

**Goldsmiths  
University of London**

**FINANCE AND RESOURCES COMMITTEE**

**ESTATES COMMITTEE**

5 February 2009

**Present:** Mr James Grierson (In the Chair), Mr Hugh Jones, Mr Michael Dick,  
Professor Alan Pickering, Dr Richard Grayson

**In Attendance:** Head of Capital Projects, Director of Finance, Chief Executive Officer  
Student Union, Head of RCCS, 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 16 October 2008 be approved.

**3 ESTATES STRATEGY, MASTER PLANNING PROGRAMME AND THE NEW  
BACKFIELD BUILDING**

**Received:**

a progress report from the Director of Estates and Facilities.

In July 2008 the College commissioned an update of the college estates strategy which was presented to the estates committee, October 2008. In terms of scope the document provided a high level review of the college estate and will now inform the forthcoming master planning exercise. The master planning exercise was intended to identify and plan estates developments that will fully support campus academic development, as well as setting out attainable plans for providing the physical environment that reflects Goldsmiths goals and vision for the future

In addition to meeting the requirements of the college an important part of the master planning exercise was to provide an estate development plan that could endorse and aligned with the local development framework for the London Borough of Lewisham. The Master plan when adopted by Lewisham Council would form a Supplementary Planning Document to its own Local Development Framework and will remain an accepted document for the development of the campus over the next 10-15 years. It would be accompanied by a Statement of Community Involvement and a Sustainability Appraisal. Future planning applications would have to be aligned with this overarching campus master plan.

A key element of the estates development was the provision of a new Media and Communications building on the college backfield site that would provide approximately 2500m<sup>2</sup> of replacement space formerly provided by Portakabin type buildings and another 2500m<sup>2</sup> of space for further expansion as well as space for a purpose built central IT hub for the college

The College was in the process of commissioning a college wide master planning exercise and a number of professional master planning consultants had been assessed through a selection process and a shortlist of two had been determined.

Noted:

- (i) the two short listed master planning consultancies had been invited for further discussion in order to update the master planning brief and the plan of work and a further meeting had taken place in order to further develop the approach of the master planners to attainable costed proposals that would take account of the emerging academic plan, space utilisation initiatives and the backlog maintenance report provided by the recent estate building condition survey;
- (ii) that it was intended to appoint once these responses were complete;
- (iii) that the master planning process will take about five months from the appointment date;
- (iv) that the Backfield building programme was still dependent on the outcome of the colleges planning application and that since the original submission the college had revised the design and associated elements of the proposal to take account observations by the Lewisham Council Architectural review panel;
- (v) that meetings with Lewisham's planning officers indicated that the outcome of the backfield building planning application would be announced 23 February 2009 and construction work was due to start on site immediately on receiving planning consent;
- (vi) that it was previously reported that the delayed planning process would put the originally projected building completion and occupation for September 2010 date at risk and to mitigate this risk the main contractor, Wilmot Dixon, had re-examined the construction programme and proposed an activity schedule designed to achieve the original completion dates to allow occupation for September 2010;
- (vii) that preconstruction works had progressed with site investigations, tree surveys and remedial work, site clearance and demolition completed;
- (viii) that the market testing of the major construction work packages would be completed in February 2009 at which point a position of approximately 90% cost certainty on the project would be achieved;

- (ix) there were value for money benefits from including the design and build of the third floor, however, this would remain as a shell until fit out requirements had been specified.

#### **4 ESTATES MAINTENANCE MANAGEMENT SYSTEM**

At the last meeting of the Committee concerns were raised regarding outstanding works with particular reference to building maintenance and carpentry works which included the delay in the receiving of new keys and the fixing of locks. A significant number of outstanding work requests related to the Building and Carpentry area, however, it was also noted that a large proportion of requests were received for this area.

Noted:

- (i) that the Shire Maintenance Management System had been implemented for 8 months and there had been a version release that included a range of new features that would enhance the functional use of the system from a help desk perspective and included the ability to enhance the automated reporting of works status to a works requester;
- (ii) that the development of the system may require a revision of the works request procedures, however, revisions would be publicised College wide in advance;
- (iii) that system and process enhancements would be completed before the start of the new academic year 2009.

#### **5 BUILDING CONDITION SURVEY**

The Building Condition Survey had identified up to 25 million pounds of back log building works to comply with both condition appraisal and statutory compliance. The survey had recommended a budget requirement of 12 million pounds within the first two years to address the highest priority works areas.

Noted:

- (i) that the 08-09 Estates Maintenance and Minor Works budgets would be directed to addressing the backlog maintenance works;
- (ii) that the master planning exercise would provide the opportunity to devise a five year capital plan;

#### **Recommended:**

that consideration should be given as to whether monies could be brought forward to address the back log of works.

## **6 FACILITIES MANAGEMENT**

Received:

Paper 09-41 and an oral report from the Director of Estates and Facilities

Noted:

### **Security Contract & Access and Security**

At the meeting of the last estates committee it was reported that bid documents for a longer term manned guarding contract had been prepared and passed to Purchasing in order to tender the contract in the early New Year. This has now been deferred and the current contract extended for a six month period.

