

Estates Strategy 2005 – 2009

Executive Summary

This strategy reviews, updates and develops the Estates Strategy which was compiled and approved in 2001. The strategy is in seven sections.

Section 1 reviews the current utilization and condition of the estate.

Section 2 details the work which we have done in improving the estate in the period 2001-2005 and outlines the current issues which we face. In particular it highlights the need to refurbish much of our laboratory accommodation, to tackle issues relating to the rational location of academic staff, to ensure that our student facilities continue to develop to meet rising numbers and expectations and to do these within the context of our Research and Educational Strategies.

Section 3 provides details of a three-themed programme to address the issues identified in section 2.

Section 4 notes issues relating to the timings of the programme.

Section 5 identifies the funding (£19 million) which is available during the period to undertake the programmes.

Section 6 identifies areas of concern relating to space management and recommends the introduction of centralised timetabling and space charging to facilitate the efficient use of space.

Section 7 notes the approach to governance which we will adopt in managing our estate.

1 St George's Estate Today

St George's (SGUL) is located for its academic activities on a purpose-built site which it shares with St George's NHS Trust. The site was built in the late 1970s and early 1980s and for the most part the buildings are constructed of reinforced concrete frames with brick cladding, flat roofs and timber or aluminium framed windows.

SGUL is mostly located in a self-contained area on the western side of the site. A description of the main areas of the estate is as follows:

- *Hunter Wing*

Hunter Wing is a six story block and provides the main entrance to SGUL. The ground floor includes the reception area which was substantially updated in 2004 and provides an attractive entrance to the SGUL premises. The ground floor also includes the Principal's office, most of SGUL's central administrative offices, a number of communal services (a bank, a shop and a coffee shop) and one academic area, the Centre for Rehabilitation and Aging, led by Professor Val Pomeroy.

Most of the ground floor is in reasonable physical condition but issues arise about fitness for purpose particularly over the suitability of and access to the administrative offices to cope with the increased and increasing demand for student services.

The first floor is almost entirely devoted to the Library and open Computing Rooms. There is a small area where the Graduate Entry Programme Director has some office space. Again, this floor is in reasonably good condition and has benefited from refurbishment and development.

Demand for out-of-hours study space is linked to Library opening hours and we will look to address this issue as part of this strategy.

The second floor is the location of the Students' Union together with SGUL's main meeting spaces, the offices of the Counselling Service and the offices of the International Centre for Drug Policy (ICDP). During the summer of 2005, the meeting spaces were substantially refurbished and limited work was carried out to improve the Students' Union area including the bar.

This work was financed mainly through private donation and discussions are currently taking place about the possibility of further donations to extend refurbishment. The location of the ICDP is inappropriate and it would benefit from relocation.

The third floor is mainly plant room but also includes a video-making studio run by Academic Services.

The fourth floor is almost evenly divided between Academic Services and teaching space. Academic Services operates printing, photography, teaching support and other services from this floor. Teaching space is a combination of large laboratories, clinical skills areas, multi-user space and small teaching rooms.

The fifth floor is predominantly a teaching floor although the Taught Postgraduate Courses Office is located on this floor together with a Graduate Entry Programme Office. The floor accommodates the practical teaching space for the School of Physiotherapy and five base rooms for the GEP students. There is also a large number of teaching rooms together with two large teaching laboratories which have enjoyed substantial refurbishment over the summer of 2005.

The fourth and fifth floors are the main areas for delivering non-plenary teaching within SGUL. They will need to continue to be developed to accommodate the changing requirements for teaching in the coming years including the growth and diversification of courses and student numbers.

The sixth floor houses the Division of Community Health Sciences and a part of the Division of Mental Health. The floor is almost entirely made up of offices with limited storage and communal space. Many of the staff who occupy the floor have extensive responsibilities outside SGUL and utilization is low.

- ***Jenner Wing***

Most of the laboratory-based research takes place in Jenner Wing and it is where most of the academic staff have their laboratories, offices and other facilities. It has been developed over 3 blocks (D, G1 and G2) and across four floors including a substantial basement area.

