25 MINUTES
Confirmed

26 REPORT TO THE FINANCE AND GENERAL PURPOSES COMMITTEE
Noted

27 ESTATES STRATEGY UPDATE
Considered

Russell Square

27.2 The initial phase of refurbishment at houses 27-28 was concluded with some minor work to be completed.

Malet Street

27.3 The remodelling of the former Library entrance was complete. The possibility of providing further study space, possibly by reducing journal space given the availability of e-journals, was under evaluation. The second phase of server installation in the basement data centre would be carried out after the summer examination period. New chiller equipment would be installed on the extension building roof.

27.4 Replacement of the Malet Street goods lift would also commence after the examinations. The lift work included installation of an intercom system through which disabled people could communicate with Reception from the lift lobbies during fire alarm evacuations. The
equipment had been installed on the main lifts and was being tested prior to installation on the extension lifts.

**Emerald Street**

27.5 Following the sale of Birkbeck’s share of 23-29 Emerald Street to the Institute of Education, a leaseback arrangement had been agreed with the Institute for use of the first floor until March 2013. Although Birkbeck staff would ultimately relocate, this did not affect Birkbeck’s continuing commitment to the London Knowledge Lab partnership with IoE.

**7 Bedford Square**

27.6 The College had a long lease on 7 Bedford Square which had been used as a base for the National Evaluation of Sure Start project. With the project running down, options for future use or disposal of the house were under consideration. The house was worth a minimum of £1.5M, but its value could increase if a change from office to residential use was obtained from the local authority. College officers were currently investigating this possibility. In the short term, the house could potentially be used for decant space or rented to an external organisation.

**Considered and endorsed**

27.7 The proposed programme for 2011. **(E 2010 27)**

**Noted**

27.8 The College’s HEFCE Capital Investment Framework (CIF 2) allocation for 2011-14 was £2.786M, £2.428 of which was for research. This was considerably lower than the £13.1M allocation for 2008-11.

27.9 In view of the College’s financial position and the sharp reduction in CIF funds, it had been necessary to focus the programme on strategic priorities, such as expansion of student numbers and research. The resource would come from a portion of the CIF allocation plus funds from the sale of Emerald Street (£1.634M) and the Higher Education Innovation Fund allocation. The total estimated cost of all works for 2011-12 was £1.23M. A further £0.46M of sustainability enhancement works would be undertaken funded by Salix energy efficiency loans.

27.10 The programme included the following works:

**School of Science**

27.11 To comply with the request from UCL for Birkbeck Earth Sciences to vacate rented office space in UCL South Block and other areas, the Department would relocate to the Main Building. The cost of this work would be offset by savings from 2011-12 on the annual rental charge levied by UCL. 5th floor office and research experimental space at the Department of Psychological Sciences would be re-configured (funded from CIF 2).

**School of Business, Economics and Informatics and general teaching space**

27.12 A package of works was planned that would be funded from the sale of the College’s share of the Emerald Street building, plus contributions from HEIF and the Catering fund. The works included the consolidation of the School’s administration offices on the ground floor of the Clore building, creation of additional centrally located postgraduate research student space, creation of a 100-seat IT teaching room and expansion of the Clore Lecture Theatre to enlarge its capacity from circa 180 seats to 240 seats. Estates Committee noted the latter as an excellent example of cost-effective capacity increase, but emphasised that
College staff needed to be aware of the planned works when planning events requiring lecture theatre space. The Estates Project Manager and the Conference Manager would inform staff of timelines once confirmed.

**Social Sciences, History and Philosophy**

27.13 The budget for the refurbishment at houses 25-26 had been reviewed following confirmation of the CIF allocation. Further work had been postponed because of a lack of funds. The Executive Dean noted the School’s disappointment at this outcome. However the Estates department would work with the School to make improvements to entrance and reception area, to be funded from the maintenance budget and any donor funding that could be secured.

**School of Arts**

27.14 Plans for the refurbishment of the Reception and main circulation areas on Ground Floor in the Gordon Square building had been postponed. The Executive Dean noted the School’s disappointment at this outcome. The possibility of using HEIF funds to improve specialist facilities such as the cinema was being investigated.

**Other teaching space**

27.15 The Print Unit would be relocated from room B06 in the basement of Main Building to a more economical space. B06 (54 m²) would be converted into an additional seminar/teaching room.

**18-20 Gower Street**

27.16 The College was taking out a two-year lease from the University for the second floor of 18-20 Gower Street. The space, consisting of five offices plus communal facilities, was in need of light refurbishment which would be completed over the summer. The rooms would then be available for either temporary decant use or for allocation to the School of Social Science, History and Philosophy or the School of Law.

