



Institute of Education: Estates and Facilities

ESTATES STRATEGY 2005 - 2010

Strategic objectives

- 1 The Estates Strategy draws its objectives from the Institute's 2002/03 - 2007/08 Corporate Plan. It is designed to take a broad overview of the estate and ensure that there is consistency between the strategic direction of the Institute and the efficient management of the estate. The Strategy takes account of planned changes in student and staff numbers, research activity, changes in teaching and learning methods (distance learning, teaching practice in schools, part time teaching) and of increased use of the facilities by external customers to met the proposed targets for third stream income.
- 2 The Institute's estate is one of it's most valuable assets. The look and feel of the estate has a major bearing on the perceptions of the Institute as a whole by staff, students and other stakeholders. The Institute takes pride in its open and accessible educational environment and the estates' mission seeks to reflect this, by providing a welcoming, open, yet secure, building for national and international students, visitors and staff.
- 3 The Estates Strategy aims to deliver the following:
 - Well resourced and comfortable teaching rooms, appropriate to the needs of the students
 - Flexible office space for academic and administrative staff
 - Areas of specialism, eg. science laboratories, art and design workshops, dedicated computer rooms and library facilities
 - Accommodation for catering, reprographics, and other central facilities
 - Attractive public areas designed to provide a welcoming environment to visitors
 - Conference facilities, maintained at a level which attract customers from the educational, professional and commercial world
- 4 The Estates Strategy is set within the constraints of the Institute's financial position, local planning considerations, leasing arrangements with the University and the age and structural deficits of the buildings. The Strategy is reviewed regularly to ensure that changes to the estate and investment plans are in line with the Institute's long-term and short-term objectives.
- 5 In 2004, a staff survey was carried out which identified a number of shortcomings of the estate. These issues, including a demand for improved

security, a higher priority on issues of health and safety and a need for the toilets in the estate to be refurbished are all addressed within the Estates Strategy for 2005 – 2010.

The Estate

- 6 The Institute of Education's estate is situated in Bloomsbury, central London and forms part of the Bloomsbury precinct, which also includes the estates of SOAS, Birkbeck, the London School of Hygiene and Tropical Medicine and the School of Pharmacy. During the past two years, the estate has expanded to include 23 -29 Emerald Street, purchased jointly with Birkbeck College and two floors of 19 – 30 Alfred Place, currently leased for a short term, whilst refurbishment work is undertaken in 55- 59 Gordon Square.
- 7 All the Institute's properties in Bloomsbury are either Grade 2 or Grade 2* listed. 20 Bedford Way, designed by Denis Lasdun and opened in 1976, houses the majority of the academic schools, the library, computing facilities, Students Union, lecture rooms and major halls.
- 8 The Directorate and a number of administrative departments are currently located in Whittington House, which also provides accommodation for the London Centre for Leadership in Learning, the College of Teachers, Aim Higher and UCET. It is anticipated that staff will return from Whittington House in 2007 and 2009 to either Bedford Way or to a newly constructed building on an adjacent site.
- 9 The Institute also occupies seven Georgian buildings in Woburn Square and 55 – 59 Gordon Square, five interconnected Georgian buildings situated close to Bedford Way. An agreement the lease has recently been negotiated for 15 Woburn Square, currently occupied by tenants of the University of London.
- 10 The Institute of Education's residential estate covers an additional five Georgian houses in Woburn Square, a leased property in Bedford Place, a flat in 11 Woburn Place, 14 Endsleigh Street, in which the Director currently resides and John Adams Hall, nine interconnected Georgian houses in Endsleigh Street.
- 15 The schedule of non residential properties shows the following areas:

	Total m ²	Usable m ²
20 Bedford Way	27,677	18,319
10 Woburn Square	310	220
11 Woburn Square	335	258
18 Woburn Square	348	259
24 Woburn Square	326	241
25 Woburn Square	333	240
26 Woburn Square	319	213

27 Woburn Square	345	272
28 Woburn Square	355	261
55 – 59 Gordon Square	2230	1,581
Whittington House	1583	1,353
23 – 29 Emerald Street (62%)	735	625
Totals	34,896	23,842

Appendix 1 sets out the present usage of each building.

- 12 During the past five years the number of students has increased from 4342 (2156 FTE) to 6482 (2989 FTE) and staff from 506 to 661 (excluding fee paid staff) Research income has increased from £7.6m to £16.4m over the same period. It has not been possible to match this period of student and staff expansion with an increase in space, due to the high prices and limited stock of suitable accommodation in central London.
- 13 Consequently, the existing accommodation only offers 86% of that required. (based on university norms, University Building Projects, HEFCE) Appendix 2 shows a determination of space allowances with respect to the forecast of anticipated student numbers for 2007/08. Based on the current and predicted accommodation changes offered by the estate and the termination of the current short term lease agreements with Whittington House, there will be a short fall of approximately 5000m² by 2007/08.