A floor-by-floor analysis follows but there are common problems which relate to all areas of Jenner Wing:

- ***A marked unevenness of maintenance and refurbishment throughout the Wing. Some individual staff or groups have been successful in raising external funds for lab refurbishment but, for the vast majority, the general condition of laboratories and offices is poor.***
- ***Dispersal of staff in Divisions across and between floors, arising from various re-groupings over the years and opportunistic occupation of space.***
- ***Generally poor security.***
- ***A generally poor condition of communal areas and corridors.***
- ***The interspersal of NHS service facilities and staff offices on all floors of the Wing.***
- ***A lack of decant space to facilitate developments.***
- ***The desire to locate a Clinical Research Facility within the Wing without an available location.***

In recent years, substantial sums have been spent on Jenner Wing but much has necessarily been on replacement of plant which had passed its useful life and was liable to create health and safety problems for staff and students.

The basement floor of Jenner Wing is occupied by staff from Basic Medical Sciences (BMS) (including the Anatomy Dissection area) interspersed with smaller groupings from Cell and Molecular Medicine (CMM) (including a pathology museum/resource), Cardio-Vascular Sciences (CVS) and Clinical Developmental Sciences (CDS). There is also a substantial area taken up by the Trust's mortuary and associated services. Medical Physics from the Trust is also co-located with BMS on this floor. Recently, the Anatomy Dissection area has had substantial refurbishment.

The ground floor is occupied by the Division of Mental Health (MH), CMM, CVS, BMS, CDS and some administrative offices including the Computing Services. There is also a large lecture theatre (G1) which accommodates up to 250. A large area in the centre of the ground floor is occupied by Trust service laboratories.

The first floor is occupied, almost in equal, by BMS, CVS, CMM and Trust service laboratories and the same pattern of occupancy is repeated on the second floor.

There are also seven centrally booked teaching rooms located within Jenner Wing together with a few seminar rooms which are currently controlled by divisions. At present this is a valuable teaching resource and one which would be maintained to some degree into the future.

- ***Lanesborough Wing***

The third floor of Lanesborough Wing accommodates a substantial portion of CDS and, in particular, those staff within CDS who carry out regular clinical service. The accommodation is generally in poor condition and maintenance work within it is made complicated because the accommodation belongs to St George's Trust. SGUL also occupies some storage space on the ground floor of Lanesborough Wing.

- ***Grosvenor Wing***

SGUL has most of its lecture theatres on the ground and first floors of Grosvenor Wing. These are A (capacity 81), B (83), F (150) and the Michael Heron Theatre (268). The Monkton theatre which is owned by the Trust is also in Grosvenor Wing and has a capacity of 350 along with lecture theatre C (80). Both of these are booked through the SGUL booking system. The SGUL lecture theatres are all in good condition and have been refurbished and redeveloped over the last few years. The Monkton theatre is in poor condition and requires substantial refurbishment.

The Faculty of Healthcare and Social Sciences (run jointly with Kingston University) is based on the second floor of Grosvenor Wing and is leased from St George's Trust.

- ***Biological Research Facility***

The BRF occupies a stand-alone site at the rear of Jenner Wing. It is linked to Jenner G2 at ground floor levels is Block F, the Biological Research Facility. The BRF is constructed on lower ground, ground and first floor levels. Immediately to the north of the BRF is the hazardous materials and cylinder store (Block J).

- ***Student Residences***

The Halls of Residence are located adjacent to St George's Healthcare NHS Trust nursing accommodation in an area known as St George's Grove. The halls are constructed as a series of 4 blocks of individual houses. Three of the blocks comprise 3 houses and the fourth 3 houses and a small bungalow. The halls were constructed in 1976 of brick elevations below concrete tile roofs. Although basically of sound construction the halls are in urgent need of modernisation to match the expectations of applicants and students.

- ***Sports Grounds***

The sports ground at Stoke D'Abernon is adjacent to playing fields owned by Imperial and King's Colleges. The site has the River Mole as its boundary on the southern side with car parking, a pavilion and grounds man's flat on the eastern side of the site. The pavilion and grounds man's flat were constructed in the late 1970's.

- ***Robert Lowe Sports Centre***

The Robert Lowe Sports Centre is located on the south west boundary of the site and is constructed on ground and first floors. The centre provides sports facilities on site for staff and students of the University and St George's Healthcare NHS Trust.

