



Estates Strategy 2015-2020

July 2015

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1. Executive Summary

SOAS will build upon previous good practice and seek to concentrate and expand the estate within Bloomsbury. Senate House North Block will open in 2016 and the SOAS estate will go through a process of change and development during this period. The principle of the concentration of activities on one site in Bloomsbury is established and the process of change will ensure that the use and layout of the estate is well aligned with the institutions wider needs.

A space deficit of 4,700m² in the footprint of the estate has been identified and plans to alleviate this have been established. The focus for this will be two aims, a new academic building in Bloomsbury and a better and more contemporary use of the existing estate.

The need to secure additional affordable student residential accommodation is a new component to the strategy and sets a target of increasing provision by two thirds.

Continuing to improve the estate and operate it in an efficient and sustainable manner are captured in three objectives which cover forward maintenance planning, facilities management operations and sustainable and environmentally aware operation.

2. Introduction

The quality, suitability, functionality and operation of the estate and its associated infrastructure impacts upon every aspect of our activities since its primary purpose is to house, enable and support those activities. The purpose of this strategy is to ensure that the estate and plans for development are aligned with the Vision and Strategy for the Centennial and the new Strategic Plan 2015-25.

The strategy presents an assessment of six strategic aims for the next planning period 2015 until 2020 and identifies objectives against each of these themes. Frequent reviews will be required to ensure that the Estates Strategy remains effective, relevant and responsive to our needs in a changing environment.

A key driver is meeting a space deficit of 4,700m² that has been identified¹ and it is proposed to do this through the construction of a new academic building in Bloomsbury and by a better use of our existing space. It is forecast that in addressing these aims the institution will need to embrace different models of accommodation and adopt a different culture of space use. Narrowly defined uses and ownership will restrict the space available to future students and in the longer run this will make our facilities less attractive than those of competitors. There are now numerous examples, which will include Senate House North Block when it is completed, where space is collectively and flexibly used.

The need to secure additional affordable student residential accommodation is a new component to the strategy and sets a target of increasing provision by two thirds. It is recognised that no one solution would be capable of securing this increase and the different approaches to this are set out.

To continue to support our activities the importance of maintaining and refurbishing our infrastructure is recognised. Our condition surveys have been renewed and affirm that the estate is in good condition and analysis indicates that future projects will concentrate on building fabric improvements. Success in reducing our maintenance backlog will place greater emphasis on planned maintenance. There continue to be challenges in the delivery of soft services and the future provision of these services is being assessed with view to achieving better quality and affordability within a delivery mechanism that takes full account of SOAS ethics and values.

Performance in carbon reduction has been strong and we have been independently assessed to be on track to exceed our carbon reduction target of 48% by 2020 and have already exceeded targets within the Carbon Management plan. We also remain on track to meet the requirements of ISO14001 by our target date of June 2106.

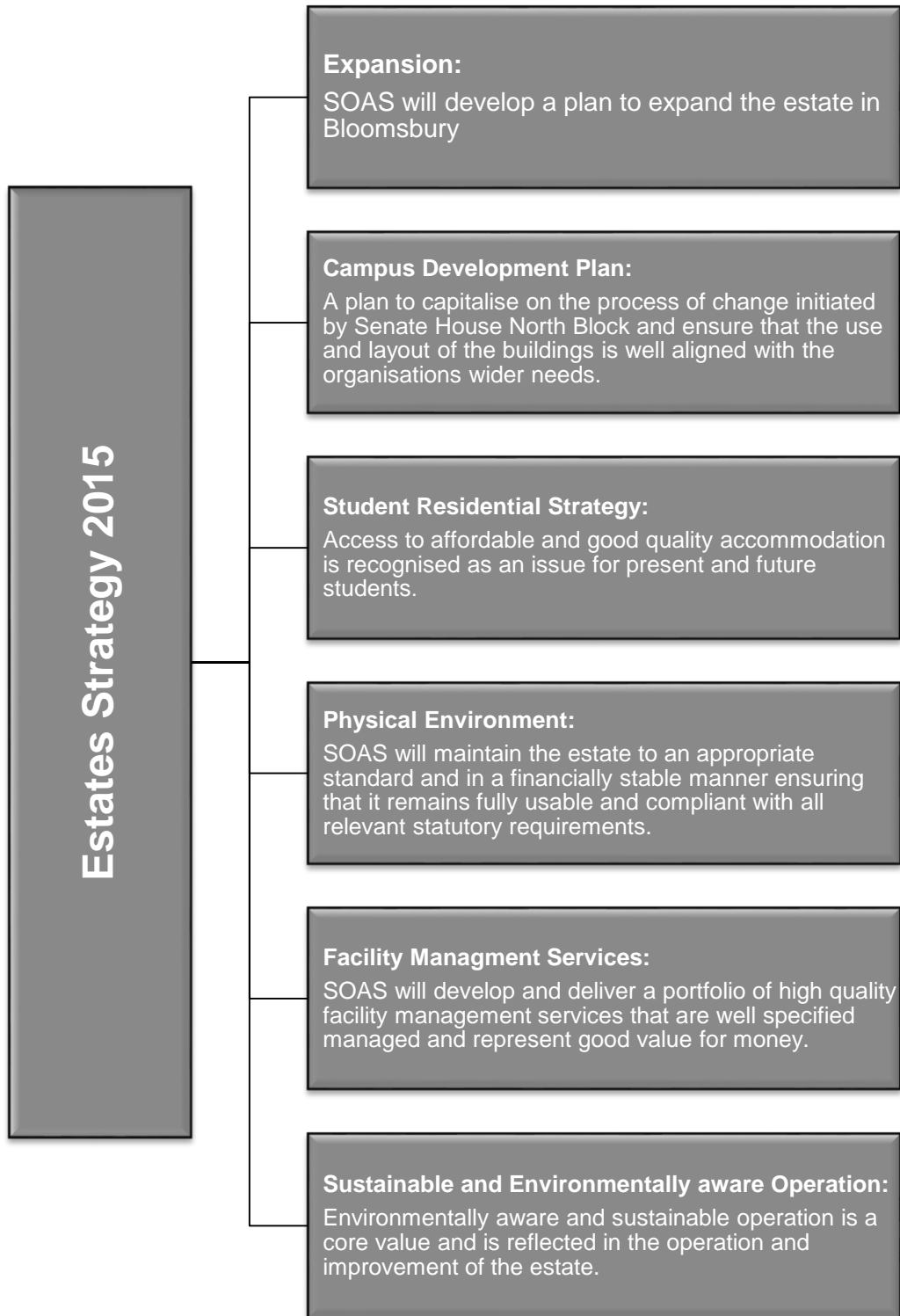
Performance Indicators are associated with objectives and other estate data is presented in Annex2. The performance indicators compare the SOAS position against a benchmark group of London institutions². The data is extracted from the most recent EMR return for 2014 (covering the years 2012/13). The outcomes of the previous planning period are summarised in Annex 3 and these are cross-referenced to the new strategic objectives.