Review of last planning period, 2000 - 2005

- 14 The Estates Strategy 2000 – 2005 set out the following objectives:
- To progress matters to achieve statutory requirements with respect to DDA and QAA codes of practice
 - To deal with major structural defects resulting in water egress
 - To undertake a programme of refurbishment work to corridors, lecture rooms and public areas
 - To investigate the problems of solar gain affecting staff offices on the west side of the Bedford Way building
 - To refurbish a significant number of toilets and eliminate associated maintenance issues
 - To upgrade the fire alarm system and implement a programme of regular testing of the system and maintenance of fire fighting equipment
- 15 During the last five years the Institute has made significant progress on a number of these issues :
- 30% of the roof area of Bedford Way reroofed.
 - Modernisation of Lifts in cores A and B, including DDA compliance
 - Substantial restructuring of space in Bedford Way to accommodate academic schools, including creation of 46 new offices

- Research students' rooms created for all schools
- Level 1 – 4 public areas and all corridors refurbished. New cycle of refurbishment underway
- Lawton Room and Coffee Shop refurbished
- Programme of lecture rooms refurbishment completed, majority with secondary glazing and comfort cooling. Upgrading underway
- Student Union kitchen eating area and bar refurbished
- Logan Hall refurbished with new carpeting, seats and wall coverings
- Drama Studio refurbished and new lighting system installed
- Jeffery Hall refurbished with new wall coverings and flooring
- Elvin Hall refurbished with new wall coverings and flooring
- Science laboratories refurbished to create Science Learning Centre
- Plant upgrade under new heat and electrical maintenance contract
- Fire alarm system upgrade, smoke detection installed in all public areas, programme of testing of system and emergency lighting in place

16 Additional works include:

- Commencement of 55- 59 Gordon Square refurbishment
- Purchase and fit out of Emerald Street
- Agreement for lease of 15 Woburn Square
- Negotiation for lease and fit out of Whittington House

17 An Access Audit was carried out in 2002 setting priorities for DDA compliance and QAA code of practice for the following five years. The resulting Equal Access Plan has three phases. Phase 1 and 2 have been completed. Phase 3 is still in progress:

Phase 1

- Wheelchair lift installed between reception area and Student Union
- New entrance on west side of Bedford Way, to include improved access for wheelchair users
- All corridors repainted in distinct colours to allow for immediate identification
- Acoustic conditioning in lecture rooms for improved sound quality
- Central stairwell refurbished with stair carpeting, contrasting noses, accessible WCs
- New refuge areas identified for use in emergencies

Phase 2

- Portable access ramps for Woburn Square
- Introduction of induction loops at reception, and all major halls, portable induction loops available for other lecture rooms
- Evacuation chairs available for egress from Logan Hall
- Reconfiguration of WCs on level 4 and 5 for wheelchair users
- Students Union bar accessible for wheelchairs
- Lifts in Core A and B - DDA compliant

Phase 3 (in progress)

- 55 – 59 Gordon Square - lift installed and accessible entrance (completion: Summer 2006)
- Woburn Square ground floor to improved horizontal circulation, Wheel chair accessible WC and entrance (completion: Summer 2006)
- Computer rooms to be repositioned on level 4 (completion: Summer 2006)
- Library doors to be automated, Library counter to be lowered (Completion: Autumn 2005)
- Resource rooms for disabled students created (Completion Summer 2005)

18 The following projects are presently in progress (Autumn 2005), with completion planned for 2006/2007.

- CETL Centre in TV Studio
- Continuation of lecture room refurbishment with secondary glazing and comfort cooling in all lecture rooms
- Nunn Hall and Committee Rooms refurbishment
- Three year toilet refurbishment programme commencing Summer 2005
- Media Suite refurbished

Condition and Legislation Appraisal of the Estate

19 A condition survey of the estate was carried out by Drake and Kannemeyer in April 2005. The survey shows that the Institute's main building in Bedford Way is sound, operationally safe and exhibiting only minor deterioration. However, its power and heating systems are in need of replacement. The older buildings in Woburn Square and Gordon Square show the need for some repairs. The current refurbishment of 55 – 59 Gordon Square will address many of these issues. Woburn Square properties will require some work, particularly in relation to DDA compliance.

