

**Meeting of the Property Committee**  
**4pm on Wednesday, 17 September 2014**  
**In Room 1B27, Technopark, London Road, London SE1**

**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.11(14)	Chair
4.	Matters arising		Chair
5.	Estates Development Strategy presentation (to discuss) *	PC.12(14)	DoE
6.	Redevelopment of Elephant and Castle, St George's, Blackfriars (to note)	PC.13(14)	DoE
7.	K2 Heating, Air Conditioning and Ventilation Performance (to note)	PC.14(14)	DoE
8.	General Estates Matters (to note)	PC.15(14)	DoE
9.	Terms of Reference (to approve)	PC.16(14)	Sec
10.	Committee business plan (to note)	PC.17(14)	Sec
11.	Any other business		Chair
12.	Date of next meeting – Wednesday 28 January 2015 at 4pm		Chair

\* paper to follow

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

Apologies: David Longbottom (Chairman of the Board)

With: Chief Operating Officer, Chief Financial Officer, Director of Estates, University Secretary and Governance Manager.

	PAPER NO: PC.11(14)
Paper title:	Minutes of the meeting of 7 May 2014
Board/Committee	Property Committee
Date of meeting:	17 September 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors
Purpose:	To approve the minutes of the past meeting as a correct record and to approve the suggested redactions for publication

Matter previously considered by:		
Further approval required?	N/A	On:

### **Executive Summary**

The Committee is asked to approve the minutes of its meetings of 7 May 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 7 May 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
Louisa Nyandey	
Andrew Owen	
Prof Shushma Patel	

**In attendance**

Prof Phil Cardew	Pro Vice Chancellor (Academic)
Ian Mehrtens	Executive Director of Corporate Services
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 Carol Rose.
2. Louisa Nyandey was welcomed to her first meeting of the committee as a student governor.

**Conflicts of Interest**

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

**Minutes of the meeting of 29 January 2014**

4. The committee approved the minutes from the meeting held on 29 January 2014 (paper **PC.07(14)**) and the proposed redactions for publication.

**Matters arising**

5. The committee noted that the report on the performance of K2 would be considered by the Executive at their next meeting. The report would be considered by the Property Committee at their meeting of 17 September 2014.

# London South Bank University

6. There were no further matters arising which were not covered elsewhere on the agenda.
7. The Chairman reported that the committee had just had a useful visit to the remodelled Sports Centre. The committee welcomed the change and noted that it should improve the student experience. The committee requested increased promotion of the Sports Centre externally and a review of local competition.

## **Student Centre post occupancy review**

8. The committee discussed the student centre post occupancy review (paper **PC.08(14)**). The post occupancy review had been completed after a year of occupation with a further review due after three years of occupation. It was noted that the review followed a standard model which would allow comparisons across the sector.
9. It was noted that the Student Centre had transformed that section of the campus and had been generally well received by students. However, the design and build model used for the Centre was problematic and would not be the preferred option in the future. It was noted that there was a lack of flexibility of use of the building. Lessons learnt from the project would be incorporated into future major building projects.

## **Update on Estates Strategy**

10. The committee noted an update on the estates strategy (paper **PC.09(14)**). Consultation on the strategy would take place with staff.
11. The committee noted an update on Hugh Astor Court. It was reported that the Peabody board had agreed to sell Hugh Astor Court to the University subject to a price being agreed. Both the University and Peabody were getting individual valuations. The University was also liaising with Bridge House Estates over purchasing the freehold of the site.

## **General estates matters**

12. The committee noted an update on general estates matters (paper **PC.10(14)**). It was reported that plans for redeveloping Keyworth Street were progressing.

**Any other business**

13. In response to a query from the committee, the executive agreed to review childcare arrangements for students.

**Date of next meeting**

14. The committee noted that the next meeting would be held on Wednesday 17 September 2014 at 4pm.

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

Confirmed as a true record:

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Chairman



# Committee Action Points

12 September 2014

14:47:05

Committee	Date	Minute	Action	Person Res	Status	
Property	07/05/2014	13	Review childcare arrangements	COO	Looking at options. Further update at the next meeting.	<input type="checkbox"/> Completed

	PAPER NO: PC.13(14)
Paper title:	Redevelopment of Elephant and Castle, St George's, Blackfriars update
Board/Committee	Property Committee
Date of meeting:	17 <sup>th</sup> September 2014
Author:	Carol Rose, Director of Estates and Academic Environment
Executive sponsor:	Ian Mehrtens, Chief Operating Officer
Purpose:	To provide the Committee with a progress report on the redevelopment of the Elephant and Castle, St. George's and Blackfriars areas.