¹ *SOAS Campus Development Plan* produced by HoK in March 2015.

² The institutions used in the benchmarking are Kings College London, London School of Economics, Queen Mary University, University College London and the University of Westminster.

3. Strategic Aims 2015-20

The focus of work will be concentrated on six strategic themes which support the academic life of the institution and provide stakeholders with an appropriate and properly serviced environment in which learn, teach and research.



3.1 Expansion

SOAS will develop a plan to expand the estate in Bloomsbury. The additional space will improve the existing provision in key areas and provide a cushion for an expansion in activity.

The Current Situation

The aspiration to concentrate activities on one site in Bloomsbury has become a reality with the lease and refurbishment of Senate House North Block (SHNB). Despite this increase in space work for the Campus Development Plan³ has identified a deficit of 4,700m².

To address this opportunities for further development have been considered, and further opportunities for a new academic building in Bloomsbury have been identified. The appraisal suggests that there are three sites that would suit our needs; these would yield between 3,000m² and 3,800 m² and cost approximately £13m to £23m depending upon the site developed.

The need for additional space has been determined from an analysis of existing space and as a consequence the driver for the academic case already exists and does not depend upon the emergence of a new function or activity. Although a need space to support the current operation can be demonstrated it is recognised that giving any new project of this scale an identifiable purpose would have advantages in the ability to attract funding, through such approaches as philanthropic donation, application for a grant or other forms of investment. There is the potential to develop high end and technology rich learning spaces and similar facilities, which do not feature in the current estate.

The make up of the estate is principally leasehold⁴ and as a security for the future the retention of a freehold interest is highly desirable.

Strategic Objectives

- To address the space deficit by developing a new academic building in Bloomsbury.
- To continue to hold a freehold interest in central London.

Next Steps

- It has been announced that the University of London (UoL) is to undertake a master planning exercise and this will be complete in the autumn of 2015. In the interim we will continue to engage with UoL and their consultants.

³ See section 3.2 p.7 below.

⁴ See Annex 2 Chart 5 p.20 below.

- The future use for Vernon Square is under consideration and covered in Section 3.3 below.

Performance Indicator

Measure	SOAS	Comparator Group			Difference (from Lower Quartile)	Trend
		Upper Quartile	Median	Lower Quartile		
Non - residential space per student FTE m ²	5.7	9.4	8.5	6.3	-3.7	Up

Performance Indicator 1: Space provision

Target: To seek to stabilise and increase space provision per Student FTE, regularly reviewing this figure to ensure that it remains an efficient use of space.

2015 Commentary: This measure approximates to a space allocation per student FTE for academic, support and other space. A lower figure indicates efficiency in using space, however there is a conflict as the more pressure on space usage will have undesirable consequences such as inadequate space for extracurricular activities or adequate social space. At 5.7m² space per student FTE we are below the Lower Quartile for our comparator institutions. If we consider all institutions where the lower quartile is 5.4m² we are better provided.

3.2 Campus Development Plan

Summer 2016 will initiate a process of colocation and concentration of activities in Bloomsbury. A Campus Development Plan will capitalise on this process and develop sub-projects which ensure that the use and layout of the buildings is well aligned with the institutions wider needs and provides a modern and efficient environment in which to learn, teach and research.

The Current Situation

A full review of the current configuration and usage of the estate has taken place⁵. The report is the culmination of a number of work streams analyses and presents an overview of current usage and identifies shortfalls, which are introduced into a space budget with a preliminary view of how the estate may be reconfigured. The report established that SOAS has a space deficit of 4,700m². It is unlikely that a new development in Bloomsbury would fully meet this requirement and this underlines the need to consider different models of accommodation to address the challenges that have emerged as part of the report. The findings were broadly in line with internal observations and feedback received through various routes including the Leesmsn Survey.

The report itemises areas of space to increase and decrease and emphasises the need for the colocation of a number of activities. This is principally in the areas of research space and student social and leaning space. It is also proposed that there are significant changes in the way space is allocated with the Library in particular reducing the area given to onsite bookstack. A general need for colocation is also highlighted.

Strategic Objectives

- To address the space deficit that cannot be resolved by expansion through an innovative reconfiguration of the existing estate.
- To ensure that the estate is well aligned with the institutions wider needs and provides a modern and efficient environment in to learn, teach and research.
- To address the issues of colocation.

Next Steps

- A Campus Development Plan Project Board has been established together with a broad programme that sets out the transition stages. It is envisaged that this process will complete in advance of the Senate House North Block project ensuring that space freed during this move is reconfigured or reallocated in the most appropriate manner. It is anticipated that this work will continue throughout 2105 with an agreed plan for the future use be realised by the autumn of 2015.

⁵ SOAS *Campus Development Plan* produced by HoK in March 2015

- Identify existing sub projects and align with overall campus Development Plan.
- Renew Access Audit to inform the Campus Development Plan.

Performance Indicator

The overall success of this project will be dependent upon a number of factors including the delivery of a number of projects and an overall improvement in the condition of the estate. Much of the success or failure will reside in the stakeholders perception of the facilities and could be best measured through staff or student satisfaction surveys.

