

**Meeting of the Property Committee**  
**4pm\* on Wednesday, 7 May 2014**  
**In Room 1B27, Technopark, London Road, London SE1**

\* Visit to remodelled Sports Centre at 3.30pm

**Agenda**

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of Interest		Chair
3.	Minutes of the previous meeting (for publication)	PC.07(14)	Chair
4.	Matters arising		Chair
5.	Student Centre post occupancy evaluation (to discuss and note)	PC.08(14)	DoE
6.	Update on Estates Development Strategy (to discuss)	PC.09(14)	DoE
7.	General Estates Matters (to note)	PC.10(14)	DoE
8.	Any other business		Chair
9.	Date of next meeting – Wednesday 7 May 2014 at 4pm		Chair

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Members: Ken Dytor (Chair), David Longbottom (Chairman of the Board), Prof David Phoenix (Vice Chancellor), Louisa Nyandey, Sarah Mullally, Andrew Owen and Prof Shushma Patel.

With: Chief Operating Officer, Chief Financial Officer, PVC (Academic), University Secretary, Director of Estates and Governance Officer.

	PAPER NO: PC.07(14)	
Board/Committee:	Property Committee	
Date:	29 <sup>th</sup> January 2014	
Paper title:	Property Committee minutes – 29 January 2014	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Ken Dytor, Chairman of the Property Committee	
<b>Recommendation:</b>	That the committee approves the minutes of its meeting of 29 January 2014 and the redactions for publication	
Aspect of the Corporate Plan to which this will help deliver?	N/A	
Matter previously considered by:	N/A	N/A
Further approval required?	Published on the university's website	On:
Communications – who should be made aware of the decision?		

### **Executive Summary**

The Committee is asked to approve the minutes of its meetings of 29 January 2014 and the suggested redactions (in grey) for publication on LSBU's website.

Minutes of a Meeting of the Property Committee  
held at 4pm on 29 January 2014  
in Room 1B27, Technopark, London Road, London SE1

**Present**

Ken Dytor	Chairman
David Longbottom	Chairman of the Board
Prof David Phoenix	Vice Chancellor and Chief Executive
Barbara Ahland	
Andrew Owen	
Prof Shushma Patel	

**In attendance**

Kevin Bond	Head of Estates Operations ( <i>for minutes 1-7</i> )
Prof Phil Cardew	Pro Vice Chancellor (Academic)
Tim Gebbels	Director of Enterprise ( <i>for minutes 9-10</i> )
Ian Mehrtens	Executive Director of Corporate Services
Carol Rose	Director of Estates
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Officer

**Welcome and Apologies**

1. Apologies had been received from Sarah Mullally, Richard Flatman and Beverley Jullien.
2. The committee welcomed Carol Rose to her first meeting of the committee.

**Conflicts of Interest**

3. No interests were declared on any items on the agenda.

**Minutes of the meeting of 18 September 2013**

4. The committee approved the minutes from the meeting held on 18 September 2013 (paper **PC.01(14)**) and the proposed redactions for publication.

**Matters Arising**

5. There were no matters arising which were not covered elsewhere on the agenda.

## Sustainability Presentation

6. The committee received a presentation on sustainability from the Head of Estates Operations, covering carbon management, behavioural change and engagement, ISO 14001 and 50001 certification, and challenges and opportunities.
7. The committee noted that the K2 building did not appear to be meeting its original sustainability targets and that a business case was being prepared to improve performance. The committee requested a report at their next meeting on the performance of K2 against its original sustainability targets.

## Update on Confucius Institute

8. The committee received an update on Confucius Institute and its promotion to one of five international "Model Confucius Institute" by Hanban (paper **PC.02(14)**). The University had received £800,000 from Hanban to support the Model Institute and rehouse it in its own building. The Institute would be housed in Caxton House and would serve as a focus for community engagement.

## Clarence Centre for Enterprise and Innovation key targets

*Tim Gebbels entered the meeting*

9. The committee discussed the key targets for the Clarence Centre for Enterprise and Innovation (paper **PC.03(14)**). It was noted that the occupancy rates for the Clarence Centre were at 70%, and on target to deliver 85% occupancy after 30 months. The Enterprise team were working with tenant companies and their clients to discuss opportunities for students.
10. The official opening of the Clarence Centre, hoped to be by David Willetts MP, was being planned for September 2014. The building had been awarded a Civic Trust Award.

*Tim Gebbels left the meeting*

## Update on Peabody Trust

11. The committee noted an update on plans to purchase Hugh Astor Court from the Peabody Trust (paper **PC.04(14)**). The acquisition was vital to delivering the estates strategy and a business case would be prepared for the next Property Committee meeting.

### **Update on Estates Strategy**

12. The committee noted an update on the estates strategy (paper **PC.05(14)**). The strategy was being refined following the October 2013 board strategy day to focus on how best to deliver an excellent student experience. Further details would be provided to the committee at their next meeting.

### **General Estates Matters**

13. The committee noted an update on general estates matters (paper **PC.06(14)**).
14. The committee requested a visit to the remodelled Sports Centre in London Road before their next meeting.

### **Date of next meeting**

15. The committee noted that the next meeting would be held on Wednesday 7 May 2014 at 4pm.

There being no further business, the Chairman closed the meeting.

Confirmed as a true record:

.....  
Chairman

	PAPER NO: PC.08(14)	
Board/Committee:	Property Committee	
Date:	7 May 2014	
Paper title:	Student Centre Post Occupancy Evaluation	
Author:	Carol Rose, Director of Estates	
Executive sponsor:	Ian Mehrtens, Chief Operating Officer	
<b>Recommendation by the Executive:</b>	To discuss and note the information contained in the evaluation report and to receive an update of the current situation regarding work outstanding at the end of the defect period.	
Aspect of the Corporate Plan to which this will help deliver?	Delivery of the Board approved (July 2010) 25 year vision for the estate.	
Matter previously considered by:	Property Committee/Board of Governors	On: Various meetings
Further approval required?		
Communications – who should be made aware of the decision?	N/A	

### **Executive Summary**

This report provides the Committee with the Post Occupancy Evaluation report carried out by Alexi Marmot Associates and gives an update as to the current position regarding progress with work outstanding at the end of the defect period and the position regarding the final account for the project.