<b>Executive Summary</b>	
<b>Context</b>	Corporate Strategy 2015-2020 'Strategically investing in the creation of first class facilities and ensuring that they are underpinned by services which are responsive to academic needs and outcome focused'.
<b>Question</b>	What is the update on progress of the redevelopment of the Elephant and Castle, St. George's and Blackfriars areas?
<b>Conclusion &amp; Recommendation</b>	That the Committee note progress to date.

Matter previously considered by:	Property Committee	
Further approval required?	N/A	On:

## **Neighbourhood Development**

### **1. Elephant and Castle regeneration**

The Elephant and Castle Strategic Stakeholder Group (ECSSG) continues 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 Academic Environment and/or the Head of Estates Development.

Demolition of the Lend Lease Elephant Park Scheme (previously known as the Heygate Estate) is well underway for completion by the end of the year. Work continues on the Elephant Road scheme (previously known as Tribeca Square) by Delancey and the scheme is rising out of the ground.

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.

TfL held a public consultation on proposals for changes to the northern roundabout and is now developing its design for the area.

The scheme to develop the Triangle Site (Newington Causeway/Borough Road junction) by the Peabody Trust has been submitted to Southwark Council for planning.

### **2. St George's Circus/Blackfriars Road regeneration**

LSBU are now represented on the Blackfriars Road Landowners Forum. Meetings are attended by the Head of Estates Development.

Barratt Development has submitted its planning application to Southwark Council for St George's Circus and Blackfriars Road.



	PAPER NO: PC.14(14)
Paper title:	K2 Heating, Air Conditioning and Ventilation Performance
Board/Committee	Property Committee
Date of meeting:	17 <sup>th</sup> September 2014
Author:	Carol Rose, Director of Estates and Academic Environment
Executive sponsor:	Ian Mehrtens, Chief Operating Officer
Purpose:	To provide the Committee with an update of the current position of the performance of the heating, air condition and ventilation performance of K2 and what steps are being taken to rectify the problem.

<b>Executive Summary</b>	
<b>Context</b>	Corporate Strategy 2015-2020 'Strategically investing in the creation of first class facilities and ensuring that they are underpinned by services which are responsive to academic needs and outcome focused'.
<b>Question</b>	What is the position regarding the identification of a solution to problems with the heating, air conditioning and ventilation in K2?
<b>Conclusion &amp; Recommendation</b>	Significant investment is required in order to solve the problems which are a direct result of poor design. A business case requesting capital funding has been prepared for presentation to and consideration by the Executive at its meeting on 1st October 2014.

Matter previously considered by:	Executive/Operations	On: 10 June 2014
Further approval required?	Executive	On: 1 October 2014

## **K2 Heating, Air Conditioning and Ventilation Performance**

### **1. Background**

Since K2 opened in 2009, there have been regular complaints of discomfort by the occupants, mainly due to draughts and the temperatures being too cold. There are also health and safety concerns due to large air pressure differentials around the core central areas causing doors to slam shut which has, in some cases, resulted in injury to occupants.

Despite the best efforts of the Maintenance Team to resolve the issues, the problem is fundamentally a design issue which requires major investment to resolve.

### **2. Energy Performance**

K2 was designed to be the LSBU state of the art energy efficient building. Under the Department of the Environment's energy rating system, it was originally calculated to be a B rated energy performing building. It currently has an F rating. Analysis and comparison with other buildings across the campus shows that K2 is the worst performer when measuring electrical consumption per metre squared and the third worst for overall CO<sub>2</sub> emissions.

### **3. Objectives**

As part of the project, the objectives are:

- To achieve an energy performance B rating
- To reduce energy consumption and associated operating costs by approximately 30% which will contribute to the university's carbon reduction commitment
- Improve the day to day working and learning conditions of the occupants
- Resolve the health and safety issues

### **4. Solution**

In order to address these issues, it is intended to:

- Redesign the control strategy
- Install additional control hardware to supplement the existing installation
- Carry out modifications to the air distribution system

- Re-balance and commission the system to meet the new design criteria

## **5. Cost**

The overall cost of the rectification work has been estimated at £280,000 inclusive of VAT.

## **6. Next Steps**

A business justification case has been prepared seeking capital funding for this project. It will be presented to the Executive at its meeting on 1<sup>st</sup> October 2014.