A process of Post Occupancy Evaluation will be undertaken where appropriate and the Project Board will monitor progress in the interim.

An assessment of Functional Suitability⁶ that considers a range of measures is regularly undertaken

Measure	SOAS	Comparator Group			Difference (from Lower Quartile)	Trend
		Upper Quartile	Median	Lower Quartile		
(Grade 1 or 2)	88.4	93.8	89.3	74.9	+13.5	Stable

Performance Indicator 2: Functional suitability

Target: To maintain all property within Functional Suitability Grades 1 and 2, improving the proportion of property within Grade 1.

2015: Commentary: The score for functional suitability stabilised but remains in the Lower Quartile. The position within the Quartile has improved

⁶ See Annex 2, Chart 8 p.21 below.

3.3 Student Residential Strategy

SOAS will develop a strategy that determines the best approach to securing accommodation and determine management arrangements that are effective and ensure stakeholders receive the best quality service.

The Current Situation

A strategy for student residential accommodation has not been formally established. SOAS depends upon a mixture of third party provision (Sanctuary and UoL), some structured head lease arrangements (UoL) and the rental market both private providers such as UNITE and private landlords. A report was commissioned in 2014 and this proved to somewhat inconclusive in terms of the needs of students and the overall requirement for accommodation. SOAS currently has access to 945 student bed spaces⁷ through the following sources

	Number of bed spaces	Approximate Rental cost	Term
Dinwiddy House	510	£149	38 weeks
Robeson House	269	£149	38 weeks and 52 weeks
UoL	100	£130 - £345	38 weeks and 50 weeks
Head Lease	66	£135-£200	51 weeks
Other	78	£81-95	48 weeks short let

Table 1: Current provision of student accommodation

The Redbrick report suggested that SOAS should seek to increase this to 1500 bed spaces that are directly provided on our behalf. The survey also underlined the preference for central London, Zone 1 accommodation, both for convenience and to lessen the impact of the cost of travel. A benchmark⁸ would be The overall number of bed spaces required should be equal to the annual intake of first year undergraduate students and for newly arrived international students. This equates to 3000 bed spaces. The need to develop better partnerships or consider alternative models of accommodation is underlined by the fact that the current accommodation arrangement with our principal provider (Sanctuary) expires in 2030.

Vernon Square

Changes in the funding approach for the Senate House North Block have released us from the need to dispose of Vernon Square outright. The best use for this building as well as a mechanism for releasing a premium from the site has been reconsidered. Discussions have determined that routes for resale and reinvestment in property

⁷ Excluding the other category, which comprises of short term accommodation to cover immediate or unforeseen, needs.

⁸ The planning aspiration for UCL and KCL is to guarantee bedspaces for the annual intake of first year undergraduate students and for newly arrived international students. While this may not be easily achievable in practice a clear reasoning and target number informs conversations with planners and illustrates the extent to which provision is outstripped by demand.

would unaffordable and it has been generally accepted that disposing of a central London freehold would be a significant dis-benefit, this being underlined by the buoyant property market and continued redevelopment of the areas immediately adjacent to Vernon Square. While it is recognised that there are significant issues with a proposal to redevelop Vernon Square as student accommodation it is recognised that this a desirable use for the site if we wish to continue to hold the property and make a good use of it.

Strategic Objectives

- Redevelop Vernon Square as student accommodation and retain the freehold interest
- Develop a strategy to secure additional access to directly controlled bed spaces by expanding existing arrangements and seeking new arrangements with other providers.

Next Steps

- Work to determine the level of cost and risk associated with a scheme to redevelop Vernon Square is underway together with a consideration of the financial and partnership arrangements that would be necessary to deliver such a scheme. The aim of this will be to maximise the number of student bed spaces available at Vernon Square.
- Investigate financing options that will not limit borrowing capacity for other projects.
- Quantify the premium available and determine the extent that it can be moderated against other factors such as the rent payable.

Performance Indicators

Success will be determined by the overall provision of bedspaces and more general satisfaction with both the quantity and quality of provision. A general measure of the number of bedspaces per student FTE is presented below. This covers directly owned student accommodation and third party bedspaces.

Measure	SOAS	Comparator Group			Difference (from Lower Quartile)	Trend
		Upper Quartile	Median	Lower Quartile		
Bedspaces per student FTE	0.19	0.2	0.18	0.18	+0.05	Stable

Performance Indicator 3: Bedspaces per student FTE

Target: To increase the quantity of bedspaces per student FTE

2015: Commentary: We are at the median in the provision of bedspaces. Of our comparator group the lowest provision is the University of Westminster (0.12) and the highest LSE (0.39).

3.4 Physical Environment

SOAS will maintain the estate to an appropriate standard and in a financially stable manner ensuring that it remains fully usable and compliant with all relevant statutory requirements.

The Current Situation

The estate, excluding Vernon Square⁹, was subject to a full survey in 2014. The survey approach adopted a new methodology for determining condition that uses the value of the works against the value of the property to identify the level of backlog and financial exposure. Overall the cost of maintenance has increased from £22m to £30m with the estimated backlog having decreased to less than £2m¹⁰.

The chart below shows that the focus for the next maintenance cycle will be on the building fabric with the most significant element being the glazing to the Philips Building. The mechanical element of works is the next most significant item and comprises the work required to improve the Bloomsbury Heating and Power Consortium (BHPC) heating plant and other associated elements.