## **1 Post Occupancy Evaluation Report**

1.1 The initial vision for the Student Centre was that it would be :

*‘..... a state of the art facility for the University. It will provide a ‘triage service’ for all the support and help that students need outside of the faculty context and students will be aware of the Student Centre as the focus for the support they need, both from the University and from their Students’ Union’.*

1.2 The Student Centre has now been occupied for almost a year and a half (November 2012). A Post Occupancy Evaluation has been carried out by Alexi Marmot Associates Ltd. (AMA), framework consultant. As part of the preparation of the report, AMA undertook an escorted walk around the Centre and carried out interviews with representatives of the user groups occupying the building. In addition, 168 questionnaires were completed and returned from students. Detailed results can be found in the attached report.

1.3 Results show that the ‘The building is well liked and the high quality design, finishes and flexibility are much appreciated’.

## **2. Current position regarding outstanding remedial work and final accounts**

2.1 The report identified that the experience of the LSBU Development Team were ‘not as positive as that of the new occupants’. Despite their best efforts, previously identified rectification works and the final accounts remain unresolved.

- Various meetings have been held with Mansell to discuss a programme of work. An undertaking was given for the outstanding end of defects period work to be completed by Easter.
- Some of the remedial work has now been completed and the situation is being regularly monitored by the Head of Estates Development.
- The problem with the leaking skylight continues. Mansell and their sub-contractor are still unable to provide an acceptable resolution. LSBU continue to attempt to get Mansell to resolve the problem.
- Mansell has now presented their final account which exceeds the account prepared by the consultant quantity surveyor by approximately £300,000. The quantity surveyor is currently in the process of querying the account with Mansell as it appears to contain a number of inaccuracies in various areas including prolongation for which they do not have an extension time.

The Development Team continue to press for the outstanding work to be completed. No final payment will be made to Mansell until a resolution regarding the final account has been reached and all defects have been satisfactorily rectified.





# Student Centre Post Occupancy Evaluation

for

**London South Bank**  
University

24 March 2014

674



**London South Bank**  
University

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## Executive Summary

This document is a short report of the Post Occupancy Evaluation that was carried out at the start of 2014 on the London South Bank University Student Centre. The building has been occupied for just over a year. The brief was completed in October 2010 and people moved in during November 2012. The building occupies the undercroft of the 1970s Tower Block and provides a positive link with Kell Street and the rear of K2.

The initial vision stated *“This SC will be a state of the art facility for the University. It will provide a ‘triage’ service for all the support and help that students need outside of the faculty context and students will be aware of the SC as the focus for the support they need, both from the University and from their Students’ Union.”*

The POE involved an escorted walk through the entire building, interviews with representatives of the user groups occupying the building and 168 questionnaires completed by students on site. The building is well liked, and the high quality design, finishes and flexibility are much appreciated. Some opportunities for adaptation have already been taken, such as the introduction of the Job Shop and the Employment Gym.

### User comments

- Features such as the intrinsic flexibility, spaciousness, light, range of activities supported and connectivity with adjacent buildings and the rest of the site were all mentioned positively by students and staff.
- User departments made comments about some shortcomings but none have led to overall dissatisfaction with building.
- Some people expressed the wish for space for growth, and criticised unsuitable file storage in office space, noise from chair legs scraping on the concrete floor and the furniture design in the study booths.
- Problems with disruption during construction were minor and outweighed by current benefits.

### Project team experience

- The experience of the LSBU project team was not as positive as that of the new occupants. Use of the same contractor in future is not recommended by the team.
- The building was delivered late and there are some outstanding problems to be solved.
- The continued failure of the contractor to find a permanent solution to the leaks though the new roof light has caused embarrassment to LSBU.
- The use of Design and Build as a procurement route is not liked as it removes important skilled support from the in-house team and the preference would be not to use this method.
- Post occupancy reviews are considered a valuable way to learn lessons for future projects.

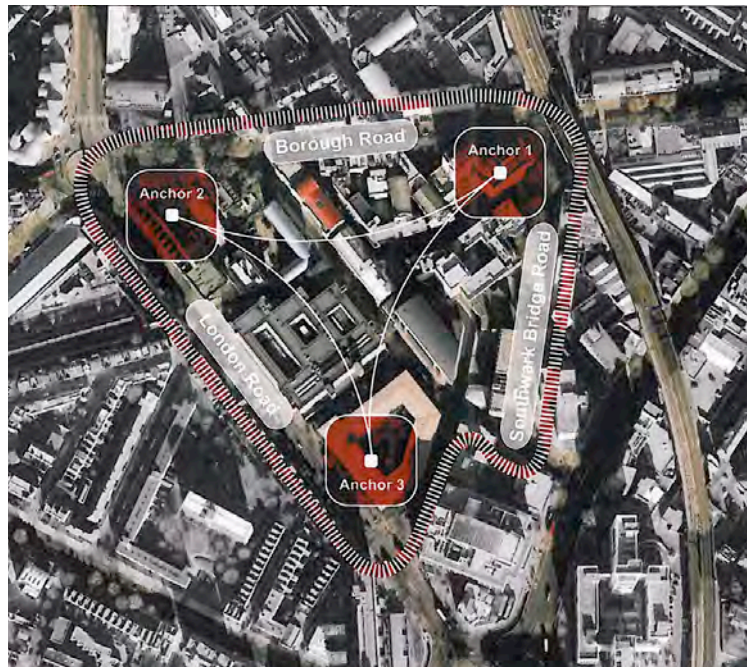


## 1. Introduction

This document is a post occupancy evaluation report on the London South Bank University (LSBU) Student Centre on Borough Road, first occupied in November 2012. It sets out aspects of the way in which the building serves the intended purpose and looks briefly at the process for procuring it but should not be viewed as a detailed project report.

The building is much liked, well used and serves a very important centre for the University. The late delivery by the build contractor caused some initial problems and is to be regretted. There are some aspects that are not functioning as well as desired. However in general there is great satisfaction with what has been achieved. The space has sufficient flexibility, has already been able to adapt to new pressures and will no doubt continue to evolve in response to need and management decisions.

