

**Goldsmiths
University of London**

FINANCE AND RESOURCES COMMITTEE

ESTATES COMMITTEE

16 October 2008

Present: Mr James Grierson (Chair), Mr Hugh Jones, Mr Michael Dick,
Professor Alan Pickering, Dr Richard Grayson, Holly Bott

In Attendance: Head of Capital Projects, Director of Finance, Interim Facilities Advisor, Chief
Executive Officer Student Union, Ms Patsy Carter (Secretary)

Apologies: Mr Terry Rosenberg

OPEN BUSINESS

1 WELCOME

The Chair welcomed all new members to the Committee.

2 MINUTES

Resolved:

that the minutes of the meeting held 5 June 2008 would be approved.

3 MATTERS ARISING

Noted:

- (i) item 17 note ii – that the Registrar and Secretary would look into appointing a Lay Member of Council as a member for the Estates Committee.

**4 COMMITTEE TERMS OF REFERENCE (TOR), COMPOSITION AND MEMBERSHIP
2008-09**

Received:

the TOR, Composition and membership 2008-09, (08-349)

5 COLLEGE POLICY ON CONFLICTS OF INTEREST

Received:

the College Policy on Conflicts of Interest (08-303)

6 STANDING ORDERS

Received:

the Standing Orders (08-304)

Noted:

- (i) that at its meeting on 28 June 2007, Council approved the revised Standing Orders for the College with effect from 1 September 2007, following consultation with Academic Board on 6 June 2007. There were no further revisions of Standing Orders during 2007-08, so they will remain unchanged for 2008-09.

7 ESTATES STRATEGY, MASTER PLANNING PROGRAMME AND BACKFIELD BUILDING

Received:

Paper 08-850 and an oral report from the Director of Estates and Facilities

Noted:

- (i) that the College had embarked on a college wide master planning exercise and to progress this initiative a number of professional master planning consultants were assessed through a selection process and a shortlist of two were determined in the July 2007;
- (ii) that the two short listed master planners had been invited for further discussion in order to update the master planning brief and the plan of work and appointment would be made once these responses were complete;
- (iii) the master plan brief would be re-circulated to Committee Members for Comment;
- (iv) that a refreshed bids would be based on a revised detailed proposal from the College and the master planning process would take an estimated five months from the appointment date;

Received:

the contents of the updated Estates Strategy, high level document .

Noted:

- (i) that the College had progressed an update of the Estates Strategy and the scope of the document would provide a high level review for the development of the Estate to 2018 and remains to be aligned with the colleges academic plan when available;
- (ii) that reference to the 2005 Estates Review should form substantive discussion within the updated Estates Strategy and the progress against recommendations should be discussed;
- (iii) that additional significance should be made to the Environmental and Sustainability work in which the college was engaged with, including its commitment to managing and reducing carbon emissions as well as the development and implementation of a staff green travel plan;
- (iv) that the strategy should be signed off by the Estates Committee;
- (v) that the Backfield building programme was dependent on the outcome of the colleges planning application and that recently held meetings with Lewisham's planning officers who indicated that this would be completed in early February 2009;
- (vi) that the delayed planning process put the originally projected building completion and occupation for September 2010 date at risk and to mitigate the risk the prime contractor, Wilmot Dixon, was re-examining the construction programme to identify elements of the project that could be accelerated in order to achieve the original completion dates;
- (vii) that pre-construction works would be progressed prior to full planning approval and would include all site investigations, tree surveys and remedial work, market testing of construction work packages up to the target cost, site clearance and demolition, and construction of the electrical substation.

8 ESTATES MAINTENANCE MANAGEMENT SYSTEMS

Noted:

- (i) that follow-up communication regarding the status of works requested continued to be of concern and further clarity for the works numbers allocated and priority definitions should be provided;
- (ii) that a post implementation review of the maintenance system would be carried out and this would include improvement for communicating the progress of works to users and that further development of the system would include enhanced report development and the generation of automated email responses when works were recorded to the maintenance system help desk;
- (iii) that there were significant delays by requesting departments for keys and replacement locks;
- (iv) that the department had recently appointed a new contractor to supply keys to the College and this in part had caused delays in the provision of keys across the College;
- (v) that it was important to resolve the issues related to room bookings and maintenance works issues in order to achieve buy-in and sign off for the Estates Strategy.

9 MINOR WORKS

Received:

an oral report and paper 08-352, from the Head of Administration, Estates and Facilities

Noted:

- (i) that the total budget allocation for the completion of Minor, Long Term Maintenance and Statutory works was £1,214,300.00, however this would include the committed cost of outstanding balances for projects that were started in the 2007/8 financial year but had not been completed before the start the current financial year;
- (ii) the proposed list of minor works and Long Term maintenance works to be completed 2008-2009 was discussed with particular reference to the refurbishment of 32 Lewisham Way (following the relocation of the Careers Service to 23/24 Laurie Grove) had provided the opportunity for the department to consider the relocation of teaching space currently located within 47 Lewisham Way and the campus wide Signage and Way finding project;
- (iii) 47 Lewisham Way was currently occupied by a number of departments and its functional use is as dedicated departmental space and central bookable pool space and the property was in need of major structural, statutory and internal refurbishment work. Areas of the building are deemed unfit for continued use;
- (iv) that there were benefits to be realised if 47 Lewisham Way were fully refurbished to comply with statutory requirements and this would provide space which could be utilised as combined departmental dedicated office space or teaching space however there was no budget provision allocated within the 2008/2009 minor works budget to complete the project;
- (v) that the Signage project would be re-established and that the first phase would include the installation of external signage and a way finding strategy and it was suggested that the completion date of this project should be before the start of the academic year 2009;
- (vi) that as part of the signage project particular attention should be made to the management of fly posting across the campus;
- (vii) the signage focus group would be re-established and the composition would include academic members.