**28 TEACHING SPACE**

Considered

28.1 An update report on options for extending teaching space and constructing a large lecture theatre. *(E 2010 28)*

Noted

28.2 Potential areas to expand included the south corner of the main Malet Street building, facing Senate House; and the Malet Street extension building adjoining ULU. In the current financial climate, the resource for any major new estates project was likely to be spread between partners. The College had commissioned its property lawyers to advise on potential collaboration with third parties within and outside the University of London; on lease and covenant issues in the University of London estate; and on the risk and due diligence issues that would need to be factored into any partnership arrangement.

28.3 The College would also commission a feasibility study to assess formally the various development options and the finance issues linked to them and to test in practical terms the potential for partnership approaches. Discussions with potential partners were currently taking place, with a view to confirming as a first step whether they would be willing to contribute to the costs of the feasibility study.

28.4 Enhancing learning and teaching space in Bloomsbury was a major priority. At its peak teaching periods the College was now teaching 50% of classes in external accommodation,
costing more than £1.4M in 2011-12. Given the uncertainty about student numbers after 2012, expansion work would need to be considered as exploratory at this stage. The Committee would monitor developments including progress in the feasibility study. It was confirmed that funding arrangements for any new major developments would not be at the expense of existing Estates projects.

29 BIRKBECK STRATFORD
Considered
29.1 A report on the Stratford University Square building project. (E 2010 29)
29.2 The campus building, now known as University Square Stratford, would be jointly developed and occupied with the University of East London (UEL). The funding partners were Birkbeck, UEL, HEFCE and London Thames Gateway Development Corporation.
29.3 Agreement had been reached with Newham Council over the Heads of Terms for the land purchase, with an agreed price of £0.75M. The documents were now largely complete and the process and date for accepting vacant possession was being finalised. The Co-operation Agreement between Birkbeck and UEL was ready to be signed following completion of the land acquisition.
29.4 The building contractor tender returns were being assessed by the project team with the intention of shortlisting two contractors and confirming a final appointment. Work was scheduled to commence on site in August 2011 with the building still on track to be completed by summer 2013 in time for the start of the 2013-14 academic year.
29.5 Birkbeck's fundraising team was continuing work to secure funding through philanthropy and private support. To date the total amount of philanthropic funding pledged and raised for the Stratford project was £1,067,200.
29.6 A successful stakeholder launch event had been held on 31 March at Theatre Royal Stratford East. More than 100 people had been present, including key donors, the Mayor of London, the Master of Birkbeck and the Vice Chancellor of UEL.

30 FINANCIAL REPORTS
Considered
30.1 Reports on budget allocations and expenditure for:
   • The operational Estates and Facilities budget (E 2010 30)
   • The capital programmes budget (E 2010 31)
   • The Stratford Island project (E 2010 32)

   Endorsed for F&GPC's approval
30.2 A correction to the forecast catering income and expenditure for 2010-11. The original forecasts of £520K income and £500K expenditure should read £275K income and £230K expenditure.

   Noted
30.3 Projects were proceeding within the overall budgets.

31 PROJECT PROGRESS REPORTS
Noted
31.1 A progress report on previously agreed Estates projects. (E 2010 33)
31.2 The Committee noted a correction to the report as the Department of History, Classic and Archaeology had only been partially relocated.

32 LONG-TERM MAINTENANCE PROGRAMME
Noted
32.1 A report on progress on implementing the Long Term Maintenance programme 2010-11. (E 2010 34)

Considered and endorsed
32.2 The proposed long term maintenance programme 2011-12. (E 2010 35)

Noted
32.3 An allocation of £495,000 had been made for long term maintenance projects in 2011-12. As in previous years, the work had been prioritised so that urgent work and work required for safety or to comply with legislation was funded. The aim was to complete all non-recurrent items currently in the A and A* categories.

33 KEY PERFORMANCE INDICATORS
Considered
33.1 Updated Key Performance Indicators to be forwarded to F&GPC. (E 2010 36)

34 LONDON OLYMPICS 2012
Noted
34.1 In summer 2012 Russell Square would be the media hub for the Olympics, accommodating journalists from 14 July until 14 August. There would be significant restrictions to vehicle access affecting College operations and it was paramount that the College began considering business continuity during that time period.

ACTION
34.2 (College Secretary) Set up a task group with representation from Schools to consider business continuity during the Olympics and to liaise with other Bloomsbury Colleges on their plans and on communications with Camden Council.