The building is one of the construction projects undertaken by LSBU to progress their Estates Strategy 2010-2013. This strategy envisaged three new 'gateways' to the triangular LSBU site providing identity for the university. The Student Centre, at 'Anchor 1', was the first of these to be completed and the second, the Enterprise Centre, at 'Anchor 2', was occupied a few months later. Anchor 3 has always been considered a longer term development opportunity to be considered in the future.



Plan from the LSBU Estate Strategy 2010- 2013 illustrating the key anchor points

LSBU is committed to continued development of its campus, providing excellent facilities for staff and students. At the outset the University



needed to replace the Temporary Students' Union building, to be demolished by the end of 2012 due to expiring of planning consent. The opportunity to co-locate the student-led Union activities with a range of University provided non-academic student support services was taken in order to improve the student experience and to achieve best value for money. The Student Centre therefore forms the focus for supporting students' needs, both from the University and from their Students' Union.

The new Student Centre (SC) is located below the 1970s Tower Building in what was an undercroft used for servicing and car parking, and incorporating some adjacent areas. The vision for the building was conceived in line with LSBU's overall Estate Vision<sup>1</sup>, Corporate Plan 2009-2012<sup>2</sup> and LSBU's Estate Strategy to 2020<sup>3</sup>.

An overall vision for LSBU was *"To be the most admired university in the UK for creating professional opportunity, and thus a source of pride for our students, our staff and the communities we serve"*.

The outline brief, completed in October 2010, suggested that the newly constructed part of the facility would have a floor area of circa 1500m<sup>2</sup> GIA (representing an approximated NUA of 950m<sup>2</sup>) with an approximate outline construction and fitting out budget of £3.75m which would include the cost of incorporation of any existing spaces.

The project team at LSBU wish to follow best practice by ensuring that lessons learnt from any project can be incorporated into future projects and that good ideas are captured. They have therefore commissioned this Post Occupancy Evaluation (POE) of the completed project. It is prepared by AMA Alexi Marmot Associates who wrote the outline brief and therefore know some of the early history of the project but have had no involvement with it since that time. This has helped to set the achievements of the SC project into the context of the original vision for the building. The following is a quotation from the original brief which summarises this vision in the context of the planned site.

*"This SC will be a **state of the art facility** for the University. It will provide a 'triage' service for all the support and help that students need outside of the faculty context and students will be aware of the SC as the focus for the support they need, both from the University and from their Students' Union. It will be recognised among academic institutions as a leading example of the con-joined, 'one-stop shop' service approach. It is anticipated that the accommodated services will benefit from co-location and shared skills. It will act to knit together the adjacent*

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<sup>1</sup> LSBU Estates & Facilities Directorate, (May 2010), *Estates Vision*, London South Bank University.

<sup>2</sup> LSBU (2009), *Corporate Plan 2009-12 'Students First'*, London South Bank University.

<sup>3</sup> AMA Alexi Marmot Associates, (December 2005), *Southwark Estate Plan*, London South Bank University.



buildings and open spaces existing and created, and thereby transform it's location into a desired destination as well as a gate to the campus and to routes through it.

The SC will provide the client facing and support services for the Centre for Learning Support and Development (CLSD), the LSBU's main support service and other LSBU advice services relating to accommodation, finance and issues for international students. It will also house the social, advisory, administrative and support facilities of the Students' Union. The SC will be a place to which students will be drawn to relax in a variety of ways, interacting with others and developing socially and academically through contact with their peers. Its ambience and aesthetic qualities will enhance the image of LSBU to potential students, their parents, employers of graduates, employees and the local neighbourhood. It will provide a welcoming, public face for the University to the street and surrounding neighbourhoods. It provides the opportunity to improve and 'green' the public realm including establishing a route from Southwark Bridge Road along Kell Street to K2 as a publicly accessible and attractive pedestrian link enhancing this strategic east-west axis through the Estate. "

To meet this vision a number of different uses, previously in separate locations on the Campus were to be brought together.



Fig. 1: Key space types identified for the SC – Source *Outline Brief*

Success criteria identified from the start were

- design quality;
- sustainability;
- time and budget including whole life costs and maintainability;
- compatibility with the LSBU's Estates and Facilities (EAF) 'Standard Requirements for Equipment, Fixtures and Finishes' and 'Infrastructure Standards';
- accessibility; and



- adaptability.

Key stakeholders were consulted for the outline brief. They included people responsible for Estates and Facilities, including ICT and Catering, the teams offering student support in relation to enrolment, fees and finance, residential issues, and learning support, representatives of the Students' Union and affected faculties such as AHS and ESBE.

The process for carrying out this POE has included:

- Review of design material provided at various stages of the process
- An 'expert walk through' of the building to see what has been built how it is being used
- Interviews and visits to the building with stakeholder representatives such as staff users, service managers, the project sponsor and project director
- Questionnaire responses from student users



## 2. Project details

Once a decision had been taken to move forward with this project. AMA was commissioned to prepare an outline brief, which was used to help select an architect and design team. The programme was determined by a clause of the original planning permission for the Temporary Students' Union building setting the date by which it would be demolished. The planning consent on the Temporary Students' Union Building was such that demolition had to be complete by 31 Dec 2012. Demolition commenced on 05 Dec 2012 and was completed in mid January 2013. Occupation of the new space was projected to be by August 2012 allowing operations to be in place for the start of the 2013/14 academic year and demolition to be completed well in time. It was a disappointment to all that these deadlines were not met, as the building was not ready for occupation until November 2012.

The tables below summarise the some facts about the project. Other details about the project progress are available in Project Board meeting minutes. Other sections of this report consider the completed building.