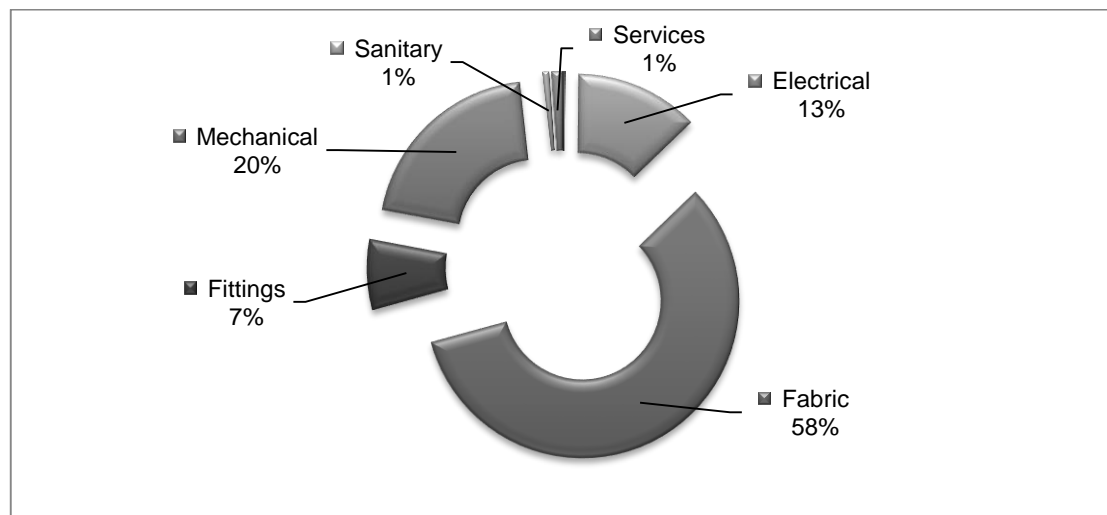


Chart 1: Analysis of forecast maintenance works

The survey forecasts an expenditure of £30m over the next ten years to maintain the estate in its present good condition. Underpinning this will be more targeted use of the revenue resources and the maintenance team, to support the capital programmes that have taken place in recent years.

The condition data will be independently reviewed on a bi-annual basis. The need to fully resurvey the estate can be driven by the need to keep cost information up to

⁹ At the time of survey the disposal of the Vernon Square site was anticipated.

¹⁰ The current plan brings the renewal of the Philips Building glazing into scope. This project amounts to £8m and the plan suggests that works for renewal will be required from 2017. It should be noted that the term of the current plan has increased by three years. Comparing the two plans to the year 2012/22 the new plan proposes expenditure of £21m against a projected £16.5m in the old plan.

date and incorporate significant changes to the estate. As well as the periodic review it should be anticipated that one full review should be undertaken during the ten year cycle.

Strategic Objectives

- Manage and reduce the backlog of maintenance
- Develop a planned maintenance regime which minimise reactive maintenance operations
- Develop a fully costed and scoped forward maintenance plan for major elements which is driven by an improved facilities management operation

Next Steps

Future maintenance operations will be driven through an improved model for facility management services¹¹, the implementation of an asset management system for the estate and based upon a maintenance strategy that will set out the following

- The nature of the services required and how they are resourced
- The level of performance required and how this is specified and monitored
- The balance between planned, preventative, condition based and reactive maintenance
- Future life cycle replacement programme.

Performance Indicator

Performance in this area will be measured with two indicators, the level of investment and condition. Comparing the two will demonstrate that the level of investment is appropriate and being effectively spent. The first metric is a ratio of investment, which comprises of maintenance costs and capital expenditure, against the insurance replacement value (IRV) or estimated reconstruction costs of a building¹².

Measure	SOAS	Comparator Group			Difference (from Lower Quartile)	Trend
		Upper Quartile	Median	Lower Quartile		
Ratio of investment to IRV	5	6.7	4.2	3.5	+3.6	Stable
Condition (Grade A or B)	95.1	88.2	88.2	72	+23.1	Up

¹¹ See Section 3.5 p.13 below.

¹² HEFCE recommends a figure of 4%, while the RICS recommends a range of 1.5 to 2%. As condition stabilises we will re-evaluate the target figure.

Performance Indicator 4: Investment and Condition

Target: To achieve a target value of at least 5% (based on a rolling 3 year average)
Target: All buildings to achieve and maintain a survey condition of predominantly A or B¹³

2015: Commentary: The target of 5% has been achieved for the last three years and the estate is predominantly in Condition A or B.

3.5 Facility Management Services

SOAS will develop and deliver a portfolio of facility management services that are well specified managed and represent good value for money .

The Current Situation

SOAS spends some £2.84m a year on facility management services. The expenditure covers a number of areas including compliance issues and essential services such as maintenance and cleaning. The figure includes costs for internal and outsourced services.

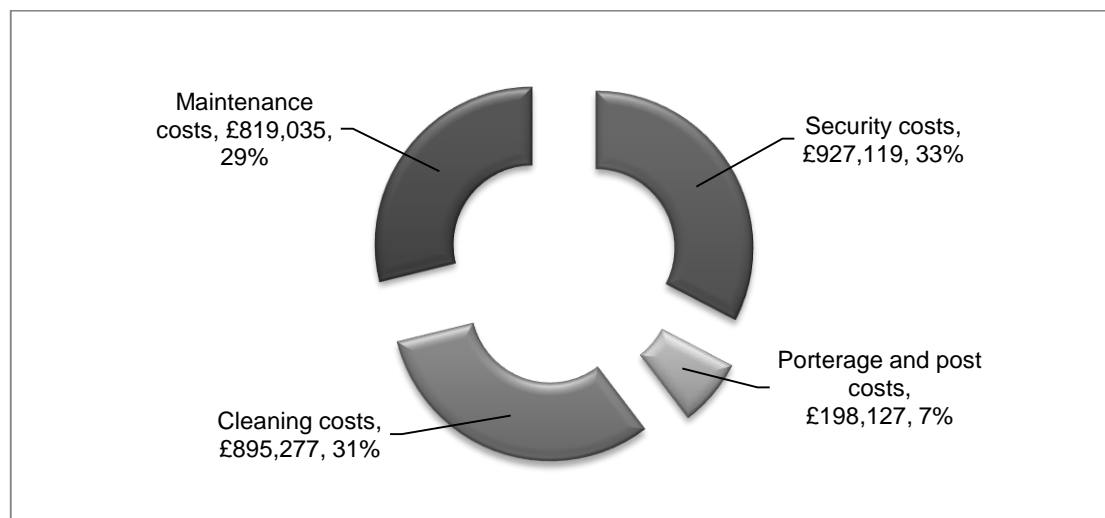


Chart 2: Facilities management costs

Compared to the London region we spend proportionally more on cleaning, 31% against an average of 27%, less on maintenance 29% against an average of 50%¹⁴ and more on security 33% against an average 23%.

