

**Goldsmiths  
University of London**

**FINANCE AND RESOURCES COMMITTEE**

**ESTATES COMMITTEE**

6 May 2009

**Present:** Mr James Grierson (Chair), Mr Michael Dick,  
Dr Richard Grayson, Ms Holly Bott

**In Attendance:** Aiden Potter of John McAslan + Partners (Master Planners)  
  
Head of Capital Projects, Head of Facilities, Director of Finance, Chief  
Executive Officer Students' Union, Head of RCCS, Ms Patsy Carter  
(Secretary)

**Apologies:** Mr Hugh Jones, Mr Terry Rosenberg, Professor Alan Pickering

**OPEN BUSINESS**

**1 WELCOME**

The Chair welcomed all new members to the Committee.

**2 IDENTIFICATION OF ITEMS FOR DISCUSSION**

The committee considered that items 9 & 10 identified on the agenda as items for report should be the subject of substantive discussion.

**3 MINUTES**

**Resolved:**

that the minutes of the meeting held 6 May 2009 be approved.

**4 MASTER PLANNING EXERCISE**

Received:

an oral report from the Director of Estates and Facilities and a presentation from Aiden Potter of John McAslan & Partners (Master Planners).

The Committee noted that the aim of the master planning exercise was to develop a sustainable masterplan with a coherent approach to the use, management and development of the College Estate for the next ten years.

The master plan study would assist the College with understanding the performance of the estates, as well as revealing some wider issues of how to make the campus function better as a learning environment;

The Planners had been working with the College to gather the information that would be used to inform the overall master planning exercise and had presented to Council the actions that would be taken forward as well as the issues that should be considered. The draft master plan report was presented to committee members who were invited to examine and re-assess the detail and comments regarding the design of the report were welcomed.

Planning and the wider context.

Lewisham Planners were supportive of the master planning theme. Goldsmiths falls under Lewisham's Local Development Framework and with respect to the College's master plan the Council's objectives were noted:

- (i) to retain the complexity of the campus, retain the street character of Laurie Grove, encourage pedestrian movement from the campus to Fordham Park, help lower crime in the area, Improve the public realm;
- (ii) that the Lewisham had set out a strategy to improve the routes through out North Lewisham, the 'North Lewisham Links Strategy' proposes improved links between Deptford and New Cross Gate. It also proposed a redesign and improved link from New Cross Road to Fordham Park;

Historic Context

Noted:

- (i) the there was a rich history at the College and its properties, its land and the setting of the college green were all very good assets, terraced houses were regarded as adding character and dramatic change to various aspects should be thought through carefully;

## **Following the presentation of the master plan report the committee discussed and noted:**

- (i) that the acquisition of the St James' Church was regarded as a significant opportunity for the college;
- (ii) that there was an opportunity to develop and invest in the campus residential accommodation and a direct result of this would be that an increased number of younger students could be brought into accommodation on campus;
- (iii) there were opportunities to re-balance car parking space on campus and in doing so creating the opportunity for improved landscaping of areas, create a stronger emphasis on cycling routes and cycle parking provisions;
- (iv) that rather than create new spaces consideration should be given to the creation of prototype spaces and how informal spaces can be used and how the College's space can be further utilised outside of its core teaching hours;

## **Recommendations:**

- (i) that the master plan report would be finalised by mid September 2009 and the Chair recommended that there should be wider consultation of the report with students and the wider college community, however, to support this a communication strategy would be required and is to be agreed and approved in advance;
- (ii) that a forum should be created to enable wider discussions and consolidation of the matter related to the master plan activities and proposals.
- (iii) that the financial master plan should provide the concept for phasing and integrating costs.

## **6 MINOR WORKS AND LONG TERM MAINTENANCE 2009-10 PROJECT PLAN**

Received:

a paper and an oral report from the Director of Estates and Facilities (09-315)

At the last meeting of the Estates Committee May 2009 it was recommended that the schedule of works presented should be prioritised to ensure that the total costs were in accordance with the available budgets.