Table 1: Key dates in the process

Outline Brief	Oct 2010
Selection of design team	Jan 2011
Stage C sketch design report	April 2011
Stage D detailed design report	Aug 2011
Planning permission	Dec 2011
Tender period start	Oct 2011
Selection of Contractor	Dec 2011
Work on site start	13 Feb 2012
Contract Completion date	31 July 2012
Practical Completion	05 Nov 2012
Occupation	26 Nov 2012

Table 2: The team

Architect	Hawkins\Brown
M&E Consultant	TGA Consulting Engineers
Structural Engineer	Conisbee
Contractor	Mansell Construction Services Ltd
PM	Gardiner and Theobald
QS	Sweett Group
LSBU project sponsor	Phil Cardew, PVC Academic
LSBU project manager	Roger Tuke, Head of Estates Development

Table 3: Key figures

Gross Internal Area	2036 m <sup>2</sup> GIA
Construction cost	£4,840,000
Cost per sqm	£2377
Procurement	Single stage D&B
	Novated design team
Overall cost estimate (+fees, FF&E,VAT)	£7,471,000



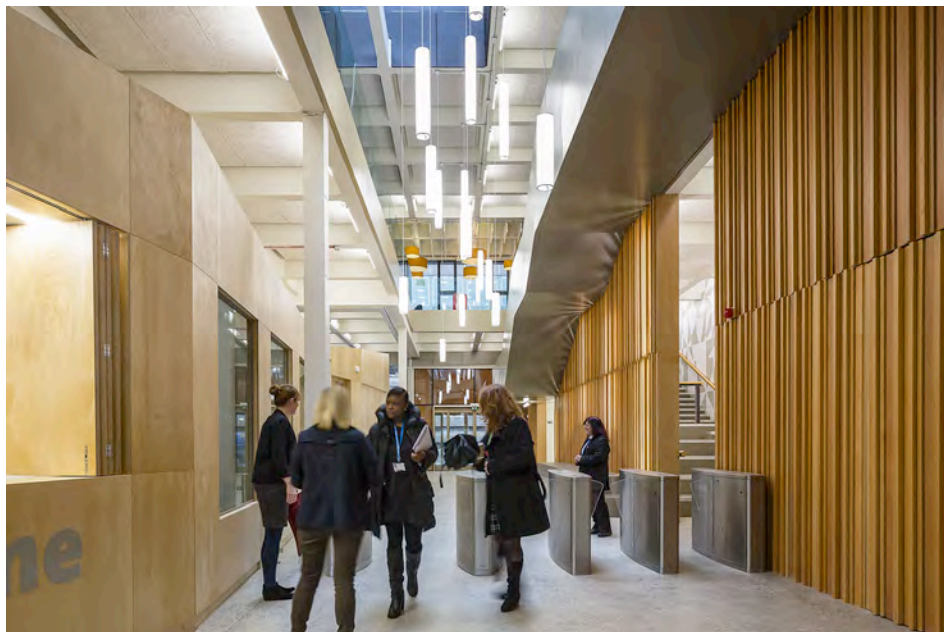


### 3. The finished building

This review process was started after the building had been in use for one year. Information has been sought about how the building is perceived and used through discussions with a number of people and through a short questionnaire with students actually present in the building, using its facilities in February 2014. The building has transformed the old existing space and many reactions reflect this.



Ground floor, view from Borough Road (before)



Ground floor, view from Borough Road (after)



### 3.1 Interviewees comments

#### 3.1.1 Positive reactions

As mentioned above, the building is well liked and many very positive things were said about it. Overall it has met the vision set out for it at the start, fulfils the brief and serves the needs identified. When in the building, it can be seen that it is heavily used, people are comfortable especially in the 'public realm', use all the spaces, and respect the building so it is not mistreated.

An additional external endorsement of the success of the design was achieved by the building recently. It was submitted by the architects for an retrofit award offered by the Architects Journal, and in September 2013 the Student Centre was announced as the winner in the Higher Education category.

*"The judges praised architect Hawkins\Brown's design, located in LSBU's Tower Block building, for a space 'infiltrated with daylight through the cooled concrete mass' which has transformed the former car park into a 'vibrant hub'. The Student Centre has also been shortlisted for Design Week and Royal Institute of British Architects awards"*

Specific positive things were reported by those interviewed about a variety of aspects of how it looks and feels and how it can be used.

#### Design quality

The building has been very positively received overall. Comments were made about the way in which the long stair connecting the levels emphasises the communication links as well as providing a sense of space. The light and airiness was commended. This is especially significant when it is remembered what a dark and gloomy undercroft it replaces. People commented positively on the décor, the colours, the appearance and quality of the lighting, and the materials used. Its role as a gateway and welcoming front door to the University was also commended, as were the improvements to the exterior space both on Borough Road and on the Kell Street connection to K2.

*"When you walk in, there is a sense of space and openness and light."*

*"It is a fantastic building-nice bright and fresh"*

*"It was a good idea to incorporate the staircase and the mezzanine as part of the space – it makes it more generous"*

*"You feel you have arrived at a university"*

*"The building has had a positive impact on the surroundings"*

*"I like the spatial quality and the building is good for students"*



**London South Bank**  
University



Ground floor, view from Kell Street (before)



Ground floor, view from Kell Street (after)

### **Functionality**

As well as the way the building looks and feels, it serves its users well in many respects and this is recognised in many ways. The way the design allows a range of different activities in smaller spaces to take place as well as large ones in a fully opened up space has been welcomed, and seems to have been well utilised so far and this can be expected to increase. The opportunity for the Edric Hall performances to have the use of the space as a foyer and mingling area has been



welcomed and used for internal productions. The opportunity to extend this to more public events has not yet been taken but the building could support it.

The design has also proved itself to be flexible enough to allow new activity, which had not received the emphasis it needed initially, to be incorporated. Two 'new' spaces have been provided to support employability; the Job Shop, which has replaced a potential retail area, and the Employability Gym in a space adjacent to, and accessible from, the first floor. These are acknowledged to be of extreme importance to the student body, a need not fully recognised at the time of the initial briefing process.

*"As a student hub it is really good. It is a big step forward for LSBU"*

*"It has worked out better than expected"*

*"The best aspect of the building is that from day one everyone started to USE it the way it was intended."*

### **3.1.2 Negative reactions**

As is normally the case, when people are asked about their reactions to any building, there are usually many complaints, both minor and of more significance. These should be seen in the context of an overall positive reaction to the building, influencing whether adjustments should be made and the lessons learned for future projects.

#### **Heating**

Most people commented on the poor performance of the heating system, particularly with reference when the building was first occupied. There was agreement that it was better this year, but people do not trust the fact that it is now fully effective as they recognise that the winter season experienced this year had so far been mild and fear it may not perform in truly cold weather. It is important to bear in mind that in this case the building fills in a space that had been external for decades and additional time may be needed for fabric to heat up. In addition, due to the late delivery of the building, occupation took place very soon after Practical Completion and this did not allow enough time to prove the environmental systems or bed them in. It is always hard for building users to understand that a building must be in use through all the seasons before the environmental systems have had a chance to be fully tested and adjusted. Time will show whether the inadequacies initially experienced have been fully overcome.

