

**GOLDSMITHS
University of London**

COUNCIL

ESTATES COMMITTEE

5 July 2011

Minutes of the meeting held on 5 July 2011

- Present:** Mr James Grierson (in the Chair), Mr Michael Dick, Mr Hugh Jones, Ms Mary Stacey, Professor Alan Pickering.
- In attendance:** Director of Finance, Head of Capital Projects, Head of Residences, Catering and Conference Services, Deputy Chief Executive of the Students' Union, Director of Development and Alumni Office, Energy & Environmental Manager, Head of Facilities, Head of Financial Accounting, Patsy Carter Head of Administration, Estates & Facilities (Secretary).
- Apologies:** Dr Richard Noble, Mr Terry Rosenberg, Ms Bindz Patel, Mr Graham Gaskell

OPEN BUSINESS

1 APOLOGIES FOR ABSENCE

2 MINUTES

Resolved:

that the minutes of the meeting held 8 March 2011 be approved.

3 MATTERS ARISING FROM THE MINUTES

Partnership options for student residences: Item 3 refers, that there was a need to tie together initiatives derived from the College Strategy, as this would inform the future accommodation needs of the College and the Committee had resolved that a progress report should be given once a College mandate has been received to proceed further.

Resolved:

that the Committee should be kept informed of any future developments.

The Committee had noted that the project management manual and methodology appeared overly complex, however, the Director of Estates explained that the application of the methodology could be scalable depending on the size of the project and that a guidance matrix was available in the manual.

Resolved:

that an example of matrix be submitted to the next meeting of the Committee for discussion and that an oral report presented on the discussions with Finance about the financial thresholds used in the project manual;

4 CAPITAL PROJECTS: PLANNING FOR FUTURE INVESTMENT

Received:

a capital projects progress report from the Head of Capital Projects (11-297).

The Head of Capital Projects reported that a number of projects had come in under budget on completion. The committee noted the projects that had been completed during the last quarter:

- Richard Hoggart Building External Repairs, phase 1;
- Richard Hoggart Building Rooms 250, 251 and 255 refurbishment;
- 23-25 Laurie Grove – Dry rot Remedial Works;
- Repairs to carriage way at the Laurie Grove entrance gate.

Capital Projects and Minor works projects that were under construction on site:

- RHB Student Services Centre;
- Library/Rutherford Building Phase 3;
- 302-314 New Cross Road structural survey.

The Committee also noted;

- (i) that a snagging works programme was underway at the Whitehead Building, Laurie Grove Baths, Surrey House and the New Academic Building;
- (ii) that monitoring and structural movement works were ongoing at the Media Research Building and Barriedale (Studio A).

Resolved:

that the capital programme and minor works progress report should in future report the project forecast and outturn costs and should tie into the schedule that had been submitted to Management Accounts.

The Committee acknowledged and expressed appreciation to the Head of Capital projects on how well projects had been managed.

5 FACILITIES MANAGEMENT

Received:

the review of the soft services consultation report from the Head of Facilities and an oral update on the progress of the soft services review (11-298).

The Head of Facilities provided an update on the soft services restructure and the actions that had been achieved. Consultation meetings with Trade Unions and individual members of staff had been held. The Head of Facilities envisaged that the new facilities management arrangements would be implemented by the end of the Autumn Term. Under the new arrangements there would be no static portering services located at buildings. The Committee noted that once the consultation process had been completed, a college-wide briefing note would be circulated.

6 INCREASE IN CAMPUS WIDE OUT OF HOURS ACTIVITIES

The Committee were invited to discuss the future impact of increasing out of hours College activity and an example given was the 24-7 Library opening hours. The Committee supported the need for more robust arrangements as soon as practically possible. Issues noted would require discussion with Human Resources.

Resolved:

that the Director of Estates and Facilities would liaise with Human Resources, the Head of Library Services and other Heads of Services as was applicable.