## **Noted:**

- i. that the 2009-10 Minor Works, Long Term Maintenance and Statutory Works Projects had been revised in accordance with the available budgets and that the total budget available were £714,000.
- ii. that the works scheduled for completion would address non-statutory compliance works and poor building condition works as recommended by the building condition survey report submitted to the College in 2008.

## 6 REPORT FROM THE EXTERNAL RELATIONS AND DEVELOPMENT COMMITTEE

Received:

a report from the External Relations and Development Committee (ERDC) inviting the Estates Committee to consider the points highlighted in the report (09-316)

At its meeting on 1 June 2009, the External Relations and Development Committee discussed the Estate, with James Grierson, Chair of Estates Committee, in attendance.

How does the Estate reflect our relationship with the locality? And how can our alumni's undoubted affection for the campus help us to fund its future development?

These were some of the questions discussed by the External Relations and Development Committee when the topic for discussion was 'The Estate' but seen in the context of community and stakeholder relationships, which is the particular remit for the Committee.

A focus of the discussion was whether Goldsmiths should remain an open campus and there was unanimous support for this, with a strong desire *not* to be seen as an 'Ivory Tower' removed from local concerns. It was felt that the current mix of manned security, swipe card access and CCTV, which could be stepped up as and when the occasion demanded, struck the right balance between openness and safety.

The points raised in the report for consideration were summarised as:

- (i) A commitment to an open campus
- (ii) A commitment to the local community
- (iii) A more cohesive campus
- (iv) Improved signposting from public transport links
- (v) An alumni garden and other projects to promote our famous alumni
- (vi) An element of aspiration in future plans to develop the estate

### **Noted:**

- (i) that all the points raised by ERDC were being addressed as part of the master plan exercise and the Estates Committee welcomed and were in support of the points raised;
- (ii) that the master plan's security and access proposals recognised the need to balance open access with the introduction of new and enhanced security measures;
- (i) that the master plan was predicated on a number of principles that included the commitment to remain an open campus, Commitment to the local community, provide a cohesive campus, consolidation of student residences on campus and the development of clear internal and external connectivity.

- (ii) The Estates Committee would consider further how it could contribute to Alumni development activities.

## **7 ESTATES MAINTENANCE INFORMATION MANAGEMENT SYSTEM**

Received:

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

Noted:

- (i) that the Department were in the process of exploring a number of options for the implementation of an add-on-tool 'Works Requester' that when installed on a user's PC locally (eg. Department Administrator) would enable direct requests to be uploaded to the main helpdesk;
- (ii) that this was being considered alongside the option for a the web-based version of the requester tool and that over the summer the department would work with the software provider to review and improve the server requirements that would enable the automated responses;
- (iii) that discussions were being held with the software provider and the college's IT Applications team to discuss the network infrastructure and server requirements;

## **7 FACILITIES MANAGEMENT**

Received:

a paper report and an oral report from the Head of Facilities (09-317)

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

Noted:

- (i) that the manned security guard contract had not been tendered as the tendering relied on the implementation of the Access and Security review and Porter hours. It was likely that the contract would be extended by a further year's facilitate the full implementation of the review;
- (ii) that CCTV was a part of the review and costs were being sought to replace the few internal cameras owned and operated by the College and remove the external cameras that belonged to Lewisham;

- (iii) that Lewisham was upgrading their CCTV to a digital system and this had caused problems with the cameras on Goldsmiths perimeter. The response to these problems had not been a priority for Lewisham and the college only had partial coverage and no facility to pan the cameras for 6 weeks.

## Cleaning

- (i) that the contractual disagreement had been largely resolved and payment of invoices had been completed with exception for the outstanding amount of £48,588 for the cloakroom services and the service had been discontinued as at June 2009 and would not resume in the new academic year.