#### **Furniture**

There were some criticisms of specific furniture. Some of these have been corrected, others are awaiting solutions. Problems include:

- the wooden chairs outside the bar scrape on the concrete creating serious disturbance in their vicinity,



- the bean bags split and had to be removed,
- the tables in the booths were built in but were too high and so the seating has had to be raised,
- the design of the storage units in the offices does not suit some of what has to be stored,
- some of the casual seating is without backs which is not comfortable for prolonged periods of time inhibiting their use for casual meetings.

### **Space**

Of more significance are the problems with the amount and layout of some of the spaces. Both of the office areas, for Student Services and the Students' Union, have proved too small for the numbers of people that these groups now wish to locate there. They have found that the immediate need for growth could not be satisfied and as a consequence have started to use the 1:1 small interview spaces as permanent desk spaces. These are not suitable for this use and are uncomfortable with inadequate ventilation and no natural light. This has become a problem in part because at the time of the development of the detailed design those providing input failed to anticipate the potential need for growth and change. When a new use pattern and much organisational change takes place in conjunction with the provision of new space, considerable input is needed into the impact of these changes on spatial needs prior to freezing a design and layout.

A separate issue about the spatial layout relates to the servery in the Grads Café. This is too small, and the Catering team estimate that it probably causes a significant weekly loss of income at this location - perhaps as much as £150-200 - as well as causing frustration to the user group at busy times. There may be good opportunities to increase the space available, which could be taken at a stage when refreshing the area is being considered.

Some of the design ideas about seating incorporated into the fixed fabric of the building have not succeeded in attracting the anticipated use. The fixed 'seating steps' alongside the main flight of stairs from the ground level for example, have led to an unexpected problem for members of staff and have been separated from the main stair run by handrails. This has made them less likely to be used for 'pop up' performance seating. The bench 'seat' alongside the stair way on the ground floor is not used and may be too deep for comfortable use.

### **Leaks**

There have been several leaks through the new roof light. These were the responsibility of the contractor. Temporary repairs have been executed but a permanent solution is still being developed. The continued failure of the contractor to find a permanent solution to the problem has caused embarrassment to LSBU. It is a basic expectation that a building should keep out the weather and if that has not been achieved then there is a real reason to criticise the outcome. A lesson



from this experience is to avoid the use of this contractor in future. There have been other leaks from within the existing Edric Hall plant room through the existing roof structure. They are unrelated to the project and Estates Maintenance are responding to these.

*“The offices are far too tight for current use let alone not providing space for expansion or changed direction for the SU.”*

*“The bar is not really comfortable – needs some cosy locations, old squashy sofas etc.”*

*“There are not enough places for getting away quietly or breakout for staff.”*

*“The tea point should not have been an access route for SU office.”*

*“Students don’t get best use out of ‘booths’ – they cannot really be used by different groups at the same time – or unconnected individuals.”*

*“The 1:1 rooms were wrongly conceived. They have become permanent workplaces and are not suitable.”*

### **3.1.3 The project process**

#### **Late Delivery**

The late delivery of the building, which was extremely difficult and frustrating to deal with at the start of its life, is important for lessons about the project process. It could be in part also associated with the initial ambition and site circumstance. When a project involves refurbishment and, in this case, connection of two separate existing buildings there are likely to be unexpected problems in working with the unknowns of existing structures and systems. This makes it of special importance for all design and construction process suggestions to be rigorously challenged in the course of the design development and when tender interviews are held. The integral complexity of the task was made worse through a slow start and cumulative delays, which were the responsibility of the contractor. Although there was considerable delay it was fortunate that this did not cause the University to breach its agreement with the London Borough of Southwark to demolish the Temporary Students’ Union building. Managing this process effectively was to the credit of the project team at LSBU.

#### **User consultation**

While potential users were consulted widely during the translation of the University’s vision into the outline brief and detailed design, these people are largely no longer at LSBU and had left well before the opening of the building. Some of the needs felt by the current users might have been captured and provided for more readily, and practical problems avoided, had they been available from the start. However it is often the case that



the client users move on in the course of a project and a constant awareness of this is always needed. Considerations of appropriate flexibility to manage any slight change of emphasis of needs and patterns of use by the time of completion should be part of the design process.

### **Contractor performance**

Although the chosen contractor had some particularly good ideas regarding proposed site management and promises about programme delivery, these did not materialise in reality. There was some poor performance on the part of the contractor's team and lack of good site management, which could not be seriously influenced by the client team. An appropriate standard of work was enforced but this in itself caused some delay. The appointed D&B contractor failed to develop Stage F quickly enough, so some subcontractors were not issued with drawings to the full level of detail that others received. This led to a gap-management problem, affecting both time and quality.

### **Disruption**

One group of people, those occupying the Tower Block above the construction site, were particularly inconvenienced by some of the contractor's work practices. For example, though a standard 7 days of warning was given through staff emails about antisocial working hours or changes of access routes caused by blocking off certain areas at different times, clearly some people failed to pick up the warnings and were taken by surprise. The noise and disruption was definitely '*a pain*', some of which could perhaps have been avoided. The faculty in question, ESBE, were aware that there would be problems during the construction period and were sufficiently in favour of the '*gain*' that they perceived would accrue from this project that they were willing to accept it. Nonetheless some believe it could have been better managed, though it seems that for a project of this scale, subject to delays, and so close to existing uses that continued throughout there was in fact remarkably little real disruption. Whatever the thoughts at the time, the result is much appreciated and ESBE representatives feel that the benefit to students, and particularly to their own, for who the SC is now an important entrance to the faculty space in the Tower was what they wanted and has been delivered.