	PAPER NO: PC.15(14)
Paper title:	General Estates Matters
Board/Committee	Property Committee
Date of meeting:	17 <sup>th</sup> September 2014
Author:	Carol Rose, Director of Estates and Academic Environment
Executive sponsor:	Ian Mehrtens, Chief Operating Officer
Purpose:	To provide the Committee with an overview of general strategic estate matters

<b>Executive Summary</b>	
<b>Context</b>	Corporate Strategy 2015-2020 – ‘Strategically investing in the creation of first class facilities and ensuring that they are underpinned by services which are responsive to academic needs and outcome focused’.
<b>Question</b>	What is the current situation on general strategic estate matters?
<b>Conclusion &amp; Recommendation</b>	That the Committee notes updates on :  <ol style="list-style-type: none"> <li>1. Redevelopment of Keyworth Street</li> <li>2. 12 Borough Road (Arts and Creative Industries)</li> <li>3. Caxton House (Confucius Institute)</li> <li>4. Academy of Sport</li> <li>5. Clarence Centre</li> <li>6. National Bakery School</li> <li>7. Student Accommodation</li> <li>8. Student Centre</li> </ol>

Matter previously considered by:	N/A	
Further approval required?	N/A for information only	On:

**General Estates Matters**

**1 Redevelopment of Keyworth Street**

The detailed design to transform the public realm has been agreed. Estimates for the work are due to be returned on the 12<sup>th</sup> September. Southwark Council have employed Conway Aecom to carry out site investigations and a programme for these works will be developed.

**2 12 Borough Road (Old Library Building)**

A meeting with the new Dean of the School of Arts and Creative Industries has taken place to discuss the options for converting the Old Library Building into drama rehearsal facilities. A decision on the preferred option is awaited. A business justification case will be prepared and submitted to the Executive by the Dean in due course.

**3 Caxton House**

Funding for the improvement work in Caxton House for a model Confucius Institute has been confirmed and a scheme agreed. It is expected that work will commence in December 2014.

The Legal Advice Centre will be re-located to the Clarence Centre in late November 2014 and work continues to identify alternative accommodation for Skills for Learning and the Chaplain/Christian Union.

**4 Academy of Sport**

The project is now complete with the exception of two minor issues – the pooling of water outside the main entrance and problems with the guttering. Both issues are being dealt with urgently.

**5 Clarence Centre**

The Rotary Street courtyard has now been completed. Table tennis tables have been installed and are proving to be very popular. Additional café tables and parasols have been provided in the external area which have resulted in increased use of the Barista and Baker café during the good weather.

**6 National Bakery School**

The National Bakery School project is nearing completion. There has been a delay with the supply of the bespoke demonstration lectern but this will be installed and operational by Friday 26 September 2014.

**7 Student Accommodation**

Costings for a three year scheme to refurbish the four student accommodation developments is almost complete. Over the summer months a programme of basic painting and minimal carpet replacement was undertaken in some areas of McLaren House and Dante Road as it was felt that in some areas, the standard of redecoration was not acceptable for the residents. There has been positive feedback from the new residents occupying these rooms.

The new reception and social learning/general social facilities on the ground and first floors in McLaren House are nearing completion and will be fully functional by the end of September.

The installation of wi-fi throughout all student residences is considered to be essential by both the residents and Estates. Estates are currently working with ICT to agree a scheme.

**8 Student Centre**

The problem with the leaking rooflight has now been solved and remedial work completed.

The final account for the project has yet to be settled. Mills and Reeve, the LSBU solicitors, have provided advice as to the way forward. Gardiner and Theobald (project manager) have written to Mansell regarding the outstanding defects and the position of the LSBU regarding the Final Account and clarifying that any offers previously made are withdrawn. A response is awaited. In the meantime Mills and Reeve, on behalf of LSBU are taking steps to prepare for/defend an adjudication, including the instruction of a programming expert.

	PAPER NO: PC.16(14)
Paper title:	Terms of Reference
Board/Committee	Property Committee
Date of meeting:	17 September 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors
Purpose:	To review the committee's terms of reference

<b>Executive Summary</b>	
<b>Context</b>	It is best practice to review committee terms of reference each year
<b>Question</b>	Should the committee's terms of reference be amended?
<b>Conclusion &amp; Recommendation</b>	The committee's terms of reference should remain the same as last year.  The committee is requested to note their terms of reference.

