



LONDON
METROPOLITAN
UNIVERSITY

Estates strategy Annual Report

2023 — 2024

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1. Executive Summary

This has been a positive year, with performance outstripping agreed targets in key areas that support student recruitment and experience. Performance against 11 of the 14 currently approved KPI targets is on track or is bettering that target, particularly in improving the quality of teaching space and reducing carbon emissions; these two indicators are a year ahead of target.

The Skills and Simulation Centre successfully completed in September 2023. It is currently being used to train London Met's first cohort of Nursing undergraduates and has received wide acclaim as a finalist in the national 'Constructing Excellence Retrofit and Regeneration Awards'.

The University's evolving ten-year plan and financial forecast has required the sequence of projects and their associated KPI targets to be revised and approved three times in this year. This has enabled a reduction in expenditure in the earlier years which means that the programme will retain the resilience of being self-funded and not reliant on borrowing or grant monies.

That said, there are still 19 live projects and the programme is on track to meet all business critical deadlines. Crucially, the relocation of Art, Architecture and Design courses from Calcutta House to the Accelerator Building and Holloway Road are projected to complete for teaching to start in September 2025.

The designs for the new exciting Heart of the Campus project are well advanced and will deliver a new campus Social Learning Space in September 2024 and a brand new entrance and facelift to the campus frontage in summer 2025.

The delivery of the Heating and Cooling Strategy and Tower Cladding Repairs and Window Replacement projects has slowed in support of revised University revised financial targets.

The creation of a Digital Campus is developing more slowly than was hoped and will require concerted effort, as well as support and resource from the Digital Strategy workstream in the next year. Excellent progress has been made in reducing utility consumption by 16% in carbon emissions vs the 2018/19 base year despite footfall returning to re-pandemic levels.

Additionally, the university has achieved a 41% reduction in overall tonnes of waste produced per annum since 2016 which more than mitigates for a slight reduction in recycling rate to 40%.

The University is preparing to join the 'THE Impact Rankings' in September 2024. This is a global, externally measured impact ranking scheme based on the UN's sustainable development goals. Early indications are that the University should place mid-table for HEIs with scope for achievable improvement in the following year.

The University continues to be an active participant in the Islington Council Net Zero Carbon Steering Group.

The estimate of total Estates Strategy costs (excluding allowances for future inflation) has risen through the year from £182.5 million to £199.9 million. This has arisen through cost inflation and increased logistical arrangements to mitigate loss of teaching spaces during construction periods.

Against a total Estates-related capital budget of £36m the forecast expenditure for this year has been managed down to £18.8m to sit within revised financial targets.

The capital budget for Estates-related expenditure of £42.4 in FY24–25 was approved in June 2024. These funds will progress existing projects, effect infrastructure improvements and commence designs for the SCDM School Centre and New Temporary Courtyard Teaching Building.

There are currently sufficient internal project management resources in place to deliver the next year's projects, although the robustness of the wider department will require consideration in the next year. Satisfactory progress has been made in the appointment and performance of external project teams on the consulting, construction and supply side.

Strong assurance on the governance of the Estates Strategy has been given to the University's Audit and Risk Committee through an audit by Deloitte showing that the arrangements are in place to ensure success over the life of the strategy.

Risks to the achievement of the Estates Strategy remain from constraints in the industry's skills pool, wider economic impacts on the supply chain, internal University change and availability of funding linked to the University's student recruitment.

Whilst substantial and controlled progress is being made, it should be noted that London Met's campuses are in the worst reported condition of all 'post-92' HEIs and of all London Institutions.

The need for timely delivery of the Estates Strategy is stronger now than it was in March 2022.

2. Progress and Performance

2.1 Project Performance Overview

The designs for the new Heart of the Campus project are well advanced and will see the delivery of a new Social Learning Space in September 2024 and new entrance to the campus in July 2025.