20 The condition survey divided areas requiring work into 'condition' and 'legislative'. The condition work is that required to make the buildings sound and operationally safe. It does not include improvements to the estate. For example, it includes the need to replace the heating system in Bedford Way, but does not include the costs of providing air conditioning to the building. Legislative work is that required for legal compliance. This includes DDA, health and safety, fire safety and other building regulations. Each category has been given an indicative cost, and a level of risk. From these, a ten year maintenance plan has been developed, subject to funding being available. The plan for the first five years, 2005 – 2010 is set out in paras 43 – 47.

21 The survey recommends that the following work is undertaken over a ten year period :

Work recommended to be undertaken, 2005 - 2015	Costs at 2005 prices (excludes VAT and fees)
a. Condition work	
Structure of buildings	31,000
External fabric	83,000
Roof	287,500
Internal Fabric	354,400
Fittings	397,900
External work	36,800
Electrical installation	1,484,000
Heating	3,386,500
Ventilation	644,500
Alarms, safety	7,000
Drainage	2,000
Hot, cold water	1,279,400
Lifts	10,800
Fixed plant	267,300
Total	£8,338,300
b. Legislative Work	
Health and Safety	
Lifts (Core C)	200,200
Glazing	18,400
Access protection	28,600
VDU/Lighting	54,200
Ventilation	17,200
Safety	6,900
Other	6,900
Electrical Safety	
Testing	35,300
Bonding and Safety	700
Legionellosis Safety	
Cold water storage	40,400
Hot water storage	3,000
Water distribution	19,300
Hazardous Substances Safety	
Ventilation	5,500
Asbestos Safety	
Survey/Test/Log	1,700
Control of exposure*	253,000
DDA provision	
External and vertical circulation	36,300
Entrances	7,700

Sanitary provision	143,500
Water safety	
Distribution	500
Gas safety	
Meter housing	700
Installation	1,400
Food safety	
Internal fabric	8000
General arrangements	16,000
Fire Safety	
Compartmentation	22,900
Vertical and horizontal escape routes	128,000
Fire alarm, detection	17,000
Emergency lighting	201,000
Lightning protection	12,600
Total	£1,286,900

* this assumes the removal of all asbestos from the estate. The Institute has a policy of managing the asbestos 'in situ'. This management procedure is regulated and managed by a specialist asbestos contractor.

- 22 The condition survey does not include 55 -59 Gordon Square. The work currently under way in the building, funded by SRIF 2, will bring the building to category A (RICS, as new) with no additional work required.

Ownership of the Estate

- 23 All properties, with the exception of Emerald Street and Whittington House are owned by the University of London. Negotiations are currently underway to agree terms for long-term leases of all the properties. Emerald Street is jointly owned with Birkbeck, with the Institute owning 62% of the property. Whittington House is rented for periods of 2 ½ years (floor 1) and 5 years (floor 2). The Institute took possession of the current stock of buildings (residential and non-residential) in the following years:

10 Woburn Square	1971
11 Woburn Square	1984
12 – 13 Woburn Square	1996
14 Woburn Square	1974
15 Woburn Square	Agreement for lease, 2005
16 – 17 Woburn Square	1977
18 Woburn Square	1971
24 – 25 Woburn Square	1974
26 Woburn Square	1953
27 Woburn Square	1974
28 Woburn Square	1990
55 Gordon Square	1971

56 Gordon Square	1961
57 Gordon Square	1957
58 Gordon Square	1961
59 Gordon Square	1971
26 Bedford Way	1976
Emerald Street	2004
Whittington House	2005
John Adams Hall	1965
Bedford Place

Value of the Estate

24 A valuation exercise was carried out in May 2005 by Kings Sturge, to assess the current value of the non-residential estate. The following valuations are based on the expectation that 99 year leases will shortly be granted to the Institute of Education by the University of London and that the present usage of the buildings will remain as D1 (educational purposes).

25	Non residential estate	£
	20 Bedford Way	13,100,000
	10 Woburn Square	750,000
	11 Woburn Square	960,000
	18 Woburn Square	890,000
	24 Woburn Square	830,000
	25 Woburn Square	830,000
	26 Woburn Square	735,000
	27 Woburn Square	940,000
	28, Woburn Square	890,000
	55 – 59 Gordon Square	6,250,000
	Whittington House	
	23 – 29 Emerald Street	3,610,000
	Total (2005 prices)	£29,785,000

Appendix 3 sets out the market values and replacement costs for all buildings. At present, replacement costs are considerably higher than the market values for the properties. This is primarily due to the constraints imposed on both the purposes for which the buildings can be used and the possible purchasers, in the proposed terms of the leases. These have yet to be agreed. Negotiations to improve the terms of the leases will continue.