7 PULSE GYM REFURBISHMENT

The Committee noted that the College had been presented with an opportunity to review the current leased contract and an offer had been put forward by the current lease holder to invest in the internal refurbishment of the gym. As part of the discussion an options appraisal considered an alternative to the current site location and an option under consideration was the development of the 1 St James site.

Resolved:

that a progress would be given by the Students' Union at the next meeting of the Committee.

8 REPORT OF SPACE MANAGEMENT ACTIVITIES

The Committee noted the recent office moves that had taken place. Of particular note, the Graduate School would be moving to the White Head Building (former ICCE space). For CCS there were ongoing discussions around possible space re-location options.

The Committee also noted that Estates were working with SUMS to develop a range of timetabling and space management activities. A small group consisting of staff college-wide would be convened to develop the policy and it was envisaged that this work would be carried out during the Autumn Term 2011.

Resolved:

that the latest draft of the developing Space Management Policy be submitted to the Autumn Term meeting of the Committee for discussion.

9 ENVIRONMENT AND SUSTAINABILITY SUB-COMMITTEE

Received:

- (i) an update report from the Energy and Environmental Manager (11-300)
- (ii) an update report of the Waste Management Strategy (11-209)

The Committee noted that the development of a Photovoltaic system (PV) was still under investigation, and the procurement team was helping to put together a business case. It was estimated that payback would be achieved within 2 years.

The Committee acknowledged and commended Richard and the Environmental and Sustainability Sub-Committee for the work they had achieved to date, to progress a number of environmental initiatives.

10 DRAFT ESTATES STRATEGY 2011 – 2015

Received:

a copy of the draft Estates Strategy 2011-2015 (11-303)

The Committee were invited to receive and comment on the draft strategy. The strategy was underpinned by elements of the Masterplan adopted by Council 2009-10 and provided an outline of the College's ambition to develop the Estate so that it can meet the ever increasing efficiency and quality demands being placed on it.

There were elements of the Masterplan that could only be achieved when a funded business case could be made: 1 St James development, Extending the Laurie Grove Houses, Richard Hoggart Building Forecourt, New St James Halls of Residence (including access road at rear of campus), 302-314 New Cross Road – regeneration of shops and residential flats and the demolition of studio space at rear of campus to create green spaces.

The Committee questioned whether the refurbishment of the New Cross Road shops refurbishment could be expedited. However, it was explained that this was contingent on the outcome of funding bids and the results of a structural survey that was in progress.

Resolved

- (i) that the Richard Hoggart Building Forecourt and Laurie Grove Pedestrianisation projects had been identified as possible philanthropy projects but that their priority was such that they would not simply be deferred pending possible external funding;

- (ii) that the Richard Hoggart Building Forecourt refurbishment remains as a transformational item and a high priority campus improvement, subject to resolving issues related to operational services. It may be necessary to sub-optimize servicing arrangements in order to ensure that this project can be completed without undue delay;
- (iii) that for the pedestrianisation of Laurie Grove, there were practical issues associated with service delivery and major consideration should be given to resolving the issues;
- (iv) that to measure the use of teaching space in accordance with the target, an annual space utilisation survey should be carried out to examine and track in-efficiencies over a period of time.

11 END OF TERM COMMITTEE MEMBERS 2010-11

The Chair thanked Professor Alan Pickering, Mr Terry Rosenberg and Ms Mary Stacey for their contribution to the work of the Committee. The details of the new Committee members would be circulated in the autumn term 2011.

12 AOB

that the draft annual report of the Committee 10-11 would be circulated to committee members for discussion at the autumn term meeting.

13 FUTURE MEETINGS

To note that meetings of the Estates Committee in 2011-12 will be held at the following dates and times in Room 110, Deptford Town Hall Building:

Thursday 3rd November, 10.00am
Thursday 16th February, 10.00am
Tuesday 22nd May, 2.00pm
Thursday 12th July, 2.00pm

PC
July 2011