The provision of Facility Management Services has been the subject of internal scrutiny and discussion. The performance of the services themselves has been overshadowed by debate on the correct vehicle for delivery with great emphasis placed on the insourcing of the services. A number of reviews have underlined the difficulties in achieving this and an internal working group which considered the financial and ethical issues endorsed an approach which undertook to improve terms

¹³ See Annex 2, Chart 6 p.21 below.

¹⁴ The estate is in better condition than many of our peers. See Annex 2, Section 2.5 p.20 below.

and conditions but continued to outsource services where appropriate to do so. Further experience has underlined that any third party employed at SOAS would need to share and support our values and adopt a collaborative approach.

Consideration of the delivery and management of facility management services has revealed that they are neither well specified nor well aligned with current organisational needs and consequently do not represent good value. It is also apparent that they cannot be adapted to address the needs of SHNB.

Strategic Objectives

- To improve the delivery of facility management services
- Develop mechanisms for effective monitoring and management
- Develop mechanisms for innovation continuous improvement
- Commission and implement a delivery vehicle which promotes quality, value and good practice while sharing and supporting our institutional values

Next Steps

The opportunity to improve the services rests in properly specifying the services and service levels as well as the management processes. A project board has been established to oversee the future provision of the facilities management services in advance of the opening of Senate House North Block. The route chosen will be subject to an options appraisal prior to a procurement phase. The options considered to date have developed from the collaborative work undertaken with the UoL during 2014. These are variations of an approach that seeks to streamline the management overhead, protect areas where service delivery has improved and target areas for improvement.

Improvement will be determined in the following ways

- By increasing the scope and size of the service provision it is expected that a broader range of staff with a greater skill base could be retained and this would improve service quality and resilience.
- By combining contracts an economy of scale will be achieved and the management processes can be improved to provide better value. Some specialist services will be available through the contract reducing the procurement burden.
- By improving management practice and deploying up to date technology to monitor service delivery against agreed service levels

Performance Indicator

Two indicators, cost in £ per m² and cost in £ per student FTE, will be used to measure performance in this area.

Measure	SOAS	Comparator Group			Difference (from Lower Quartile)	Trend
		Upper Quartile	Median	Lower Quartile		
£ per m ²	93.12	96.66	93.02	77.81	+15.31	Stable
£ per student FTE	617.22	1,358.87	957.15	648.06	-30.84	Stable

Performance Indicator 5: Facilities management costs

Target: To demonstrate comparable costs for facilities management services

2015: Commentary: Costs are currently at the median or lower quartile. This is principally because we are spending less on maintenance than others as noted above. Excluding maintenance places SOAS (£439.19) at the median (£448.38) per student FTE and upper quartile per m² where costs of £66.26 for SOAS compare with £46.37 for our comparators.

3.6 Sustainable and Environmentally Aware Operation

SOAS aims to ensure a base level of environmental standards for any new buildings and a commitment to improving the environmental impact of existing buildings. This includes the consideration of new technologies and approaches and the monitoring and improvement of the School's fuel and consumable consumption levels.

The Current Situation

Environmentally aware and sustainable operation is an important to the core values and is reflected in the operation and improvement of the estate. Our approach in both these areas has been collaborative and the individuals appointed to the overseeing roles are both joint appointments by members of the Bloomsbury Colleges group¹⁵.

SOAS aims to ensure a base level of environmental standards for any new buildings and a commitment to improving the environmental impact of existing buildings. This includes the appraisal of new technologies and approaches and the monitoring and improvement of the School's fuel and consumable consumption levels.

Performance to date has been strong and SOAS has reduced our Scope 1 and Scope 2 carbon emissions by approximately 55% in real terms since 2008-09¹⁶. Aside from good environmental practice the reduction in utility consumption is estimated to have saved approximately £1.2m over this period. In the future we will review our Carbon Management Plan and concentrate on better understanding and managing our Scope 3 emissions.

The chart below shows our actual carbon emissions against our reduction target and estimated business as usual increase should no intervention have been made.

¹⁵ The Head of Energy Management is an employee of SOAS. Birkbeck employs the Environmental Manager.

¹⁶ An independent report for HEFCE *University Carbon Reduction League Table Performance to date by HEFCE funded institutions April 2014* confirmed that we had reduced consumption by 31% using the figures 2012/13 against the 2005 baseline and we are on track to exceed our carbon Scope 1 and Scope 2 emissions by 48% by 2020¹⁶. We are currently ranked 20th out of 123 institutions in the UK. To meet the target we need to reduce our emissions by a further 500 tonnes.

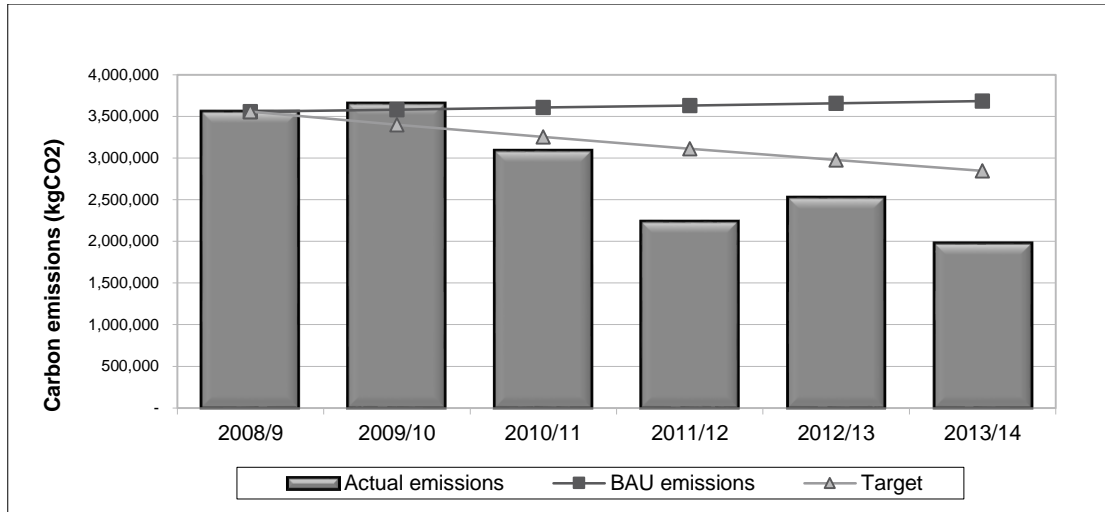


Chart 3: Comparison of actual emissions with BAU increases and reduction targets predicted