10 BUILDING CONDITION SURVEY

Received:

a paper (risk report) and an oral report from the Director of Estates and Facilities 08-351

Noted:

- (i) that the College had received the results of a comprehensive building condition appraisal commissioned from Drake and Kannemeyer, chartered surveyors and had been commissioned both to inform the development of the College's estate strategy as well as the master planning exercise. In addition it will be used to prioritise our estates spending plans as well as to assist with future space utilisation work;
- (ii) that from the Summary Report a requirement of a spend over a ten year period of £26m to bring the main campus buildings, Loring Hall Sports Ground and all of the student accommodation to a good level of repair;
- (iii) that the report detailed the need for a spend of £4m in the first year and 8M in the second year to address the most urgent backlog maintenance;
- (iv) note that the financial resources available to address the backlog maintenance is currently being sourced from existing estates budgets;
- (v) that the survey had also identified backlog maintenance in terms of risk and that for the main campus site the value of significant safety critical backlog was valued at £3m with £1.7 identified in college residences and £31k at Loring Hall Sports Ground;
- (vi) that there was a future need for the College to identify further annual funding over and above existing estates budgets to address critical backlog issues.

11 FACILITIES MANAGEMENT

Received:

a paper and an oral report from the interim Facilities Advisor (08-353)

Noted:

Security Contract

- (i) that the matters raised in the action plan with the exceptions of College approval of the revised assignment instructions and the payment of invoices, also by the College, had been resolved and that more licences to support the CCTV operations were being obtained/renewed and this was an ongoing task;
- (ii) that the bid documents for a longer term manned guarding contract had been prepared and passed to Purchasing and that the re-tender of the contract was due in the early New Year 2009.

Cleaning

- (iii) that the cleaning contract had started on Monday 8 September 2008 and was still in the initial settling-in phase and that some teething problems were related to the contractor not utilizing effectively the pre-implementation time.

Porters' Hours Harmonisation

- (iv) that the business case for reducing the number of porters manning buildings and thereby harmonising the hours has been assessed for Health and Safety Risks and this was the subject of negotiation with the Trades Unions.

Access and Security

- (v) that the Estates Department were in the process of giving further consideration to Access and Security so that it could be integrated with both strategy and operation of the Estate and with master-planning and Estates Strategy.

12 CAPITAL PROJECTS

Received:

a paper the Capital Project Status Report and an oral report from the interim Head of Capital Projects. (08-354),

Noted:

- (i) that the Capital Projects which were either tendered or under construction were:

- The Backfield Building
- The Whitehead building
- Lifts Project
- Warmington Tower Reception
- Loring Sports Centre
- The Library Project
- The new Lockwood Store
- New Sub Station

- (ii) that it was recommended that the mechanical ventilation and humidification system within the Library should be renewed and should be considered as a capitalised project 2008-2009, estimated replacement cost £300,000.

The Backfield Building

- (i) that the Backfield Project planning application had been submitted and commented on by the Planning Department and incorporated into a revised scheme which was discussed at a meeting on the 9th October;
- (ii) that this scheme along with agreed minor adjustments will be refined and resubmitted by 24th October. The Master Planning was also discussed and the submission agreed on what the Authority would accept.
- (iii) that the only issue with regard to program was whether the revised scheme had to be re-submitted, the interim Head of Capital Projects would report back to the next meeting of the Committee.

The Whitehead Building

- (i) that the Whitehead Building works had been completed apart from the ongoing reducing snagging list;
- (ii) that the final account had been agreed.

13 SPACE USE AT GOLDSMITHS

Received:

A paper and an oral update from the Registrar and Secretary (08-201)

Noted:

- (i) that space utilisation was strategically important and that knowledge of the current space use in the College would inform the master planning process and that this could be achieved through the completion of a space survey;
- (ii) that more resources would be needed to carry out a proper space survey;
- (iii) that the good practice guide for space management published by the Space Management Group had been discussed at the Space Allocation Committee and it was recommended the the group adopt the recommendations within the guide;
- (iv) that the College would consider new methods of space charging and the rational would be to improve the utilisation of space use across the College;
- (v) that the record of space held was inaccurate and required updating and to facilitate this the Registrar and Secretary would submit a discussion paper to SMT advising that departments should confirm their space use.

14 ENVIRONMENT AND SUSTAINABILITY SUB-COMMITTEE

Received:

an oral report from the Head of Administration, Estates and Facilities;

Noted:

- (i) that the Environment and Sustainability Sub-Committee had been established to take effect from September 2009 and the first meeting was held 5 September, the committee would report and seek approval for environmental and sustainable development to the Estates Committee;

- (ii) that the College (and in particular, the Students' Union) had long been committed to managing its carbon emissions, and that its involvement in the Higher Education Carbon Management Programme would provide a formal framework within which to achieve a reduction in its own consumption, thus contributing to government targets and minimising overall energy costs;
- (iii) that the College would aim to reduce carbon emissions by 15% over the next three years, which would underpin financial savings accumulating to approximately £239K per annum over that period;
- (iv) that the plan listed the key carbon saving projects to be completed over a year period to 2010 and that successful achievement of the targets in the plan would be achieved via the three focus groups that had been set up, Re-cycling, Campaign Awareness and Energy Management;

15 ANY OTHER BUSINESS

Noted:

that the Committee would be notified of the next meeting date.

PC
October 2008