Fitness for purpose

26 The Institute has, at times found difficulty in providing sufficient space for all its activities. The expansion in staff and student numbers and the increase in research activity has put considerable pressure on the available space. Over

the past 5 years, as student numbers have risen from 4342 (2156 FTE) to 6482 (2989 FTE), teaching space has reduced by over 500 m². As a consequence, additional teaching space has been hired at times from adjacent colleges and hotels. It is hoped to address this shortfall in the proposed reconfiguration of Bedford Way, outlined in paras 47 – 49.

- 27 The main building in Bedford Way suffers from both design and position. It is situated on a busy central London road, in a north-south orientation, which creates both problems of noise from traffic and significant problems of solar gain on the west side of the building during the summer months. The issue of noise has been addressed in lecture rooms facing Bedford Way, with the construction of secondary glazing and associated comfort cooling. The need for improved air movement and cooling on the west side of the building will be addressed in the heating and cooling programme, commencing in Summer 2006, funding permitting.
- 28 The toilets in 20 Bedford Way, designed in the 1970s also required extensive refurbishment. A toilet refurbishment programme has commenced and will be completed over a three year period.
- 29 The Woburn Square and Gordon Square houses have the benefits of being cool and quiet. However, their entrances are not wheelchair accessible, without the use of ramps. Following refurbishment, Gordon Square will provide a totally accessible environment and planning permission is currently sought from Camden (summer 2005) to provide an accessible entrance and improved horizontal circulation for 24 – 28 Woburn Square.

Running costs

- 30 Running costs for the buildings in outlined in Appendix 4. The average cost per m² for all buildings is £45.35 This figure is based on day to day maintenance costs, rates and insurance. When facilities and utilities costs are added to this, an average operating cost of £54.46 per m² is achieved. A comparison of running costs with other HEIs and London University colleges shows the following:

	Institute of Education	London colleges	HEIs
Operating costs per m ²	54.46	73.71	49.95
Energy costs per ²	9.73	12.95	9.09
Water/sewerage per m ²	1.22	1.27	1.96
Maintenance per m ²	29.46	33.87	23.22
Cleaning	9.71	10.93	11.54
Security and portering	7.70	15.63	8.58
Estates management cost	4.85	4.20	3.08
Facilities management cost	1.60	2.12	1.53
Project management cost	2.74	2.86	2.98

- 31 Operating costs per m² for the Institute of Education are significantly lower

than other London colleges, but slightly higher than the HEI average. The majority of other costs are similar to other London colleges with the exception of security and portering costs, which are approximately 50% lower. However, this may be a reflection of the joint in-house/contractor arrangement for security at the Institute, in comparison to contractor only arrangements at other colleges.

- 32 Estates spend in relation to income and expenditure is below the HEI average. Full property costs, which contain capital investments, insurance, rates and all running costs shows that the Institute is similar to the HEI average in terms of spend per m², although significantly below that of other London colleges. A comparison of the Institute of Education estate ratios with other London colleges and all HEIs show the following (figures are for 2003 – 04 and therefore exclude Emerald Street and Whittington House) :

	Institute of Education	London colleges	HEIs
Total property costs per m ²	95	117	78
Maintenance costs & capital expenditure per m ²	84	154	82
HEI income per m ²	2410	1556	805
Capital expenditure per m ²	37	74	40
Total property costs to HEI income	3.9		9
Total property costs to HEI expenditure	4.0		9
Property costs per student fte	708	1277	887
Property costs per taught student	319	397	350
Operating costs per m ²	54	73	49
Listed building coverage as %	100	.09	7

Future requirements of the estate

- 33 The Institute's Corporate Plan sets out the expected levels of expansion and changes in functions anticipated over the next few years. To satisfy these needs and to allow for future expansion, the estate needs to provide additional space into which Institute can grow. At the same time, the current estate needs to meet the expectations of staff and students. The constraints of the present site, the type and listing of the buildings and the costs and limited availability of alternative property in the area means that alternative solutions, including new build, must be considered, in order that the Institute is not constrained from developing its strategic ambitions by the space available for expansion.
- 34 Future plans for the estate need to address:
- Shortfall of 5000 m² in space requirements
 - Loss of 500 m² of teaching rooms
 - Increased expectations of staff and students
 - Staff demand for a more secure environment, while retaining

- accessibility
- Improvement of buildings in poor condition
- DDA and other legislative requirements
- Improved use of space and consideration of space charging
- Incorporation of principles of sustainability

Requirement for additional space

35 The expansion of the Institute and the development of the London Centre for Leadership in Learning will require an additional 5000 m² of space in order to meet its needs. The present use of Whittington House, providing additional accommodation while Gordon Square is refurbished, has eased the space pressures for a short while. The purchase of 15 Woburn Square, to be vacated by the present tenants in November 2005 will also provide much needed additional space. However, during the next ten years, more space will be required. The following proposals are currently under consideration:

- New build on Christchurch Site – this site, situated to the west of the main Institute building, next to the Woburn Square properties is currently owned by the University. The Institute, with other members of the local Bloomsbury Consortium have registered an interest in the site. The site has the potential of 5000 m² of usable space.
- New build on Thornhaugh Mews - this site is situated behind the Woburn Square properties and borders the main building present library development. The site has the capacity of 1000 m².
- Additional floors on Bedford Way – a feasibility study will be carried out in 2005 – 2006 to consider the possibilities of this development.
- Purchase of other properties in Bloomsbury or the surrounding area.
- The Bloomsbury consortium is presently examining the possibility of sharing teaching and office space, by developing a site adjacent to the North Block of Senate House. This development could provide much needed additional teaching and conference space for all the local colleges.

Space Management

36 The current space policy for offices was agreed by PRC in 2002 and modified in 2004. It sets out the proposed allocation of space for different categories of staff. The allocation is based on the 'Bedford Way bay' principle, in which all full time academic staff, including professors are allocated the equivalent of a two bay office. Support staff are accommodated in 'open plan' offices, where possible. Each School also has dedicated space for research students, specialised teaching space and hot desking facilities for visiting academics.

- 37 A space utilisation survey of office space and research student room utilisation was carried out during April/May 2005. The results will inform proposals for a revised space strategy, to be presented to PRC in Autumn 2005.
- 38 A utilisation survey of teaching space will be undertaken in October 2005. The results of this will inform proposals for a change in the current priority system for teaching space.

Space Charging

- 39 The combination of a revised office space strategy and an enhanced teaching room use priority system, should provide the basis for an improved use of space in the estate. However, space is an expensive and scarce resource and space charging may provide an additional driver for users to employ space more efficiently, by showing the cost of the space currently used by school/departments.
- 40 Effective space charging would have the benefit of :
- Making the cost of using space transparent
 - Helping to overcome the culture of seeing space as a free resource
 - Enabling schools to take responsibility and make their own decisions about how much space is needed and affordable.
 - Enabling rooms to be released to be used for other purposes.
- 41 The UK Higher Education Space Management Project (2005) recommends the following charges, based on HEI average operating costs, maintenance costs, depreciation costs and an additional opportunity cost of capital:

	£m ²
Total non-residential estate	192.50
General purpose teaching space	157.10
Specialised teaching space	204.90
Teaching office space	139.10
Research space*	249.70
Library/ Learning resource space	187.86
Other support space	143.30

* laboratory research

- 42 At this stage, there is no immediate plan to introduce space charging for teaching space or office space. However, following the present review of devolved financial management, it is possible that a form of space charging may be considered. This will be kept under review.

Improvements to the estate

- 43 The condition survey highlighted the need to invest in the estate in order to maintain the buildings in a satisfactory condition for the next decade. It provided a framework for a 10 year long term maintenance plan (LTM). Appendix 5 sets out the recommended spend over ten years.
- 44 It should be noted that the costs include only that required to retain the condition of the buildings in a reasonable state. During 2005 – 2010, the condition survey recommends the following spend, categorised by ‘condition’ and ‘legislative’ works (prices at 2005 prices, exclude VAT and fees) :

	Legislative £	Condition £
a. Year 1 2005 – 2006		
Bedford Way	399,000	139,000
Woburn Square	72,000	4,000
Emerald Street	14,000	1,000
Total	485,000	144,000
b. Year 2 2006 – 2007		
Bedford Way	608,000	2,394,000
Woburn Square	47,000	23,000
Emerald Street	1,000	
Total	656,000	2,417,000
c. Year 3 2007 – 2008		
Bedford Way	175,000	2,798,000
Woburn Square	2,000	33,000
Emerald Street		
Total	177,000	2,831,000
d. Year 4 2008 – 2009		
Bedford Way	11,000	2,194,000
Woburn Square		2,000
Emerald Street		
Total	11,000	2,196,000
e. Year 5 2009 - 2010		
Bedford Way	2,000	360,000
Woburn Square		124,000
Emerald Street		
Total	2,000	484,000

- 45 Limits on available funding may make it difficult to achieve the programme

set out above in the time scales recommended. Appendix 5 sets out the proposed spend over ten years. The spend is significantly higher in the first five years than the remaining years. This could be reorganised to achieve an equal spend over the ten years. However, in order to prioritise the work for each year, all works, both condition and legislative have been assigned a risk factor, ranging from low to significant/high. The Estates Strategy therefore prioritises the significant /high risk legislative and condition work for 2005 - 2010 as follows:

a. Year 1 2005 – 2006

Legislative work (significant risk) £316,970

Emergency lighting upgrade*
 5 year electrical testing*
 Cold water storage overhaul
 Safety film to non compliant glazing
 Disabled persons sanitary provision*
 (already underway)