Strategic Objectives

- Continued reduction in the carbon footprint through improving the estate, managing consumption and investing in the Bloomsbury Heating and Power Consortium
- Achieve successful accreditation to ISO14001 and set up an effective environmental management system.

Next Steps

The improvements to date have been achieved through a mixture of upgrades to the building fabric and control systems and are set within the context of increased opening hours and rising utility costs. To date our energy strategy has benefitted from taking electricity and heat from the Bloomsbury Combined Heating and Power installation that is located in the SOAS boilerhouse. Much of this plant is now approaching the end of its lifecycle and there are particular concerns about the continued operation of the 11KV ring that serves the precinct including the College Building, Philips Building and the Brunei Gallery. Furthermore in the longer run the demand for services from the consortium is likely to rise rather than fall. The full cost to renew and develop the Combined Heating and Power plant is estimated to be in the region of £3m to each partner that would be phased over a period of three years.

A project to achieve ISO14001 during the academic session 2015-16 is underway.

Performance Indicators

Two indicators, energy emissions per student FTE ² and estimated mass of waste generated per student FTE will be used to measure performance in this area.

Measure	SOAS	Comparator Group			Difference (from Lower Quartile)	Trend
		Upper Quartile	Median	Lower Quartile		
Notional energy emissions (kg CO ₂) per student FTE	424	1,975	1,615	925	-501	Down
Waste mass (tonnes) per student FTE	0.17	0.53	0.34	0.21	-0.04	Up

Performance Indicator 6: Environmental performance

Target: To reduce our current level of carbon emission and waste mass.

2015: Commentary: Carbon emissions have been reduced over the last three years as a result of energy management measures and fabric and plant improvement. Our waste mass produced has increased by 0.05 tonnes on the previous year. In general the figures for sector waste mass produced have increased. The increase reflects better data capture and also the major refurbishment projects for which a figure is collected.

4 Risk Management

Strategic Aim	Risk	Impact	Mitigating Actions
Expansion	Inability to expand the estate in support of our operations	Poorly located, sized and serviced facilities which have a negative impact on operation and on the student and staff experience	Better use of existing space. Development of alternative schemes
Campus Development Plan	Failure to determine and implement coherent Campus Development Plan	Sub optimal facilities which are poorly aligned with organisational needs Negative impact on staff and student experience	Secure competent and independent professional advice to assist with development
Student Residential Strategy	Failure to provide or to provide access sufficient affordable accommodation for students	Negative impact on student experience Difficulty in recruiting students	Developing stronger partnerships with providers Develop student accommodation
Physical Environment	Failure to continue Investment in the estate Failure to introduce effective management programme and schedule for maintenance activities	Reduction in the capital programme with an adverse affect on property condition and functionality resulting in a negative impact on student and staff experience Failure to maintain estate adequately leading to property in poor condition	Successful implementation of the Campus Development Plan Informed forecast and workstream development to ensure the best use of available resources
Facility Management Services	Failure to implement services appropriate to SHNB Failure to overcome industrial relations issues around outsourcing	Continued management problems resulting in sub-optimal services Negative impact on staff and student experience	Secure competent and independent professional advice to assist with specification and procurement Clear organisational support for provision of services through an outsourced mechanism
Sustainable and Environmentally Aware Operation	Failure to adequately contribute to the BHPC. Failure to achieve ISO14001 status	Increased utility costs and reputational damage Practical considerations associated with housing the plant	Continued involvement with the Bloomsbury Heating and Power Consortium Raise profile

Table 2: Risk register

Annex 1 Affordability

	Budget Provision	Spend to 2014/15	Forecast Spend	Spend 2014/15	Spend 2015/16	Spend 2016/17	Spend 2017/18	Spend 2018/19	Spend 2019/20	Spend 2020/21
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Forward Maintenance Plan										
Phillips Building Windows	8,000		8,000	197	4,343	3,460				
Fabric and Infrastructure C&D	605		605	77	528					
Maintenance Projects 2015/16	1,725		1,725	111	1,614					
Forward Maintenance (to be defined)	8,673		8,673				1,337	1,336	2,000	2,000
<i>Total for Forward Maintenance Plan</i>	19,003		19,003	385	6,485	4,797	1,336	2,000	2,000	2,000
Capital Development Projects										
Brunei Gallery boiler plant	656		656	105	551					
Bloomsbury Heating and Power Consortium	2,344		2,344		200	300	300	300	300	944
Campus Development Plan	10,725		10,725	40	81	3,802	3,802	3,000		
Senate House North Block	31,233	5,578	25,655	9,843	15,812					
Future Refurbishment (future allowance)	6,000		6,000						3,000	3,000
<i>Total for Capital Development Projects</i>	50,958	5,578	45,380	9,988	16,644	4,102	4,102	3,300	3,300	3,944
Total forecast expenditure	69,961	5,578	64,383	10,373	23,129	8,899	5,438	5,300	5,300	5,944

Table 3: Affordability

Annex 2 The SOAS Estate

The following section provides some detailed information on the estate

2.1 Area

The SOAS estates consists of approximately 30,000 sq metres (GIA) arranged over two sites at Russell Square and Vernon Square.