## **3.2 Student reactions**

In view of the NSS and other surveys being carried out by LSBU itself over the period, it was decided not to do a 'survey monkey' type questionnaire, emailed to all students, but instead to create a short survey that could be completed on the spot by people actually in the Student Centre. The Students' Union was consulted about the questionnaire, and its contents were agreed by Student Services at the Centre. It asks students what they are using the Student Centre for, and how they assess various aspects of the building. It is short and asks



respondents to rate a range of elements in the centre as well as to provide free comments about good, and bad features and good ideas from this building that could be spread to other locations on the campus. We visited the centre briefly on a Monday to test the survey, and carried it out on the following Tuesday, by distributing paper questionnaires and collecting them a short while later. In total, 168 questionnaires were completed.

Around 90% of respondents were undergraduates, and around half of these were first-year undergraduates (42% of the total). Around 40% each of respondents were from the schools of Engineering, Arts, and around 10% each from Business and Health.

Just over half of respondents (52%) said they usually came to use the Job Shop or Careers Gym, and close to half (45%) usually came to work there, while a quarter usually came to use the Grads Café. Relatively few came to get information from, or for an appointment with the Students' Union (9%) or Student Services (7%). Asking this question in the form 'What are you here for today?' gave roughly similar results, though fewer people (16%) said they came to use the Grads Café. These results were similar across different years/schools. The only different group was the small number of first-time visitors. Just over a quarter of them came to either use Student Services, the Students' Union, or meet a member of staff. All of these said they'd be likely to visit again.

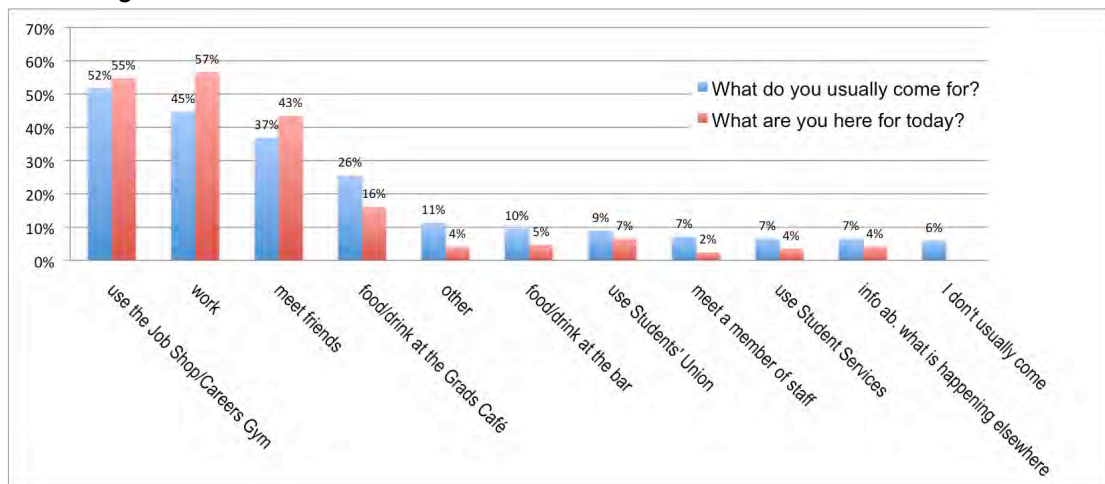


Fig. 2: Use of the Student Centre

As the only day we collected a large number of surveys was Tuesday it is probably not surprising that more than two thirds of our respondents said this is their usual day as most students use the Centre before or after classes, and for some this may be their usual day for coming into LSBU at all. Only very few (4%) said they use it in the evenings. Between 30-46% of the respondents also use the Centre on other weekdays. Only 0.6% said they usually came on Saturdays. This pattern is fairly similar across different years and schools, with the





exception of the 26 third-year undergraduates, who are slightly more likely to use the Student Centre on Fridays.

Almost half of respondents (44%) are in the Student Centre for between 1-2 hours, and around a third for less than an hour. Only relatively few said they would typically be there for more than two hours (16%), with the exception of third-year undergraduates: almost half of them use the Centre for more than two hours.

The Centre is clearly popular for meeting friends, working together in a relaxed atmosphere where ‘you can talk’ and being able to eat, even to bring your own food.

*“you can chill with your friends for as long as you want & do work”*

Although there were comments about the café prices being both appropriate for some, but too high for others, and some criticism of the food range these issues were not prominent and will no doubt be under review by the catering team.

When students were asked to rate a list of features of the Student Centre on a scale from 1-5, 1 representing ‘excellent’, 3 ‘neutral’, and 5 ‘very bad’, respondents considered the building ‘good’ giving an average rating of 1.9. Average results for different years / schools are virtually identical.

The highest ratings by far were awarded for the interview rooms (1.4) and the job shop (1.5), while the lowest ratings were given for the ‘café servery and payment area’ (2.5), noise levels (2.5) and WiFi (2.7).

Overall, views of the Student Centre are positive – none of the average ratings falling even as low as ‘neutral’. (The average ratings range from 1.4 – 2.7, neutral has a rating of 3).