Legislative work (high risk) £29,800

Installation of emergency call points for disabled emergency evacuation
 Protective barriers in service road
 Asbestos labelling where appropriate
 Risk assessments of vertical escape routes

Condition work (significant risk) £109,300

Ductwork cleaning
 Sewage pit sump
 Heating system (pilot project)

Condition work (high risk) £0

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b Year 2 2006 - 2007

Legislative work (significant risk) £488,150

Asbestos safety (control of exposure)
 C core lifts modernisation
 Disabled persons toilet refurbishment
 IT hubs in lift lobbies relocated

Legislative work (high risk) £7,000

Woburn Square vertical escape routes

Condition work (significant risk) £1,671,500

Replace power and lighting wiring
 Replace switch gear and distribution
 Replace heating pipework and radiators
 Replace sewage pump controls

Condition work (high risk)	£1,250
Cold water storage tanks	
c Year 3 2007 - 2008	
Legislative work (significant risk)	£175,000
Asbestos safety control of exposure	
Disabled persons toilet refurbishment	
Legislative work (high risk)	£0
-	
Condition work (significant risk)	£2,037,500
Replace power and lighting wiring (cont)	
Replace switch gear and distribution (cont)	
Replace heating pipework and radiators (cont)	
Condition work (high risk)	£0
-	
d. Year 4 2008 - 2009	
Legislative work (significant risk)	£10,750
Upgrade emergency lighting	
Legislative work (high risk)	£0
-	
Condition work (significant risk)	£1,730,000
Replace power and lighting wiring (cont)	
Replace heating pipework and radiators (cont)	
Ventilation – replace main control panel	
Hose reel pumps replacement	
Refurbish sanitary fittings* (already underway)	
Condition work (high risk)	£0
e. Year 5 2009 - 2010	
Legislative work (significant risk)	£0
Legislative work (high risk)	£0
Condition work (significant risk)	£221,300
Refurbish sanitary fittings* (already underway)	
Roof coverings replaced	
Replace boilers (Woburn Square)	

Condition work (high risk)**£0**

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46 Funding for the toilet refurbishment programme, fixed electrical testing and part of the emergency lighting installation is already in place. However, additional funding would be required for the following:

- Core C lifts are presently unmodernised. The modernisation of the lifts in Core A and Core B has already been undertaken. Core C lifts are situated within the library and presently used by IS staff only. It is proposed that two of the three lifts are modernised and the third shut off for use (Year 2).
- A programme of lighting refurbishment is underway. All lecture rooms and offices that have been refurbished during the past five years have had new lighting installed. However the survey highlights the need for the replacement of all power and lighting wiring throughout all buildings. The recent fixed wire electrical testing has identified a number of areas for work (Years 3, 4).
- At present the Institute has two large storage tanks for cold water. The survey has identified that the presence of two tanks is unnecessary for a building of its size and recommends that one is removed. This would provide additional storage space and also lessen the risk of legionella (Year 1).
- The Institute manages its asbestos through a joint management arrangement with a specialist contractor. This ensures that all contractors on site have access to a web based CAD plans of the building with all asbestos accurately noted. The Institute maintains a policy of only removing asbestos when it has become necessary for refurbishment work. In all other cases, where it is encased and offers no risk to staff it has been left in situ. However, the condition survey has highlighted the need to consider a removal of asbestos over a ten year period. This will be reviewed with our specialist contractor (Year 1,2,3).
- A programme of installation of additional emergency lighting is underway, ensuring that all stair ways and corridors have adequate emergency lighting. This programme will be continued (Year 1).
- The heating system in Bedford Way requires a complete overhaul with the replacement of all radiators. A survey of the present system was commissioned in April 2005. This recommended that the system should be replaced with a new heating and cooling system, which would also introduce comfort cooling into all rooms. The proposed system would be ceiling mounted. This would have the benefit of allowing the present piping system to be left in situ, thus reducing the need to remove the asbestos that is situated in close proximity to the

present pipes which is presently encapsulated and offering no risk (Year 2,3).

- The heating, cooling and ventilation plant was, until 2003 under the management of Senate House. It is now managed by Utilicom. A recent audit of the plant has identified a number of areas that require attention. Under the direction of a specialist heating engineer, a programme of works will be initiated and will commence in Summer 2006 (Year 2,3).