Noted:

- (i) that the drivers for this action had come about due to the emergence of issues and work practices identified as part of the consultation with porters on the working hours harmonization, which indicated that there were a number of activities for which there needed to be clarity in terms of what was being provide by security contractors, and what was being carried out by porters;
- (ii) that after a process of consultation with the relevant Trades Unions a new rota for Porters was introduced with effect from 1 January 2009, which was intended to achieve harmonization of working hours to the new 35hour working week and this was being achieved by the reduction in the number of porters manning buildings;
- (iii) that this would initially mean the withdrawal of porters from the Whitehead Building and the reduction of porter cover from two to one in the Rutherford Building and in order to meet Health and Safety assessment requirements, and meet Union concerns, a number of enhanced security measures had been implemented together with a review and update of the Fire Evacuation procedures to both Whitehead and Rutherford buildings;
- (iv) the risk assessments had been carried out and the proposal to remove the static portering duties from other buildings were in progress;
- (v) that there would be further consultation which would be incorporated to the development of the security and access policy;
- (vi) that it was intended that these actions would be taken forward by the new Head of Facilities who would start in post March 2009.

### **Recommended:**

that although the new system had been working well, there had been there confusion regarding the hours when the Whitehead Building could be accessed at the weekend and the Estates Department should ensure that requests for building access were communicated efficiently to those responsible for unlocking the buildings.

## **Cleaning**

The new cleaning contractor had started on site Monday 8 September 2008. In terms of performance the feedback and monitoring indicate that there had been an overall improvement in comparison to the previous contract performance, however, there had been a number of meetings to address problem areas which had been in relation to window cleaning, external grounds cleaning, and the supply of consumables.

Noted:

- (i) that the contractor had had problems in performing to their own cost model, and as a result the contractor was making claims for both additional works and increased cost arising from minimum wage increases, which they now feel were not part of the original tendered specification;
- (ii) that Estates and Procurement had been working with the contractor to resolve issues of contract specification and performance without conceding any claims for additional cost.

## **7 CAPITAL PROJECTS AND MINOR WORKS**

Received:

a paper and an oral progress report from the Interim Head of Capital Projects 09-42.

Noted:

the Capital Projects that were either tendered or under construction were:

The Backfield Building  
The Whitehead Building  
Lifts Project  
The Library Project  
New Sub Station  
New design store  
New psychology workshop  
Richard Hoggart Roof and ventilation

The Backfield Building

As referenced in item 3 - the Backfield Building Project planning application was submitted and commented on by the Planning Department. Their comments had been incorporated into a revised scheme which was discussed at a meeting on the 9<sup>th</sup> October.

The final scheme was agreed with the Planning Department and the College were requested to submit a formal application which subject to the Council receiving 10 objections would be granted. Only one objection was received and it was anticipated that formal approval would be granted on February 19<sup>th</sup> with commencement of construction on February 23<sup>rd</sup>.2009 and would be completed July 2010

The projected costs for the construction element within the Cost Plan was 13m, tendered costs had been received.

A substantial number of the successful companies were those nominated by the College Cost Consultant and which were added to the list put forward by WD and it was therefore reasonable to assume that the Backfield Building will be delivered on time and within budget.

## **New Sub Station**

The New Sub Station was being designed in conjunction with Gifford's the Mechanical and Electrical consultants appointed by Willmott Dixon for the Backfield Project and would provide electrical supply to existing College buildings as well as the new proposed Backfield Building. The project was progressing according to program within the Backfield Master Program and within the budget but as the works had not progressed in December 2007 and January 2008 there may be a revision of the final cost subject to confirmation by EDF. Further trenching works had been agreed to accommodate IT, telephone and security fibre optic cables from the Richard Hoggard Building.

Noted:

- (i) that there were further additional costs to be added that resulted from the refinement of the stage D drawings into the final agreed stage E drawings plus the addition of the AC equipment and these additional costs would be incorporated into the final cost plan at which point the College would decide on a fixed price contract or a partnering contract;

The activities completed were,

- (ii) the decant and relocation of staff from LA1, 2, 3 and 4 into the Whitehead building and St James 1, 2, 3 and 4.  
Asbestos survey LA1, 2, 3 and 4.  
Removal of BBG  
Site clearance will be completed  
The geophysical survey completed;
- (iii) that the Whitehead building works were complete apart from the ongoing reducing snagging list and the final account has been agreed;
- (iv) that the Lifts project had been suspended from December 2007 by the then Capital Projects officer due to a technical problem, and this was resolved in February and the project was progressing as per the revised program and to budget;
- (v) that the courtyard lift had been completed and was commissioned and was in use. The Quadrangle lift would be completed by February 6<sup>th</sup> 2009 and commissioned for use 12 February;
- (vi) that the Library Project had been completed on time and within budget and the only outstanding work was the re positioning of the existing turnstiles with a new disabled turnstile which will be completed by February 1<sup>st</sup> 2009;

- (vii) that the student union lifts were intermittently faulty and Estates were in the process of identifying costs for replacement as new or refurbishment;

## **Recommendation**

- (i) that future capital and minor works paper reports to the Committee should list the projects with their allocated budgets and expenditure to date;
- (ii) that the Estates Department worked closely with Communications and Publicity to ensure that students, staff and Neighbours were kept informed of how the works were progressing through the open evenings and it was important to ensure that these were scheduled and publicized well in advance.