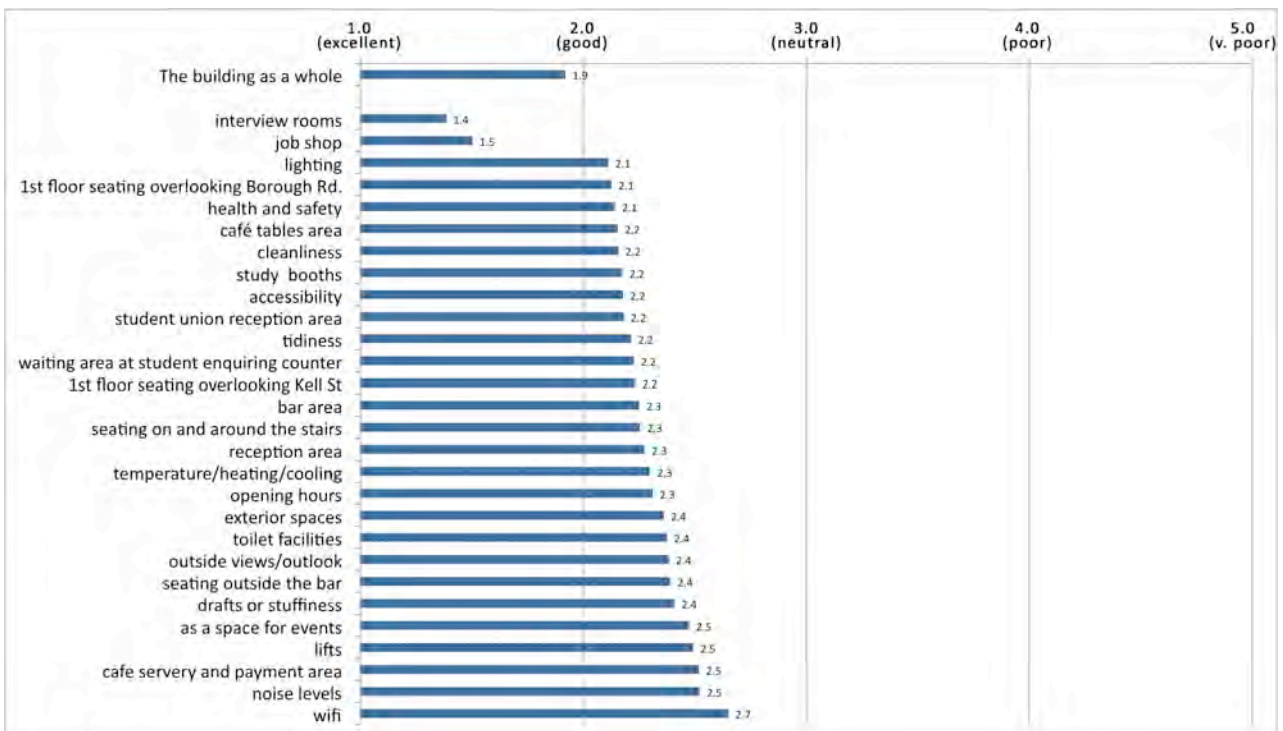




Fig. 3: Opinions of the Student Centre

Most of the ratings for the building are fairly similar across different years and schools, the only exception being the study booths, which are highly rated by first-year undergraduates (with a rating of 1.8), but far lower by third-year undergraduates (2.8).

Some points of interest come out in the free text questions, though generally people did not write much.

Some people clearly appreciate the fact that the building can be used for many different activities and in many different ways, is well connected to other parts of the campus and is a modern and well designed space.

*'versatility due to range of different spaces.'*

*'the transit between K2 Building and Tower block/Borough Road building.'*

*'bright and airy, spacious/natural daylight, close to the canteen in comparison to LRC/Library, close to my lectures, faculty office and Tower block.'*

When asked 'What do you like best about the building?', over a quarter suggested that the sense of space, light and good quality design was the most important aspect. More enthusiasm still was shown for the amount, range of types and comfort of the seating. Nearly 40% made favourable comments about various types of seats and the amount available.

The comments seem to point to the possibility that LSBU has hitherto not provided enough of this style and range of seating, as in all free text questions this was the topic that received the most comment. So when people were asked 'If you could change one thing about the building what would it be?' nearly 20% said they wanted more seats of various kinds, with considerable stress on comfort, and another 8% mentioned that the design of the booths, the intrusive columns and arrangements of chair and table heights and seating comfort was inadequate. When asked what facilities provided here would be welcome elsewhere on campus, again seating captured the most responses, 13% mentioning they would like more seating elsewhere like the booths or casual comfortable seating.



## 4 Lessons

The POE process is the basis for learning lessons about how to get the most out of future projects. It is also an effective way to identify any issues needing immediate attention in the current project. It can help to establish good practice by recording both positive and negative experiences.

### **Collaborative teamwork**

In all projects a 'working together' approach is needed between the future users, the internal project team, and the external team of designers, project manager and all contractors, to get the best outcome. The Soft Landings approach, currently in favour with government, was developed around this concept. It was initially focussed on the performance of buildings services as being where failure is most common, user expectations are perhaps too high and bedding a system in to operate as intended usually takes months, or even years, as all conditions, of climate and use patterns, need to be experienced before full adjustments can be made to some of the services systems. However it has something to offer any aspect of a project. Lessons from this approach can be taken for future projects even if it is not adopted in this form. This involves ensuring that LSBU is working with people committed to the spirit of cooperation, a more important factor than simple construction costs when value for money is the real goal.

### **The Client friend**

In a Design and Build contract (D&B), such as this was, even when the design has been taken as far into detail as possible by the client design team (to stage E), when the design team is novated to the contractor, as happened here, the in house project team may be left unsupported. They lose their 'design friend', someone to challenge solutions and changes put forward by the contractor who is now the paymaster for the original designers. It is important to understand the full impact of decisions as the scheme progresses and unbiased advice is valuable. In addition the full input of the internal team responsible for managing and maintaining the building, as well as the potential users, is important. They too should have a role to challenge decisions before sign-off. This approach is now well understood within the Estates Department at LSBU and should be formally acknowledged in establishing the necessary time commitment for people who also fulfil other ongoing day-to day roles within the university.

### **From vision to reality**

This project has shown that an ambitious and innovative vision for LSBU can successfully become reality. There are a number of contextual issues in this case that were minor, or more significant factors behind some of the problems experienced as well as integral to the success of the project. The vision was one that focussed on achieving a good solution to a real need to improve the student experience. By using the



opportunity to transform previously depressing space of little value to students it had a particularly positive effect. By seeking high quality design it has achieved a place well liked and with future potential.

At the same time this very situation is behind some of the minor criticisms. It is common in complex, existing, inner city estates working within very tight physical constraints, to have to work on sites that will throw up problems. When establishing the budget and timeframe for projects at Board level, this needs to be recognised as part of the process, in order to allow sufficient time and budget to achieve a good result in the desired time frame.

In parallel with the physical project, the vision implied organisational transformation, for which time and nurturing is needed to achieve it smoothly. This has in fact been achieved, though there are inevitable teething troubles, which were commented upon. Had it been possible to get some of the current operational team at LSBU on board earlier, some decisions might have been taken differently, resulting in a more effective working space, better provision for the growth and development of the two main activities housed there; Student Services and the Students' Union. However it is rarely possible for relevant staffing changes to coincide with building projects. The predecessors of those now finding some operational problems were fully consulted but did not always anticipate the way in which the building would actually be used. There are flexibilities in the design and the physical context that have allowed for evolution and there are opportunities in neighbouring space to consider other ways to meet emerging needs.