## Porters' Hours Harmonisation

Noted:

- (i) that Porters' overtime for the year 08/09 was £373,771 as compared to the 07/08 financial year of £264,730. This is an increase of £109,041 or 41%;
- (ii) that work was on going to rationalise the requirements for the overtime commitment but it was further compounded by the increased trend of Departments requiring out of core hours opening;
- (iii) that there was also the increase in weekend activities that required porter and security involvement and therefore creating a fundamental mismatch between resources available and portering services demands;
- (iv) that an internal review would research exactly who is requesting the additional opening and what are the business drivers;
- (v) that porters were currently contravening the 48 hour working week and the requirement for statutory breaks;

The cost of overtime :

<b>Allowance</b>	<b>2007-2008</b>	<b>2008-2009</b>
HERA		£93,963
Unsocial	£9,855	£13,622
Holiday Averaging	£33,372	£37,282
Saturday O/T	£49,647	£73,738
Sunday O/T	£44,974	£67,749
1 1/2 weekday O/T	£122,273	£152,355
2 weekdays O/T	£1,852	£5,079
Bank Holiday O/T	£2,759	£5,123
<b>Total less Hera</b>	<b>£264,732</b>	<b>£410,642</b>
<b>Total incl Hera</b>	<b>£264,730</b>	<b>£504,335</b>

- (vi) that the annual cost for 22 porters and 2 head porters including London weighting and all on costs before overtime was £656,028. So the additional costs of £504,044 in overtime equates to nearly 18 extra fulltime porters;

- (vii) that space covered by porters had increased by 45%;
- (viii) that HERA was the opportunity to review the porters roles and under the new pay framework agreement should have managed out the payment of holiday averaging payments that date back to the 1970s;
- (ix) that the porter's JDs would be revised in conjunction with HR and Trades Unions

### **Recommended**

- (i) that it was recognised that these issues must be resolved very quickly and that proposals for resolving the issues should be devised as soon as possible.

### **Waste Management**

Noted:

- (i) that a new recycling scheme had been discussed at the last meeting of the Environmental and Sustainability Sub-Committee and It was decided to look at implementing a few high profile recycling initiatives in specific campus locations rather than a single campus wide initiative;
- (ii) that recycling bins were to be located in Loafers, a Rocket composter was being investigated for the food waste from the kitchens and a newspaper and hard book recycling bin to be located in the Library;
- (iii) that many redundant photocopiers located around the campus had been removed.

### **Refurbishment**

Noted:

- (i) that two condemned flats that were previously occupied by the halls wardens at St James Halls had been fully renovated and this included a new heating system, new electrics, new fire detection, flooring, painting, blinds, 23 IT points and 13 telephone points. This was complete in 8 weeks to be able to relocate the student records project.

## **8 CAPITAL PROJECTS AND MINOR WORKS PROGRESS REPORT**

Received:

a paper and an oral report from the Head of Capital Projects (09-192)

It was decided that the New Academic Building value engineering exercise would be a subject of substantive discussion.

New Academic Building

Noted:

<b>Status:</b>	<b>Construction</b>
<b>Anticipated Completion:</b>	<b>9<sup>th</sup> August 2010</b>
<b>Budget:</b>	<b>£20,600,000.00</b>
<b>Commitment:</b>	<b>£16,307,805.49</b>
<b>Expenditure:</b>	<b>£ 4,722,128.95</b>

The Backfield Project planning application had been approved subject to conditions on 3rd March by Lewisham Planning Committee. Supplementary information to satisfy discharge of conditions prior to works commencing was approved w/c 11 May.

The following actions had been completed within the past three months:

- (ii) The Section 106 Agreement had been completed
- (iii) A letter of intent for the works has been issued to Willmott Dixon
- (iv) The contract documents are being drawn up.
- (v) The basement slab and walls have been completed, and the erection of steelwork and installation of precast concrete planks has commenced. Generally, progress during the period has been very good, and the contractor is reporting that they are currently approximately 2 weeks ahead of programme to achieve the anticipated completion date of 9<sup>th</sup> August 2010. They are now trying to advance the other packages in line with this.
- (vi) Value engineering is continuing, and we hope to have a resolution on the majority of packages by the end of August.
- (vii) Visit to biomass boiler installation
- (viii) Finishes presentation and workshop

Ongoing works:

- (i) Erection of steel frame
- (ii) Installation of precast concrete planks and casting of structural topping
- (iii) Regular site meetings are being held to monitor progress and quality.
- (iv) Value engineering to achieve cost savings
- (v) Workshops to be held to cover the design and scope of the catering facilities, and to review and evaluate the acoustic specification, where it is believed some savings could be achieved.
- (vi) Community liaison

New Sub Station, paving and trenching

Status:	Construction
Expenditure:	Included in main Backfield Project figures

The New Sub Station is being designed in conjunction with ETA and Gifford's the Mechanical and Electrical consultants appointed by Willmott Dixon for the Backfield Project.