In order to meet the University's changing financial situation the sequence in which the projects are to be undertaken has been re-cast three times this year. This has resulted in a slowdown in some of the currently approved projects and has changed the planning efforts for future projects. The Estates department has performed really well to manage this process whilst keeping the programme of live projects moving forward.

There have been further challenges, particularly around the availability and performance of internal project management resource, which has meant that progress on the Heating and Cooling Strategy and Tower Cladding Repairs and Window Replacement projects slowed by approximately four months, however this is still well within the re-planned completion date.

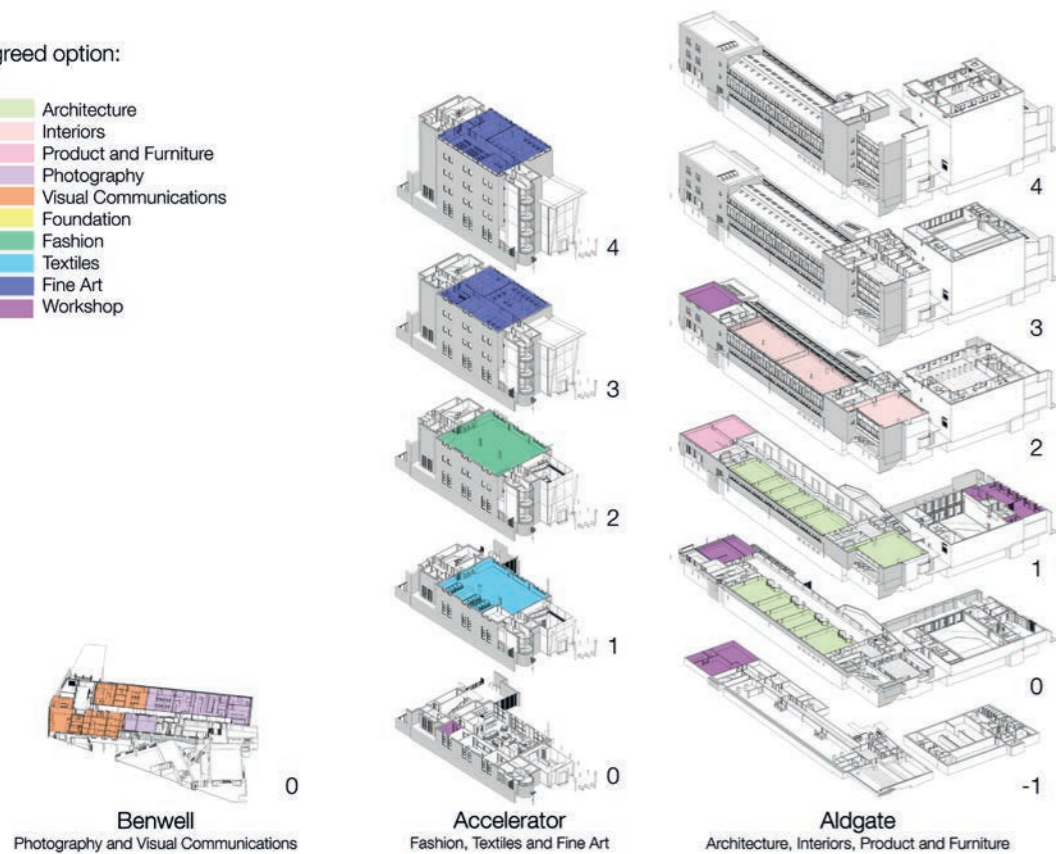
The survey and design work completed so far on the Tower's cladding system provides reassurance that the University's compliance obligations will not be significantly impacted by this delay. The slowdown in the delivery of the energy nodes has been mitigated by a very highly successful programme of energy reduction projects including installation of three highly energy-efficient boilers, intelligent radiator valves in all rooms and improved system controls which will see improved thermal performance, reduced energy consumption and a reduction in carbon emissions of 250 carbon tonnes per annum.