## **8 SPACE USE AT GOLDSMITHS**

Received:

an oral report from the Registrar and Secretary.

SMT had endorsed the idea that to address space needs and in particular the need for space to enable quick expansion in overseas student numbers, there was a need to deal with the timetabling problems that lead to inefficient use of teaching rooms.

The current position was that timetables were created at departmental level and the aggregate of this was the basis on which rooms were allocated and this aggregate timetable was un-planned and therefore does not aim at efficiency at a College level of space use. This explained the paradoxical space problem at the College and according to HEFCE statistical comparisons the College had far too much space and according to daily experience there was a lack of space.

Noted:

- (i) that the proposed solution was to create an efficient timetable that makes minimum use of the resources needed to deliver it and which works within all of the given constraints. This would mean the availability of rooms, teachers, and the preferences of the departments, staff and students concerned;
- (ii) that to make an impact on the space problems a college-wide timetable would be designed to use less space and would address all absolute staff constraints and addresses as many preferences as possible;
- (iii) that the Scientia Timetabling System used by Estates could facilitate efficient timetabling, and the department were in the process of upgrading the system which would provide an a more streamlined and automated data collection process, at present the data was collected and entered manually;
- (iv) that the timescale for the production of the first draft of the timetable and accommodation scheduled was March 2009;
- (v) that space charging was recommended by the Space Management Group as an effective means of freeing up space and although DFAM notionally charges for space it did not do that at a level which encouraged departments to free up space;

- (vi) that the mechanism for space charging was being reviewed and a space charging model would include space charging for different times of the day.

## 9 ENVIRONMENT AND SUSTAINABILITY SUB-COMMITTEE

Received:

an oral report from the Registrar and Secretary and Chair of the Environment and Sustainability Sub-Committee, in relating to meeting held 22<sup>nd</sup> January 2009.

Noted:

- (i) that the Environment and Sustainability Committee had reviewed the progress against the actions identified in the Carbon Management Strategy and Implementation Plan;
- (ii) that the Environmental Policy produced 2002 would be revised;
- (iii) that the activities that were in progress were the review and the implementation of a recycling system on campus, a review of waste collection services was being undertaken by the Head of procurement with the view of achieving value for money;
- (iv) that prices were being sought for the Thermostatic Radiator Valves (TRV) and that these would be implemented during the summer vacation as systems needed to be drained down;
- (v) that prices for the conversion of light fittings college wide to operate at high frequency (30 Kilohertz) instead of mains frequency 50 Hertz was being sought and this would provide a substantial reduction in energy use as well as increase the life of tubes;
- (vi) that the Lighting Control System in the Ben Pimlott Building would be re-programmed to reduce the lighting hours;
- (vii) that for the Bright Ideas Initiative responses had been received and actions were being assessed and lead by the Heads of the applicable department and the ideas that had been received to date were:
- Motion sensors to turn lights off in the evenings – especially Warmington and Ben Pimlott;
  - Promoting cycling to work – via tax breaks and also provision of facilities;
  - Stop sending printed invitations to college events – use emails instead;
  - Better signage for St James;
  - Better recycling policy and information;
  - Fit thermostatic radiator valves;
  - Academic Departments to have their own credit card;
  - Timers for heaters in St James Hall;
  - Ban smoking outside front doors to Richard Hoggart Building and implement an in and out flow system for doors;
  - Introduce thin client technology to replace PCs and Apples;

- Install a programme to switch off computers at night;
- Self-closing doors on the Whitehead Building to prevent heat loss caused when they were left open;
- Ensure that the new station at New Cross Gate gives access to both sides of the road.

**Recommendations:**

- (i) that the Carbon Management Strategic Implementation Plan should be circulated to the next meeting of the Estates Committee.

**10 ANY OTHER BUSINESS**

**11 COLLEGE WIDE SIGNAGE PROJECT**

Noted:

- (i) The College wide signage and way finding project had been re-established and would be implemented in two phases starting with the installation of external wayfinding and external signage;
- (ii) that the next stage of the project would include the development of the specification to enable the tender process and the selection of a signage contractor;
- (iii) that it was intended that the installation of External signs would be completed by September 2009;
- (iv) that the internal signage had yet to be specified and costed;
- (v) that the signage implementation group would be established.

**Recommended:**

that consideration should be given to ensure that building signs include the name of departmental office(s).

**NEXT MEETING**

The next meeting of the Committee would be 6 May 2009, 2.00pm, room 110, DTH.

PC  
April 2009