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

### **Property Committee terms of reference**

The duties of the Property Committee are:

- 7.1.1 To oversee the development of a long-term strategy for all of LSBU's estate and submit this for approval by the Board.
- 7.1.2 To advise on key property issues relating to the estates strategy.

7.1.3 To scrutinise individual estates projects to ensure best practice in project governance and that good progress is maintained.

7.1.4 To monitor performance of estates projects against agreed targets

The Property Committee's authority was previously clarified in relation to the Policy and Resources Committee as: "for investment in the estate the committee advises the Policy and Resources Committee who have the authority to recommend approval of business cases to the Board".

Following review, no changes to the terms of reference of the Committee are suggested. The Governance Effectiveness Review is taking place during 2014/15 which will review the sub-committees of the Board as part of its scope.

The independent governor vacancy on the committee will be filled by Jerry Cope, who was appointed to the Board in July 2014.

The committee's terms of reference are attached for information. The committee is asked to note.



**Property Committee**

**Terms of Reference**

**1. Constitution**

1.1 The Board of Governors has established a committee of the Board known as the Property Committee.

**2. Membership**

2.1 The Property Committee and its chair shall be appointed by the Board, from among its own members.

2.2 Membership shall consist of up to 3 independent governors, the Chair of the Board, the Chair of the Policy and Resources Committee, 1 student governor and 1 staff governor.

2.3 A quorum shall consist of at least 2 independent governors.

2.4 The chair shall be an independent governor.

2.5 The committee may, if it considers it necessary or desirable, co-opt members with particular expertise.

**3. Attendance at meetings**

3.1 The Director of Estates and Facilities shall normally attend meetings.

**4. Frequency of meetings**

4.1 Meetings shall normally be held three times each year.

**5. Authority**

5.1 The Committee advises the Board of Governors on property and estates matters. It considers recommendations from the Executive.

5.2 For investment in the estate the committee advises the Policy and Resources Committee who have the authority to recommend approval of business cases to the Board (For authorisation levels please see the Financial Regulations and Matters Reserved to the Board).

**6. Secretary**

6.1 The secretary to the Property Committee will be the Clerk to the Board or other appropriate person nominated by the Clerk.

**7. Duties**

7.1 The duties of the committee shall be to:

7.1.1 To oversee the development of a long-term strategy for all of LSBU's estate and submit this for approval by the Board.

7.1.2 To advise on key property issues relating to the estates strategy.

7.1.3 To scrutinise individual estates projects to ensure best practice in project governance and that good progress is maintained.

7.1.4 To monitor performance of estates projects against agreed targets

**8. Reporting Procedures**

8.1 The minutes (or a report) of meetings of the Property Committee will be circulated to all members of the Board.

**Membership 2014/15**

- Ken Dytor                      Chair – Independent Governor
- David Longbottom        Independent Governor & Chairman of the Board
- David Phoenix              Vice Chancellor and Chief Executive
- Jerry Cope                    Independent Governor
- Louisa Nyandey            Student Governor
- Sarah Mullally              Independent Governor & Chair, Policy & Resources  
Committee
- Andrew Owen              Independent Governor
- Shushma Patel              Staff Governor

*Approved by the Property Committee on 25 April 2012*

*Approved by the Board of Governors on 24 May 2012*

	PAPER NO: PC.17(14)
Paper title:	Committee business plan
Board/Committee	Property Committee
Date of meeting:	17 September 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors
Purpose:	To note the committee's annual business plan

<b>Executive Summary</b>	
<b>Context</b>	A goal of the Corporate Strategy, 2015-2020 is "Strategically investing in the creation of first class facilities and ensuring that they are underpinned by services which are responsive to academic needs and outcome focused"
<b>Question</b>	What areas of business should the Property Committee focus on?
<b>Conclusion &amp; Recommendation</b>	The committee should focus on strategic property matters

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

**Property Committee Business Plan**

The Property Committee business plan has been developed to focus on strategic property matter. The plan focuses on regular items. Ad hoc items such as business cases will be discussed as required.

The Property Committee is requested to note its annual business plan.

<b>Property</b>			
<b>Topic</b>	<b>Sep</b>	<b>Jan</b>	<b>Apr</b>
Estates Matters, General	X	X	X
Estates Strategy	X	X	X
Membership and Terms of Reference - approve	X		
Redevelopment, Elephant and Castle, St George's, Blackfriars - update	X	X	X
Declaration of interests	X	X	X