Appendix B includes a summary chart of each project's progress.

AAD course locations across the University campuses

Agreed option:

- Architecture
- Interiors
- Product and Furniture
- Photography
- Visual Communications
- Foundation
- Fashion
- Textiles
- Fine Art
- Workshop



Images of the completed Skills and Simulation Centre



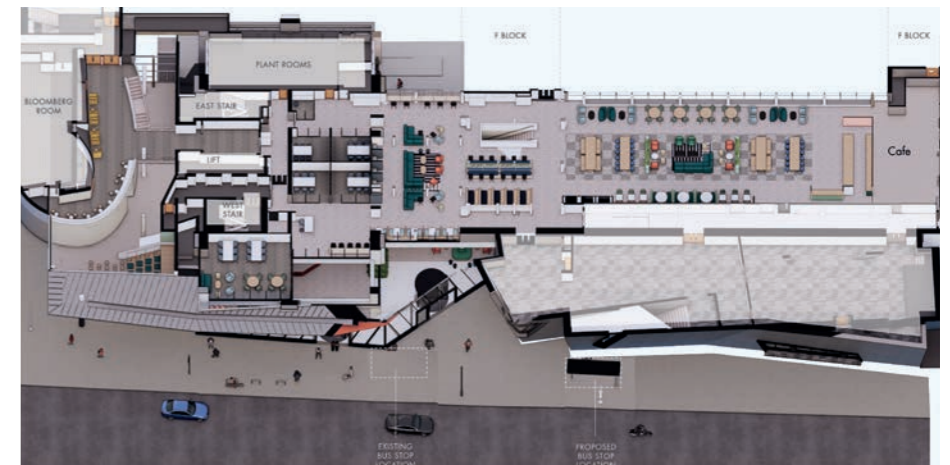
Opening of the Skills and Simulation Centre by Vice Chancellor Lynn Dobbs and Professor Dame Elizabeth Anionwu



Heart of the Campus – new entrance



Heart of the Campus – ground floor layout



Heart of the Campus – first floor layout

2.2 Progress Against KPIs

On balance this has been a positive year with performance outstripping agreed targets in key areas that support student recruitment and experience. Performance against 11 of the 14 currently approved KPI targets is on track or is bettering that target.

Improvement in teaching space quality (KPI 5) is a year ahead of target through completion of the classroom capture refurbishments, working in tandem with the Digital Strategy efforts to install lecture capture technologies

and simultaneously improve the condition and performance of teaching facilities. Reductions in carbon emissions have surpassed the targets within the corporate strategy one year ahead of expectations and are on track to achieve carbon net zero by 2030/31.

The creation of New School Centres is slightly behind target (3% behind annual target) due to an agreed delay in the relocation of the School of Human Sciences academic offices to the new Science Centre.

At the time of reporting, the creation of a new Heart of the Campus (KPI 10) appears to be significantly behind target by 30% however with the works due to commence on site in early July '24 progress will have caught up to expected levels within the year.

KPI 12, creation of a Digital Campus, is developing more slowly than was hoped and will require concerted effort as well as support and resource from the Digital Strategy workstream in the next year to transform principles into selected technologies for deployment in the next round of construction.

As a result of the resequencing of projects to meet financial targets, the KPI targets have been recast and approved at ESSG. Appendix C shows the movement in the KPI targets and overall effect on achievement of the strategy's benefits per key strand.

Whilst progress against the revised target for the critical measurement of Building Condition (KPI 1) is on track, it should be noted that the overall condition of the estate remains poor and is acting as an inhibitor in student recruitment and retention. The percentage of the University's estate that is in condition B or above remains at only half the average for all HEIs, and is the worst estate of all post-92 Institutions and of all London Institutions, clearly putting us at a competitive disadvantage.

The need to complete the Estates Strategy remains as strong as ever.