A very small percentage of the initial budget could be set-aside at the start of any project to make it possible to respond rapidly to post contract delivery issues, making the handover and initial occupation easier. This approach is supported by the concept of 'Soft Landings' as it acknowledges openly the inevitable, that there will be at least some minor issues even if there are no major ones.



**London South Bank**  
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	PAPER NO: PC.09(14)	
Board/Committee:	Property Committee	
Date:	7 <sup>th</sup> May 2014	
Paper title:	Update on Estates Development Strategy	
Author:	Carol Rose, Director of Estates	
Executive sponsor:	Ian Mehrtens, Chief Operating Officer	
<b>Recommendation by the Executive:</b>	To note the contents of this paper	
Aspect of the Corporate Plan to which this will help deliver?	Delivery of the board approved (July 2010) 25 year vision for the estate.	
Matter previously considered by:	Property Committee  Board of Governors	On: Various meetings  1 May 2014 (Board strategy day)
Further approval required?		
Communications – who should be made aware of the decision?		

### **Executive Summary**

This report provides the Committee with an overview of the progress of the Estates Development Plan.

## **Estates Development Strategy Progress.**

1. Work has continued on the University's Estates Development Strategy.
2. The preferred scenario comprised a new Library of approximately 8500m<sup>2</sup> and a Centre for Creative Industries of approximately 6350m<sup>2</sup>, within the development site we have referred to as The St. George's Quarter.
3. This site currently comprises the Chapel, Hugh Astor Court, Rotary Street Building and the former Blackwell's building 119-122 London Road and sits partly within the St. George's Circus Conservation Area.
4. Discussions have continued with the Peabody Trust regarding acquisition of Hugh Astor Court. In March their Board agreed, in principle, to dispose of their leasehold interest to LSBU. Detailed valuations are now being undertaken by both parties.
5. Ongoing consultation with internal University stakeholders will inform the development plans to compile outline design briefs.

	PAPER NO: PC.10(14)	
Board/Committee:	Property Committee	
Date:	7 May 2014	
Paper title:	General Estate Matters	
Author:	Carol Rose, Director of Estates	
Executive sponsor:	Ian Mehrtens, Chief Operating Officer	
<b>Recommendation by the Executive:</b>	To note the contents of the report	
Aspect of the Corporate Plan to which this will help deliver?	Continue delivery of Estates and Facilities services to assist in enhancing the student experience and environment.	
Matter previously considered by:	Property Committee	On: 29 <sup>th</sup> January 2014
Further approval required?	N/A	On: N/A
Communications – who should be made aware of the decision?	N/A	

### **Executive Summary**

This report provides the Committee with an overview of general strategic estates matters.



## **1. Neighbourhood Development**

### **1.1. Elephant and Castle regeneration**

- 1.1.1. The Elephant and Castle Strategic Stakeholder Group (ECSSG) continue to monitor progress of regeneration in the area. LSBU is a member of this group and meetings are attended by the Director of Estates and/or the Head of Estates Development.
- 1.1.2. Demolition of the Heygate Estate by Lend Lease is well underway and the area has now been rebranded as Elephant Park. Work continues on the Elephant Road scheme (previously known as Tribeca Square) by Delancey.
- 1.1.3. Delancey continues to work on plans for the shopping centre redevelopment. As the scheme incorporates the Northern Line Underground station consultation with TfL is ongoing.
- 1.1.4. TfL is currently consulting on proposals for changes to the northern roundabout. Consultation closes on 30<sup>th</sup> April 2014.
- 1.1.5. The scheme to develop the Triangle Site (Newington Causeway/Borough Road junction) by the Peabody Trust is due for submission to Southwark post Council elections.

### **1.2. Blackfriars Road regeneration**

- 1.2.1. LSBU are now represented on the Blackfriars Road Landowners Forum. Meetings are attended by the Head of Estates Development.
- 1.2.2. Barratt Development are finalising their planning application for St George's Circus and Blackfriars Road with a view to submission to Southwark post Council elections.

## **2. Redevelopment of Keyworth Street**

- 2.1.1. The detailed design to transform the public realm is progressing. Subject to funding approval, the scheme could commence late 2014 early 2015.

### **3. Old Library Building and Caxton House**

- 3.1.1. The Old Library Building is currently not used by the University and has live-in guardians to prevent squatter activity. A business justification case is currently being prepared by AHS to convert the building into drama rehearsal facilities.
- 3.1.2. Following receipt of funding for the Confucius Institute, a scheme is being developed to improve facilities in Caxton House. The contract for the LSBU Model Institute has been agreed with the Hanban and signed by the Vice Chancellor. Confirmation that it has also been signed by the Director of Hanban, Mme Xu Lin, is expected imminently.
- 3.1.3. The architects have provided preliminary drawings for Caxton House, and these will have been costed by mid-May. Discussions are also in train to enable the transfer of the Legal Advice Centre to the Clarence Centre, and for the rehousing of other functions currently in Caxton House. Timings will be confirmed at the end of May.

### **4. Academy of Sport**

- 4.1.1. The project was due to be completed mid March. Inclement weather, however, resulted in delays and the project was not handed over until 16<sup>th</sup> April 2014. A snagging list has been prepared by the Development Team and rectification work is currently underway.

### **5. Clarence Centre**

- 5.1.1. The scheme was awarded a Civic Trust Commendation in March and has also been shortlisted for a RIBA award.
- 5.1.2. The Rotary Street courtyard is under construction and will be completed in May 2014. A hold up in the delivery of paving blocks has caused a slight delay to the project.

### **6. National Bakery School**

- 6.1.1. A scheme to remodel and provide a new entrance to the facility has been approved. A design has been prepared and is currently out to tender. Construction work is programmed to commence in early June 2014.

## **7. Student Accommodation**

7.1.1. A three year scheme to refurbish the four student accommodation developments is currently being prepared. Social learning/general social facilities are being created in McLaren House with a view to completion prior to the new student intake in September.

7.1.2. The installation of wi-fi throughout is considered to be essential by the residents and the Estates Department and a capital funding application is being drafted accordingly. This can be installed with minimum disruption when students are in residence.

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Carol Rose  
Director of Estates  
April 2014