Reconfiguration of present space

47 The flexibility of the internal structure of the Bedford Way building gives an opportunity to redefine areas of the building for teaching and staff office use. An Estates Working Party has been considering ways to redefine space to address the increase in student and staff numbers and the demand for improved working conditions highlighted in the staff survey (2004). The new proposals address the following needs:

- Staff offices with more secure access control
- Flexible public spaces with public only access
- Increased open plan offices for support departments
- Teaching space that accommodates changing requirements – some large teaching spaces, with a number of smaller teaching rooms, accommodating up to 15 persons
- Student support centre with improved access from the main reception area

48 55 – 59 Gordon Square will be completed in 2006. Staff presently in Whittington House need not return to Bedford Way until 2007 and 2009. This allows a 'window' in which reconfiguration of present space can be undertaken with limited disruption to staff in the building. Within this programme of reconfiguration, it is proposed to incorporate a new heating system, with comfort cooling to provide an improved environment for staff.

49 Appendix 6 sets out the proposal for the reconfiguration of space within Bedford Way: The aim of the proposal is as follows:

- To create lecture rooms, seminar and research student rooms between Core A and Core B on levels 6, 7 and 8 on both sides of a central corridor. A corridor has been retained in these levels to ensure that the ventilation to the rooms, which is based on natural ventilation with comfort cooling, is at its maximum. The corridor also contains all the M&E services for the building. These rooms will be accessible by students and visitors.
- To create offices for both school support and academic staff in access controlled area on levels 8, 7, 6 Core A and the wings

- To create open plan administrative departments on levels 5 and 6, Core B to C
- To provide a Student Support Centre, situated on level 4 wing, with associated areas on level 5 wing
- To relocate research schools and units, presently situated in Bedford Way to Woburn Square and Gordon Square
- To retain the Science Learning Centre and Art and Design studios in their present location

Conservation Planning

50 20 Bedford Way and the Georgian properties in Woburn and Gordon Square are all Grade II or Grade II* listed buildings. In order to work more effectively within the limitations that listing imposes on possible development, it is proposed to create a Conservation Plan, to be agreed with the London Borough of Camden and English Heritage. This plan would establish a framework for adaptations to the building, which would avoid unnecessary delays with further planning permissions and listed building consents.

Sustainability

51 The Institute's Estates Strategy for the next five years will work towards the incorporation of principles of sustainability in new developments. This will be balanced with the need to provide 'value for money', recognising that the two principles do not always equate. New developments will, where possible :

- Capitalise on local climate, natural light and ventilation
- Create structures which allow for movable partitions, whilst giving a high degree of flexibility in future space planning
- Increase the use of open plan and multi user space
- Use environmental responsibility as a factor in purchasing, considering goods which are manufactured, used and disposed of in environmentally responsible ways
- Consider energy usage, checking operating equipment prior to purchase
- Consider whole life costs and impacts when assessing equipment for purchase
- Integrate with green transport policy

In conclusion

The Estates Strategy will be reviewed annually and up dated to take account of changes in the Corporate Plan and any new funding opportunities or constraints. Funding from external sources will be pursued actively to supplement the annual

maintenance budgets, in order to address the future needs of the estate.

APPENDIX 1

SCHEDULE OF PROPERTY CURRENTLY IN USE

	Total area m2	Usable Space m2	Teaching & Research m2	Support m2	Other m2
20 Bedford Way	27,677	18,319	12,501	3,198	2,620
10 Woburn Square	310	220	112	108	
11 Woburn Square	335	258	193		65
18 Woburn Square	348	259	258		
24 Woburn Square	326	241	240		
25 Woburn Square	333	240	240		
26 Woburn Square	319	213	213		
27 Woburn Square	345	272	272		
28 Woburn Square	355	261	261		
55-59 Gordon Square	2,230	1,581	1,419	162	
Whittington House	1,583	1,353	593	760	
23-29 Emerald St (62%)	735	625	625		
Totals	34,896	23,842	16,927	4,228	2,685

APPENDIX 2

SPACE ALLOWANCES AND SPACE CAPACITY

Based on student number forecasts for 2007/2008

PROJECTED Nos	FULL TIME	PART TIME	TOTAL FT EQUIV
PGT (ITE)	998	387	1,196
UG (Prof Dev.)	7	110	62
PGT (Prof Dev)	355	2,250	1,480
PGR	180	440	400

ALLOWANCES:

Non-Academic	6,903.6 sq m	
Academic	17,479 sq m	
Library	3,922.5 sq m	
Total	27,805.1 sq m	
Space Index	86%	
Shortfall on current capacity		3,963.1 sq m
Shortfall adjusted for the acquisition of 15 Woburn Sq		3,693.1 sq m
Shortfall on relinquishing leases on Whittington House		5,046 sq m