Fig.1 – London University Building Condition A/B ranked best to worst

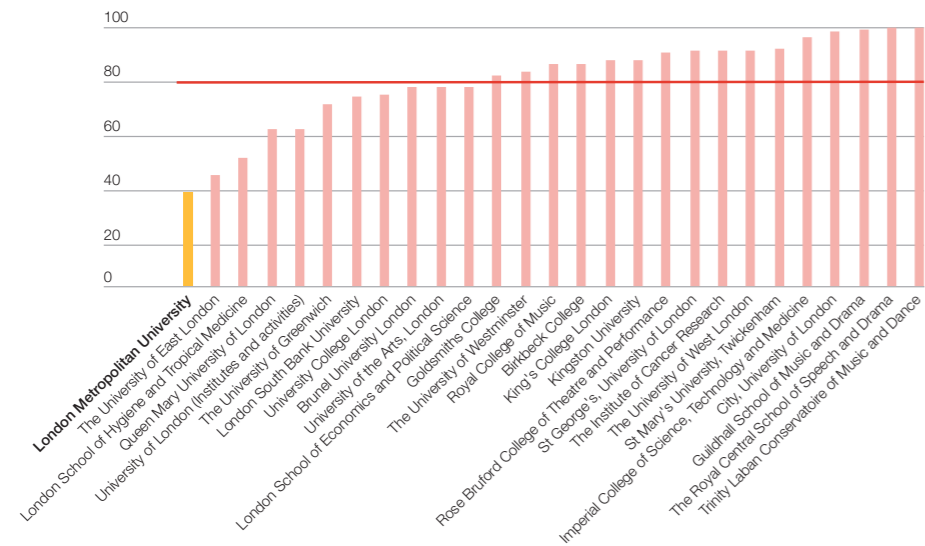
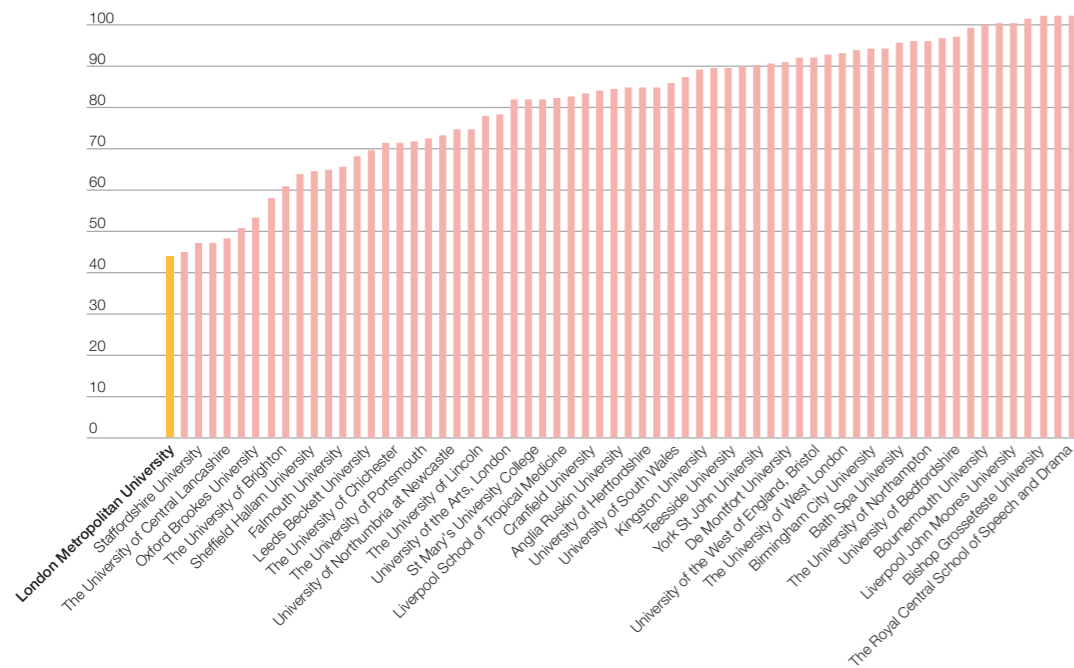