	Status	Tenure	Construction	GIA m ²
College Building	Grade 2	Long Leasehold	1940-1959	4843
Philips Building	Grade 2*	Long Leasehold	1960-1979	15172
Research Centre	Assumed Grade 2 (as an extension to a listed building)	Long Leasehold	1980	758
Brunei Gallery	Conservation Area	Leasehold	1980	2698
21-22 Russell Square	Grade 2	Leasehold	Pre 1840	955
23-24 Russell Square	Grade 2	Leasehold	Pre 1840	1495
53 Gordon Square	Grade 2	Leasehold	1840-1914	1046
Senate House North Block	Grade 2*	Leasehold	1940-1959	7762
Vernon Square	Conservation Area	Freehold	1840-1914	3525

Table 4: Breakdown of the estate by building

2.2 Operating Costs

The table shows the combined running costs per square metre across the estate. Costs include insurance, service charges, energy, water & sewerage, maintenance and cleaning costs.

Measure	SOAS	Comparator Group			Difference (from Lower Quartile)	Trend
		Upper Quartile	Median	Lower Quartile		
Operating costs £ per m ² (NIA)	105	148	137	103	+2	Up

Table 5: Operating costs

The cost of running the estate has increased and this experience is consistent with other London institutions. A number of services such as extended opening hours are also delivered within this bracket and finally London costs including the London Living Wage must be factored in. Regular monitoring and review is undertaken to ensure that both value and quality are being economically achieved.

2.3 Age

The estate ranges in age from the early 1800's through to the early 2000's. The distribution is shown in figure 1 below. Some property is relatively modern and purpose designed, while other elements consist of late Georgian townhouses that are less suited to a modern educational environment.

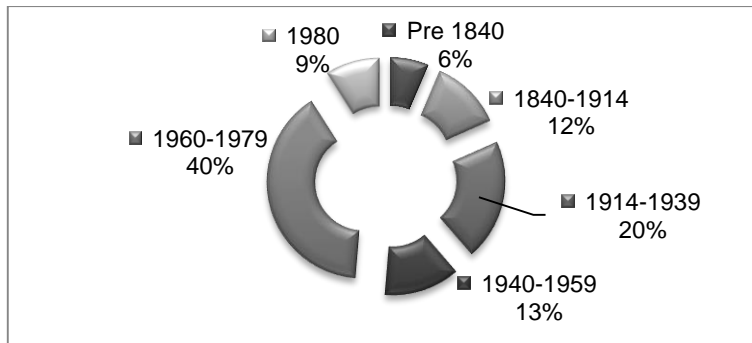


Chart 4: Age of the estate

2.4 Tenure

The estate is principally (88%) held on long leasehold (99 years with in excess of 90 years to run). In the case of the principal buildings the lease is 999 years. The landlord is the University of London. SOAS holds the freehold to the remainder of the estate (12%).

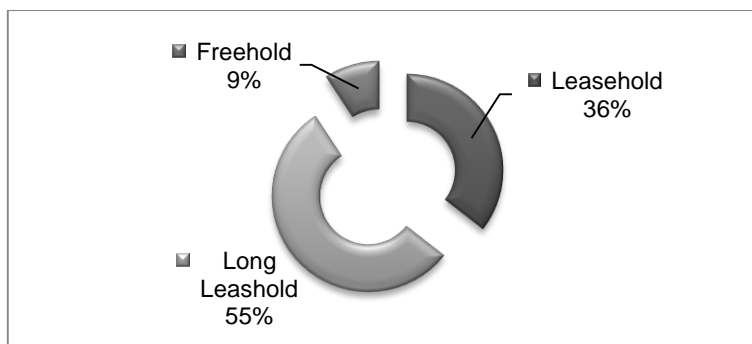


Chart 5: Tenure

2.5 Condition

The estate has been assessed according to the Royal Institution of Chartered Surveyors building maintenance definitions. At survey 94% of the estate was in Condition A or B. The median for London institutions is a total of 75% with 20% in Condition A and 55% in Condition B. The overall condition of the estate has improved and in the longer term we seek to maintain property in Condition B.

The designations for condition are

- A as new
- B sound, operationally safe, exhibiting only minor deterioration
- C operational but major repairs or replacement needed soon

D inoperable or serious risk of failure or breakdown

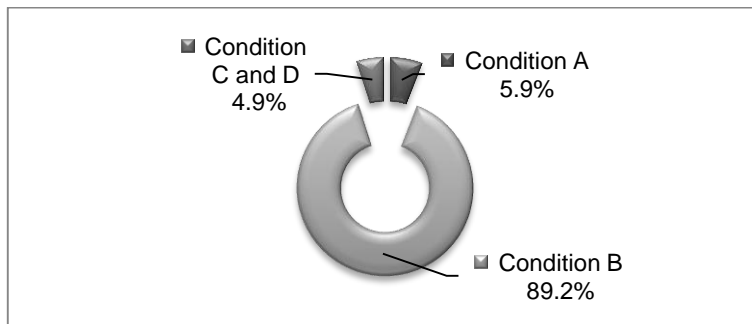


Chart 6: Condition

2.6 Listing and Architectural Merit

The whole of the estate falls into this area and 84% of the estate is listed with the remaining 16% being considered of architectural merit.

A listing places specific responsibilities on the owner or occupier. The term architectural merit is used to describe buildings that have for example received significant peer recognition or are in Conservation Areas.

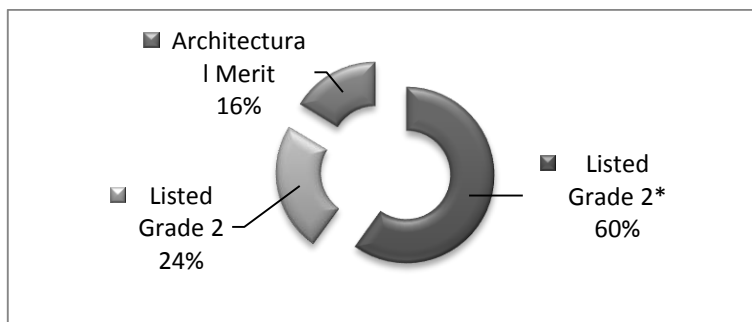


Chart 7: Listing and architectural merit

2.7 Functional Suitability

Functional suitability measures the capability of the space to support its existing function.