- ***Antisoma Building***

The Antisoma Building is directly opposite Hunter Wing and is sublet by St George's Estates Limited on behalf of SGUL to the Antisoma Company for an annual rent of £261.6k.

A table outlining current space utilization is attached as appendix 1.

In addition, some areas of the building are leased to private companies. A list of these leases and their terms is attached as appendix 2.

2 Estate Issues

2001-2005

The 2001 strategy highlighted a chronic lack of prior expenditure on the estate and identified backlog maintenance and urgent estate needs of the order of £12 million. During the period 2001-2005 the following sums were spent:

	£k
SRIF1	4,445
Student Base rooms	1,385
Project Capital II	455
Other Labs (grants/donations etc)	1,280
SRIF 2	3,915
TOTAL	11480

The following improvements to the estate were achieved:

- Laboratory refurbishment of 375 square metres for Genomic and Proteomics research
- Mechanical services upgrade including essential air handling work
- Non electrical sub main and electrical services upgrade
- Removal of asbestos based materials
- Replacement of sterilisation equipment i.e. autoclaves
- Provision of student base rooms
- Library and computer facilities refurbishment
- Lecture theatre refurbishments
- Clinical skills laboratories, expansion and improvement
- Provision of additional office space
- Disability access works.

In addition, private donations have enabled substantial areas of the second floor of Hunter Wing to be refurbished to provide quality meeting areas for the Institution.

Current and Ongoing Issues

There continue to remain substantial challenges in relation to the estate. A condition survey which was conducted during the course of 2004/05 identified that our laboratory areas and our corridor areas were in a poorer condition than other areas of the building. Some laboratory areas have not been upgraded since the building was opened. A pilot space utilization survey revealed issues relating to the fitness for purpose of the teaching rooms which we have available in the Institution.

During the period 2001-2005, the Institution went through a substantial organizational change and our 26 departments were consolidated into 6 Divisions. This reorganization occurred at a time of particular financial challenge for the Institution and no funds were available to invest in relocations for maximise the benefits of reorganization and has resulted in some areas in sub-optimal location of divisions across a number areas of the estate.

SGUL has completed new Educational and Research Strategies and this Estates Strategy is aligned with these. Both strategies demand changes to the estate. In research, it will be essential to support the continuing strength of centres and themes with excellent facilities organized in a rational way.

In teaching and learning, we are entering a period of expansion in student numbers and in the range of courses we offer. We have also embarked on a major reorganization of our MBBS provision. We will need to ensure that we have the quality, quantity and flexibility of teaching space to match our strategic aim of continuing to offer educational excellence.

As student fees come on stream in 2006, we will need to ensure that we continue to provide services and infrastructure to match what are expected to be rising expectations.

We need to address all of these challenges within the next planning period, while continuing to work on the background maintenance which buildings such as ours will require on an ongoing basis.

3 What Will We Do in 2005-2010?

Our strategy will have three main themes.

1. A major programme of refurbishment and relocation to support rational divisional co-location including research centres and themes

Although completion of the programme will extend beyond 2010, we will aim to ensure that all of our academic staff are located where they are likely to be able to be most productive and that the accommodation in which they are located is of a high, fit-for-purpose standard.

This will be a complex process and our aim will be to ensure that it is managed in a way which minimises disruption (although, inevitably, there will be some).

We wish to achieve the following by 2010:

Co-location of Divisions as follows:

- BMS – basement and 1st floor of Jenner Wing vacating ground and 2nd floors
- CVS – ground floor of Jenner Wing vacating basement, 1st and 2nd floors
- CMM – 2nd floor of Jenner Wing vacating basement, 1st and 2nd floors

- CDS – basement of Jenner Wing vacating ground floor. We will consider the future of Lanesborough Wing but decisions on it are likely to fall outside the planning period
- CHS – remain 6th floor Hunter Wing
- MH – 6th floor Hunter Wing vacating Jenner Wing
- Centre for Medical and Health Care Education – 6th floor Hunter Wing

We will locate the Clinical Research Facility on the ground floor of Jenner Wing.

A new map of the estate showing these proposed locations is attached is attached as appendix 3.

Discussion of the timings and the funding available to achieve this plan are presented in the sections which follow.