**APPENDIX 3
VALUE OF THE ESTATE**

Category:	AREA gross	OPEN MARKET VALUE OF EXISTING ESTATE (2005 valuation)		REPLACEMENT COSTS		REMARKS
		£		£	£/sq.m	
20 Bedford Way	27,677	13,100,000	0.473	46,281,000	1,672	
10 Woburn Square	310	750,000	2.419	1,061,949	3,425	
11 Woburn Square	335	960,000	2.866	1,122,065	3,349	
18 Woburn Square	348	890,000	2.557	1,065,837	3,062	
24 Woburn Square	326	830,000	2.546	1,066,206	3,270	
25 Woburn Square	333	830,000	2.492	1,066,206	3,201	
26 Woburn Square	319	735,000	2.304	1,066,206	3,342	
27 Woburn Square	345	940,000	2.725	1,066,206	3,090	
28 Woburn Square	355	890,000	2.507	1,353,305	3,812	
55-59 Gordon Square	2,230	6,250,000	2.803	7,367,242	3,303	
Whittington House	1,583					Short term lease
23-29 Emerald Street (62%)	735	3,610,000	4.912			

**APPENDIX 4
OPERATIONAL COSTS BY BUILDING**

Category:	AREA gross	RENT/ MORTGAGE p.a.	RATES p.a.	MAINTENANCE p.a.	INSURANCE p.a.	TOTAL	£/ Sq.m	RANK
20 Bedford Way	27,677	NIL	54,378	1,142,447	46,753	1,243,578	44.93	1
10 Woburn Square	310	500	503	12,796	365	14,164	45.69	10
11 Woburn Square	335	500	557	13,828	309	15,194	45.35	5
18 Woburn Square	348	500	565	14,364	367	15,796	45.39	6
24 Woburn Square	326	500	561	13,456	367	14,884	45.66	9
25 Woburn Square	333	350	561	13,745	367	15,023	45.11	2
26 Woburn Square	319	350	561	13,167	367	14,445	45.28	3
27 Woburn Square	345	500	561	14,240	367	15,668	45.41	7
28 Woburn Square	355	500	561	14,653	467	15,668	45.41	7
55-59 Gordon Square	2,230	2,925	3,450	92,049	2,552	100,976	45.28	3
Whittington House	1,583							
23-29 Emerald Street (62%)	735							

Full 12 month period operating costs not available for Whittington House or Emerald Street properties.

**APPENDIX 5
10 YEAR MAINTENANCE PLAN**

	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Year 7		Year 8		Year 9		Year 10	
	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con
Bedford Way																				
20 Bedford Way - West Wing	95	90	59	1344		5		17	1	97			70		12			5		
20 Bedford Way - South Wing	51	2	27	536	22	4		2		42			18							
20 Bedford Way - Entrance Wing	110	8	33	17	45	2204		9		102					3					
20 Bedford Way - North Wing	26	15	16	11	48	28		1526		57										
20 Bedford Way - Core C	23	3	239	1		7	11	499		23					10					4
20 Bedford Way - Core B	26	5	167	19	60	537				15					10					4
20 Bedford Way - Core A	35	1	61	453		3		140		10			6		12					4
20 Bedford Way - Library	22	15	3	7					1	4										
Site	3		7	9		2		10												
TOTAL	399	139	608	2394	175	2798	11	2194	2	360			93		47			5		12
Fees	40	14	61	239	18	280	1	219	0	36			9		5			1		1
VAT @ 17.5%:	77	27	117	461	34	539	2	422	0	69			18		9			1		2
Grand total	515	179	786	3094	226	3616	14	2835	2	465			61		6			16		

APPENDIX 5

10 YEAR MAINTENANCE PLAN

	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Year 7		Year 8		Year 9		Year 10	
	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con	Legi	Con
Woburn Square																				
10 Woburn Square	10	1	6	1		0		0		26			10			0				
11 Woburn Square	15		1	1	2	5							20			2				
18 Woburn Square	10		8	4		6				6			10			28				
24 Woburn Square	9		7	5		10				5			10							
25 Woburn Square	9	1	18	6		6				2			10			32				
26 Woburn Square	11	1	5	3		5		2		52			10							
27 Woburn Square	4		0							32			10							
28 Woburn Square	5	1	2	4						1			10	7						
TOTAL	72	4	47	23	2	33		2		124			90	7		62				
Fees	7	0	5	2	0	3		0		12			9	1		6				
VAT @ 17.5%:	14	1	9	4	0	6		0		24			17	1		12				
Grand total	93	5	60	29	2	42		3		161			116	9		81				