The New Sub Station will provide not only the electrical supply to existing College buildings but also to the new proposed Backfield Building. The new sub station will be located next to the Barriedale Gate.

Planning permission was submitted on 21<sup>st</sup> July for the new substation.

The paving and trenching around the college green has been completed up to the location of the existing substation. This will be completed once planning permission has been obtained for the substation and the HV cable links.

Work on pulling through cables etc will start once the trenches and new sub station are complete.

## **9 SPACE USE AT GOLDSMITHS**

Received:

an oral report from the Director of Estates and Facilities

At the last meeting of the Estates Committee the Registrar and Secretary reported that 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. It was noted that the proposed solution was to create an efficient central timetable that makes minimum use of the resources needed to deliver it and which works within all of the given constraints.

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 address as many preferences as possible. The Scientia Timetabling System used by Estates would facilitate efficient timetabling, and the department were in the process of upgrading the system which would provide a more streamlined and automated data collection process. At present the data was collected and entered manually. The timescale for the production of the first draft of the timetable and accommodation schedule was March 2009.

Noted:

- (i) that the Space Allocation Sub-Committee were looking into the development of a new space Management Policy that would give consideration to a resource allocation model as well as a space charging model
- (ii) that there was great importance on the need to promote a new culture for space utilization across the campus and an example was given for the sharing of offices by part time staff, the flexible use of space.
- (iii) that following the 2009-10 academic timetable space allocations this had revealed that there were up to 250 unmet requests and further consultation was being held with those departments to resolve where possible;

## **10 ENVIRONMENT AND SUSTAINABILITY SUB-COMMITTEE**

Received:

an oral report on the work of the Environment and Sustainability Committee

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 had been revised would be re-titled Environment and Sustainability Policy and would incorporate the environmental and energy management initiatives

- (iii) that the activities that were being undertaken by the Carbon Management Focus Groups;
- (iv) the review and the implementation of a campus wide recycling system;
- (v) a review of waste collection services;
- (vi) the installation of a lighting conversion system, it was intended that installation would provide substantial reduction in energy use as well as increase the life of tubes;
- (vii) that the Thermostatic Radiator Valves were scheduled to be implemented during the summer vacation when radiator systems could be drained down;
- (viii) development of communications channels that would ensure that Carbon Champions can be fully engaged and can contribute to the development of carbon management initiatives of all disciplines.
- (ix) that the programme that controlled the Lighting System in the Ben Pimlott Building would be purchased and that this would allow the College to re-programme the lighting hours to suit;

## **11 ANY OTHER BUSINESS**

## **12 EXTERNAL WAYFINDING AND SIGNAGE PROJECT**

Noted:

- (i) that the Signage Implementation Group had met and discussed the development of the specification requirements, sign type family and the development of the Art Work, reviewed sign locations;
- (ii) that the Invitation to Tender Documents would be sent out to upto four contractors at the end of May 2009, ITT evaluations and selection would take place at the beginning of June 2009;
- (iii) that there was project slippage by three weeks, however, the advice had been given by the Sign consultant to the project that this time could be regained by a reduction in the time allowed for the manufacturing time from 16 weeks to 12 weeks;
- (iv) that due to the time constraints in the programme the decorative making good of sign locations would take place once the new signs had been installed;
- (v) Pre-Application advice had been sought from Lewisham Planners regarding listed building consent for Richard Hoggart Building, Deptford Town Hall and Laurie Grove Baths.

## **13 NEXT MEETING**

The next meeting of the Committee would be 9 July 2009, 2.00pm, room 110, DTH.

[Secretary's note: This meeting date was subsequently changed and the meeting is now scheduled to take place 13 August 2009]

PC  
July 2009