The designations are as follows

Grade 1 Excellent - the space fully supports current functions.

Grade 2 Good - the space provides a good environment for the current function

Grade 3 Fair - the space provides a reasonable environment for current functions

Grade 4 Poor - the space fails to support current functions.

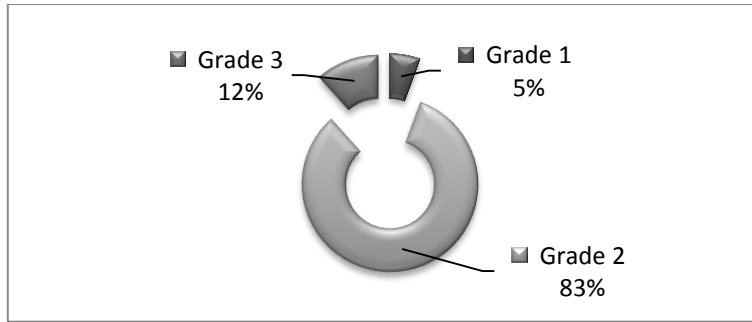


Chart 8: Functional suitability

Annex 3 Estates and Infrastructure Strategy 2013-14

The interim Estates and Infrastructure Strategy for 2013-14 identified the following sub strategies under which a number of projects were grouped. These sub strategies have now been reorganised to reflect current arrangements/. Progress is reported against each heading and cross-referenced to the new arrangement.

Physical Environment

This key aim replaces the *Maintenance Strategy*. Project 1 has been completed and Project 2 has been reassigned to the High Quality facilities Management theme

Sub Strategy 1: Maintenance Strategy

Overarching Objective - To maintain the estate in a manner that is manageable, sustainable and fit for purpose while able to react and change as operational parameters demand

- **Project 1: Condition Survey and Long Term Maintenance Plan**
The Renewal of the condition survey and the development of a revised Long Term Maintenance Programme. This work should be undertaken during the course of 2014 and is estimated to cost £50,000.

This project has been completed

Facilities Management Services

This theme has taken on elements that fell under the Maintenance Strategy, Space Strategy and Facilities Management Strategy. Work in this area has progressed, however given that outcomes were dependent

Sub Strategy 1: Maintenance Strategy

Overarching Objective - To maintain the estate in a manner that is manageable, sustainable and fit for purpose while able to react and change as operational parameters demand

- **Project 2: Estates Asset Management system**
The specification and implementation of an Estates Asset Management system. This project should follow Project 1 and be implemented as soon as

practicable. The implementation and ongoing licensing and maintenance costs will be outlined in a separate business case to Executive Board.

Project to form part of the initiative to provide high quality Facility Management services

Sub Strategy 2: Space Strategy

Overarching Objective – To ensure the use of space across the estate supports the institution's strategic objectives

- **Project 6: Review of Conferencing Offering and Facilities**
An external review of the Catering and Conferencing operation to determine its viability and continued operation. If the catering offering changes then different facilities may be required. This should be determined before the campus development plan is undertaken. Date and cost of review to be confirmed.

Project now underway

Sub Strategy 3: Facilities Management Strategy

Overarching Objective - To operate the estate in a manner that is manageable, sustainable and supports institutional ethics and objectives while demonstrating value for money

- **Project 7: University of London Shared Services Initiative**
The development of the shared services initiative as an alternative to outsourced arrangements. The programme has been developed by the UoL and is currently subject to review.

Project stalled as University of London decided not to continue further with this approach. SOAS in process of specifying and re-providing Facilities Management services. A Project Board established for the purpose is overseeing progress.

Campus Development Plan

This theme has taken on elements that fell under the Space Strategy

Sub Strategy 2: Space Strategy

Overarching Objective – To ensure the use of space across the estate supports the institution's strategic objectives

- **Project 3: The improvement of the estate drawing datasets**
Investment in SOAS holding graphical building information in the most up-to-date 3D format (REVIT) to ensure a high quality estate data set in a format consistent with the SHNB project. This links with the asset management system to ensure that the key data held on all assets is within a database which links to the graphical representation and location information for all assets. The project should be commenced during the course of 2104 and is estimated to cost £100,000 for building surveys and 3D model builds within REVIT.

Some elements of this project have been completed with other elements to be undertaken as part of the Campus Development Plan and maintenance projects

- **Project 4: Functional Suitability Surveys**

Functional Suitability surveys must be carried out at a room level rather than building level and to be used as the base data for the improvements to the existing estate. Costs are estimated to fall within those for Project 1 (Maintenance plan).

Project completed and fed into SOAS Campus Development Plan produced by HoK in March 2015

Expansion

This theme has taken on elements that fell under the Space Strategy

Sub Strategy 2: Space Strategy

Overarching Objective – To ensure the use of space across the estate supports the institution’s strategic objectives

- **Project 5: Development Options**

A feasibility study exploring the potential sites for development and the space types which could be accommodated based upon the space demand review. This work will form the basis of the proposed Campus Development Plan and is estimated to cost £60,000.

Project Completed. The UoL disposal process has presented timing issues and as consequence this theme now runs as a complementary theme.

Sustainable operation

This theme has taken on elements that fell under the Energy and Environment Strategy

Sub Strategy 4: Energy and Environment Strategy

Overarching Objective - To operate and develop the estate with reference to good environmental practice and endeavour to continue to reduce the carbon footprint

- **Project 8: Bloomsbury Heating and Power Consortium**

A full review of the Bloomsbury heating and Power Consortium has been undertaken and is expected to report shortly. The report has underlined the need for investment within the plant that serves the consortium and this is expected to be in the region of £3m for each partner. The expenditure would be phased over a period of three years.

- **Project 9: ISO14001**

Achieve successful accreditation to ISO14001 and set up an effective environmental management system.