

**Goldsmiths
University of London**

FINANCE AND RESOURCES COMMITTEE

ESTATES COMMITTEE

13 August 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 master plan 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 Councils 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 spaces 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 was 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.

5 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) invited 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 was 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 openness with the introduction of new and enhanced security measures;
- (iii) 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;

- (iv) 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;

8 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 was 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 was requesting the additional opening and what were the business drivers;
- (v) that porters were currently contravening the 48 hour working week and the requirement for statutory breaks;

The cost of overtime :

Allowance	2007-2008	2008-2009
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
Total less Hera	£264,732	£410,642
Total incl Hera	£264,730	£504,335

- (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

Resolved:

- (i) **that these issues were to be resolved very quickly and that proposals with timeline 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.

9 CAPITAL PROJECTS AND MINOR WORKS PROGRESS REPORT

Received:

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

The committee decided that the New Academic Building value engineering programme would be a subject of substantive discussion.

New Academic Building

Noted:

Status:	Construction
Anticipated Completion:	9 th August 2010
Budget:	£20,644,246.47
Commitment:	£16,307,805.49
Expenditure:	£ 4,722,128.95

The Head of Capital Projects tabled the construction cost report for August 2009. The committee were to note that budget figure reported was different to that reported in the paper circulated and the previous minutes.

The packages that had been targeted as having potential value engineering savings imbedded within them were:

- Roof
- Metalwork
- Joinery
- Suspended ceilings and partitions
- Ceramic tiling
- AV
- Acoustic wall panelling
- 2nd/3rd Floor fit out generally

The value engineering completed and the gross savings achieved to date were:

Roof	£22,926.00.
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Savings **yet** to be achieved were:

	£
Metalwork	43,650.00
Joinery	30,000.00
Suspended ceilings and partitions	23,000.00
Ceramic tiling	35,470.00
AV	TBA
Acoustic wall panelling	TBA
2 nd /3 rd Floor fit out generally	TBA

It was further noted that additional DDA compliant toilets were to be installed and this would increase the cost;

Resolved:

that very close attention and vigilance should be paid to any overspend on the project as there was already a forecast overspend £50,000 and if extrapolated over the cost of the project this could result in a project overspend in the region of £300,000.

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 were 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 was reporting that they were currently approximately 2 weeks ahead of programme to achieve the anticipated completion date of 9th August 2010. They were now trying to advance the other packages in line with this.
- (vi) Value engineering was 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 pre-cast concrete planks and casting of structural topping
- (iii) Regular site meetings were 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 was believed some savings could be achieved.
- (vi) Community liaison

New Sub Station, paving and trenching

Status: Construction
Expenditure: Included in main New Academic Building Project figures

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

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

Planning permission was submitted on 21st 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 were complete.

10 CENTRAL TIMETABLING AND ACCOMMODATION

Received:

an oral report from the Director of Estates and Facilities

The Estates and Facilities Department had received the mandate to develop the central timetabling function. The Scientia Timetabling System used by Estates would facilitate efficient timetabling, and the department were in the process of completing the upgrade, although this was not completed in time to facilitate the 2009-10 academic bookable space allocations process. It was noted that the system upgrade and the training of staff would be completed in time for the next round of data collection.

Noted:

- (i) that following the 2009-10 academic timetable space allocations this had revealed that there were up to 250 unmet requests and were continuing to resolve these in conjunction with Departments;
- (ii) that one department had reported that it required lecture theatre space for upto 280 students, however this could not be met and the department were pursuing the option to use The Albany in Deptford as an alternative.

New Studio space was being created on the 6th floor of the Ben Pimlott Building to be accommodated by the Design Department. The Art Department had agreed to release this space if a suitable alternative could be found. Two rooms that were in the bookable pool within 1 St James Annexe provided an alternative solution due to the size of the rooms and these would lend well to being used as studio space. The replacement of the two teaching rooms in St James would be met following the refurbishment of rooms on the ground and first floor rooms of Surrey House to be used as teaching rooms.

11 EXTERNAL WAYFINDING AND SIGNAGE PROJECT

Received:

an oral report from the Head of Administration, regarding the project status.

The project was in the manufacture and installation phase. Rivermeade Signs Ltd had been appointed in July 2009 to manufacture and install the external signs on campus and had been selected based on their experience in delivering similar projects to other HEIs.

As part of the manufacture and installation phase Rivermeade had produced construction drawings to be approved by the College and had carried out the sign locations survey. The signage implementation group were in the process of finalising the artwork for the building name signs and the campus orientation maps.

Noted:

- (i) that although the project team had sought pre-planning advice in April 2009 this had not been responded to until July 2009 and the advice received was that Advertisement Consent would be required for all signs as well as listed building consent for the three listed buildings, Richard Hoggart Building, Laurie Grove Baths and the Deptford Town Hall Building;
- (ii) that a meeting and site visit had taken place with a Lewisham Planning Officer to view existing signs and their locations;
- (iii) that following their review of the specification, the planners had given re-assuring comments to the College about the construction and finish quality of the new signs;
- (iv) that Estates were in the process of submitting to Lewisham the Listed Building Consent and Advertisement Consent applications and it was feasible that the College could be granted consent by the end of October 2009.

Resolved:

The view of the Committee was that as the replacement signs were going to be a major improvement in terms of quality, enhancement to the appearance of the campus and improve the student experience, the outcome of non-consent was of low risk and as the manufacture of the signs were already in progress this should be continued.

[Secretary's note] The College subsequently received advice from Lewisham Planners that the Building name signs were deemed consent and therefore manufacture and installation of these signs were undertaken, however, Advertisement Consent and Listed Building Consent would be required for the free standing totem signs and the listed buildings.

12 ENVIRONMENT AND SUSTAINABILITY SUB-COMMITTEE

Received:

the Draft Environmental Policy Statement from the Director of Estates and Facilities (09-47)

At its last meeting, 9 June 2009, the Environment and Sustainability Sub-Committee (ESSC) requested that following a further revision of the policy, it should then be submitted to the next meeting of the Estates Committee inviting the Committee to recommend approval by Council at its meeting scheduled for 1st December 2009.

Recommended:

- (i) that Council should be invited to ratify the revised policy statement at its meeting 1 December 2009.

13 ANY OTHER BUSINESS

- (ii) that as of 1st September 2009, the Estates Committee would report directly to Council;
- (iii) that Mary Stacey had been appointed by Council 25 June 2009 to take up the membership on the committee to 2012.

14 NEXT MEETING

The Secretary would circulate to all committee members the date of the next meeting.

PC
September 2009