This programme is the most complicated part of the strategy and will need careful, detailed and sensitive planning. It is recommended that a group, chaired by a Vice-Principal and comprising the Heads of Divisions, Divisional Managers and the Director for the Centre of Medical and Health Care Education, is charged with drawing up a detailed schedule. This should be done before Xmas 2005 and is largely a paper exercise.

2. A programme to establish 4th and 5th floors of Hunter Wing as teaching only spaces

We will move all non-direct support facilities off the 4th and 5th floors and implement a programme to create flexible teaching accommodation. We will aim to plan for and do this in the summer when the reorganization of the MBBS provision will be completed. The scheduling of this work is much less complicated than Jenner Wing but does include issues relating to the relocation of the services which are located on the 4th floor. It is recommended that this task should be undertaken by the Vice-Principal (Teaching and Learning) and the Academic Registrar. There is less urgency in completing this task and it should be finalised by the end of the academic year 2005-06. When the schedule is completed, ongoing monitoring will be the responsibility of the Accommodation Committee and the Estates Project Board.

3. A major programme of improving student facilities

We will demolish and rebuild our halls of residence for occupation in October 2007.

We will construct a student-centre in Hunter Wing in the summer of 2006 to bring together all student-support services.

We will look to continually improve student-social facilities during the planning period including the provision of 24-hour study space and refurbishment of social space. We will consider relocating the students' union facilities to self-standing accommodation but implementation is likely to fall outside the planning period.

We will sell the sports ground to Chelsea Plc and invest in access to facilities of a similar standard in locations closer to SGUL.

The scheduling of these tasks should be undertaken by the Vice-Principal with the Academic Registrar.

4. *Other outstanding issues*

In addition to these major programmes, we will continue to keep under review the opportunities which we have available to us to develop our estate. For example, we will look for an opportunity to make a capital investment in the infrastructure to develop the 'health sciences university' aspect of our alliance with Kingston University and Royal Holloway, University of London. We will also actively seek the opportunity to locate the Students' Union in self-standing premises which will both help the Union to develop and define its own identity and potentially free-up prime space within the Institution for other uses.

At present, the two potential sites for these types of development are the footprint which will be released by the redevelopment of the Halls of Residence and the Antisoma Building. We will investigate with the planners the uses to which the footprint might be made and we will serve notice on Antisoma that its lease of the building it currently occupies will not be renewed.

We have also approached St George's Trust about the possibility of a joint redevelopment of the Monkton Lecture Theatre. If the Trust is not able to finance its share of the redevelopment, we will consider undertaking the project alone if it proves vital in providing capacity for our expanding student numbers.

In addition to the major programmes outlined above, we will need to continue with a programme of routine maintenance to ensure that our buildings remain compliant with all aspects of health and safety legislation. This will include ongoing review of the expenditure needed to ensure that the BRF is a valuable, productive facility.

We will look to relocate the ICDP during the planning period. If the relocation of Mental Health is completed, it is possible that an area of the vacated space might be used for the ICDP. If not, we will keep the need for relocation under review.

4 Timings

The above is a substantial programme of work and will mean that there are contractors on site for much of the following five-year period.

The planning period also includes the RAE 2007/8 and we would not wish to have out of commission any facilities which were important in the run up to that exercise. We would wish to review programme grant end dates in order that there would be no disruption during the vital periods towards grant renewal. We will be guided by senior staff retirements and succession and investment plans during the period.

Clearly one large move will facilitate decanting and help break the log jam that exists, particularly in Jenner Wing. In this programme, the movement of Mental Health to 6th floor of Hunter Wing would create a substantial area in Jenner Wing which could be used flexibly during the planning period and which could act as the buffer into the next planning period. Refurbishment and re-assignment of the sixth floor represents one of the key opportunities for substantial redevelopment across the site through co-location of non-laboratory academic staff and the subsequent release of vacated space for decant and laboratory development.

If we were able to complete the reorganisation and redevelopment of the 6th floor of Hunter Wing as a short-term project, we could then have an annual cycle of refurbishments and relocations which would take us through the planning period.

If we were not able to re-organise that 6th floor, the programme would be much more complicated and would rely on taking advantage of opportunities to refurbish and relocate as and when they arose (through, for example, retirements and resignations).

