appointed.

## **10 MINOR WORKS**

Received:

a paper and an oral update from the Acting Head of Estates and Facilities (07-352).

Noted:

- (i) that further rationalisation of the minor works schedule 2007–2008 would be carried out to prioritise according to a range of high level categories and these would include Strategic Fit, Health and Safety, Generality of Impact, Cost of delay (VFM), Convenience of Opportunity e.g. and Security;
- (ii) that the rationalisation should also consider if adequate funding would be available and whether completion of the schedule of works would be achievable. Estates would need more resources e.g. employees. Consideration should also be given to the clearing of the maintenance backlog that was in progress and that this could create a 'spin off' backlog for the completion of minor works projects;
- (iii) that guidance from the Committee would be sought and the revised list would be discussed at the next Estates Committee;
- (iv) that progress on Minor works would be reported at future Committee meetings;
- (v) that Statutory works including Legionella, Asbestos and Fire Remedial works would receive a high priority.

## 11 CAPITAL PROJECTS

Received:

a paper and an oral update from the Head of Capital Projects (07-353).

Noted:

- (i) that the Whitehead Re-cladding project was in the delivery phase and Como had agreed to return partial possession of the building to the College by 24 September 2007, however, this delivery date had not been met due to Como contractors discovering hidden services, ceiling collapses in various areas of the building and also damage to the floors throughout the building as a whole;
- (ii) that a revised date for the partial possession and handover to the College had been agreed between B4, Como and the College as Monday 17<sup>th</sup> December 2007 and that the College were attending weekly site meetings with Buro Four and Como. Practical Completion of the project was due early February 2008;
- (iii) that on practical completion and at the project review stage a full investigation by the College would be carried out and would look in detail at the project and discover where the project went wrong, what should have been anticipated etc and the Head of Capital Projects would provide Committee members with a project status report;
- (iv) It was noted that the budget for the works was originally set at £2.7 million and this amount has now been exceeded and the estimated current spend to date was £3.95 million. The Committee noted, however, that a significant aspect of this increase related to a broadening of the scope of the project;

- (v) that Como were kept informed of the areas of work that the College staff were progressing and that there was slippage in the Como schedule of works;
- (vi) that College staff were conducting the return of services works due to their knowledge and familiarity of the building, knowing where services should run etc;
- (vii) that Buro Four must report to the College on what course of action should be taken by the College now and how best to deliver this project without further slippage to the project programme;
- (viii) that end users would be kept up to date on the project progress against the programme schedule and informed immediately of any variations to the re-occupation date.

#### Backfield Building Project

##### Noted:

- (i) that the project was in the planning phase and the finalisation of appointing the prime contractor and a report from the project managers BWA would be sent to the College;
- (ii) that the Backfield Building Project Board would carry out a further assessment of the project brief before the appointment and that the appointment would be announced by 10<sup>th</sup> November 2007;
- (iii) that works are due to start in spring 2008 and practical completion June 2009 and that the budget for the building stands at £6.3 million;
- (iv) that the Committee should appoint a gateway reviewer to ensure that the College were in agreement with how the project had progressed before it moved onto the next stage.

#### Nursery

##### Noted:

- (i) that the project was in the appraise and initiate phase and a project business case would be sought as the original plan for the delivery of a self financing nursery would not be achievable due to the funds allocated to the project by SMT would not be sufficient ;
- (ii) that the predicted cost of delivery was £110K and that further consideration would be given to, an increase in nursery fees, an increase in the physical capacity of the nursery, the type of building, a prefab structure had been explored, the current location would not accommodate the number of nursery places wanted and the strategic value to the College;
- (iii) that the Pro-Warden (Students and Learning Development) would report to SMT but that the project was on hold to enable further investigations as required.

#### RHB Foyer & Entrance

##### Noted:

that the project was in the appraise and initiate phase but due to Rosie Dewhursts departure from the College the project no longer had an 'owner', the Head and Capital Projects and the Registrar and Secretary would meet to discuss who the project owner would be.

## Richard Hoggart Building Lifts

Noted:

- (i) that the project was in delivery phase of the project schedule and the delivery date would be January 2008;
- (ii) that the original budget was no longer sufficient due to inflation since project inception.

### **Resolved:**

that as a DDA requirement funds would be increased to enable the works to continue and that the Head of Capital Projects would discuss this with the Registrar and Secretary.

## 41 Lewisham Way

Noted:

- (i) that the project was in the planning phase and that on the completion the building refurbishment works the building would be occupied by Registry;
- (ii) that a new design had been signed off and a revised quotation and reconciliation exercise would be carried out to ensure the £150K already allocated would be sufficient and that the delivery date for the completion of the project would be January 2008.

The Chair highlighted the need to ensure that future capital project - status reports to the committee should include the individual projected outturn costs.

## **12 HIGHER EDUCATION CARBON MANAGEMENT PROGRAMME**

Received:

a paper and an oral update from the Acting Head of Estates and Facilities (07-354)

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 that the aim of the programme was to reduce carbon emissions under the direct control of the College by the implementation of effective carbon management projects to 2010;
- (ii) that the core project team had delivered to the Carbon Trust the Project Plan in June 2007 and the Case for Action in August 2007;
- (iii) that the next key stage would be that a carbon saving opportunities workshop would be held at the College 29 October 2007 and would provide the opportunity for members of the College community to share ideas for carbon saving;
- (iv) that the ideas and opportunities identified at the workshop would be assessed and prioritised by the core project team – the sustainable carbon saving opportunities would be used to inform the Strategic Implementation Plan for delivery to the carbon trust 2 February 2008;

- (v) that a member of RCCS would be invited to attend future meetings of the Core Project Team.

**13 AOB**

The date of the next Committee meeting would be Thursday 31<sup>st</sup> January 2008 at 2.00pm DTH110.