We will also enter into a period of modest expansion in staff numbers and it will be an undoubted attraction if we are able to offer to potential candidates attractive, refurbished working facilities.

We note that St George's Trust is proposing to vacate laboratory space on the 2nd floor of Jenner Wing. We also note that it is possible that a research group will also vacate space in this area on the relocation of the Principal Investigator to another institution. We will use these and other opportunities to push forward the programme of relocation and refurbishment as quickly as we can.

5 Funding

We will finance the redevelopment of the halls of residence from borrowings and these will be repaid through student rents. No Institutional funds will be used to finance this project.

We will look to raise external funds for the development of student facilities. Limited Institutional funds will be used to pump-prime or top-up donations when it would be counter to our Institutional interest to do otherwise.

The vast bulk of Institutional funds will be used to support our Research and Educational strategies. We have been awarded £6 million of capital money from the Funding Council to cover the period April 2006 – March 2008. It is likely that a sum of the same order will be available to cover the period April 2008-2010. We have also within the Institution budgeted to spend £7 million on estates in the period to 31 July 2009.

In addition, recurrent premises expenditure has risen from £2.9 million in 2001 to £3.2 million in 04/05 and is budgeted to rise to £4.1 million by the end of 2008/09.

6 Space Management

The distribution and redistribution of space at SGUL have proved problematic. Although definitive sector norms no longer exist, it is clear that there is plenty of space to accommodate all of our activities within the Institution.

Our principal approaches to ensuring that we use our space efficiently will be to centralise timetabling and to introduce space charging.

For teaching, there are one or two bottlenecks in each week when it seems almost impossible to find a vacant room for any activity. But there are many more other times when many of the rooms are not used. This is clearly a combination of timetabling and of room fitness for purpose. Our capital development programme will address many of the issues of room fitness, but we will introduce a system of timetabling with deadlines which permit time to unblock any bottlenecks well in advance of the academic year and which permit prompt distribution to students and staff. It is proposed that all timetables are submitted by 31 May each year for the next session. We will, if necessary, invest in temporary support to implement this change.

For staff accommodation, we reiterate in this strategy that the Institution is responsible for the allocation of space and that the Principal is the ultimate arbitrator in any space allocation issue.

For the purposes of day-to-day management, Heads of Divisions and other services need to know the space envelope in which they are able to operate and to have a considerable degree of freedom in making rational changes of use within that envelope.

With this freedom comes a considerable responsibility since, after our staff, space is the most valuable and expensive resource which the Institution deploys. As we move towards a system of devolved budgeting, we will introduce space charges which will cover the full economic costs of space used. This will be a considerable disincentive to inefficient use of space and we will consider whether it is possible to provide within the resourcing model limited incentives to quit space which is not fully utilised or needed. Work will be done on the details of the model for introduction in 2006-2007.

The day-to-day adjudication of space issues is a matter which could be managed by the Dean of the Faculty of Biomedical and Biological Sciences working in conjunction with Heads of Divisions.

We will continue to use our Accommodation Committee to provide support to the Estates and Facilities Office in managing the programme of minor works and minor accommodation issues.

We will begin to collect and publish the necessary metrics to support our efficient use of space.

7 Governance

During the course of this session, we established an Estates Project Board with a non-executive member of Council as its chair. The remit of the Board is to play an auditing role in major capital projects and to report to Council on their progress. It is already clear from the vigorous approach taken by the Project Board that it may well evolve into an Estates Committee. This will be kept under review during the course of the year and a recommendation will be made to Council if appropriate.

Jld 18.10.05

St George's, University of London

Appendix 2

Lease arrangements

Tenant	Location	Area Occupied Sq M	Term Expires	Early termination	Annual Rent
Natwest Bank	Foyer	34.1	1-Jan-14	After 5 years	£15,000
Peabodies Coffee	Foyer	119.4	16-Mar-15	16-Mar-10	£21,000 plus 10% commission on sales over £150,000
Helperby	Jenner	37.9		None	£11,164
Richmond Pharmacology	Jenner	37.6		None	£12,320
Onyvax	Jenner	371.6	30-Jun-08		£90,000
		600.6			£149,484