Fig.2 – Post-92 institutions – Building Condition A/B ranked best to worst



2.3 Carbon and Environmental Management Plan (CEMP) Update

2.3.1 Carbon Saving

Since setting our target of achieving net-zero by the 2030/31 academic year, the University has made great strides in reducing its overall carbon emissions. We are on track in respect of our net-zero roadmap and continue to be ahead of our revised Corporate Strategy targets. With the campus now experiencing footfall and facility usage at a pre-pandemic level, the University has seen an increase in utility consumption as expected. Even though utility consumption throughout the campus buildings has increased comparatively to the years affected by COVID-19, the overall reduction of -16% in carbon emissions vs the 2018/19 base year marks excellent progress and it is envisaged that the trajectory of reduction will remain ahead of the targets set out in our Corporate Strategy.

In meeting the University's ten-year financial plan we have taken the opportunity to re-sequence some energy reduction projects and are now looking to take a fabric-first approach by making insulating the buildings an initial project to better support future energy reduction projects. As a result of the re-sequencing, full carbon saving effects of major investment in infrastructure are not

expected to accrue until FY27/28, although £1.75 million of intervention is well underway for the 2023/24 financial year with an expected saving of 250 carbon tonnes.

The Government is due to change the way that carbon emissions are calculated, making it more difficult to achieve the same levels of reduction over the coming year. We will ensure operational reductions in both gas and electricity are maintained through active energy management to optimise operational efficiency and by encouraging behavioural change.

2.3.2 Water

The University continues to benefit from the previous year's change in water supplier to Wave (a trading name for The Energy Consortium, a pan-HE sector energy brokerage) due to their lower unit rates which have resulted in a saving of approximately £10,000 per annum. Consumption in the previous year has returned to pre-pandemic levels as footfall increased and students and staff make use of the free piped watercoolers across campus.

2.3.3 Waste

Total volumes of waste continue to increase as expected from 336 to 425 tonnes between the 2021/22 and 2022/23 years as activity returns to pre-pandemic levels, along with the number of new development projects that began in the previous 2022/23 year. It should be noted however, that by following the waste management hierarchy where the reduction of waste is prioritised over recycling the university has achieved a 41% reduction in overall tonnes of waste produced per annum since 2016.

Recycling rates have seen a small decrease down to 40% due to issues with our previous service provider, before a complicated handover period to our new provider. The University continues to monitor and work in conjunction with our contracted service provider to improve the recycling rate across campus whilst reducing the volume of waste produced.

We have a recycling rate target of 75% of all waste being recycled by 2026 and believe this is achievable with a new Waste Strategy and Waste Management Policy that is currently under review for publication.

London Met joins the THE Impact Rankings

- The Times Higher Education (THE) Impact Rankings are global performance tables that assess universities against the 17 United Nations' Sustainable Development Goals (SDGs).
- In accordance with the SDG's, THE Impact Ranking uses carefully calibrated indicators to provide comprehensive and balanced comparisons across four broad areas of impact: research, stewardship, outreach and teaching.
- A survey by THE found that students now consider sustainability performance to be more important than location when considering which university to attend. THE Impact Rankings is the only international league table supported by the UCAS website.
- Following approval from the Vice Chancellor and the Carbon Environmental Management Group in November 2023, London Met will be participating in the 2024 Impact Rankings with our top scoring 8 SDG's.
- In 2023 THE Impact Rankings included 1,705 universities from 115 countries/ regions within the overall rankings.
- The internal working group conducted an initial review of the metrics and found that London Met is already making good progress in 8 of the 17 SDG's and will be submitting evidence to these 8 in 2024.
- Submission of the data will be finalised in September 2024 with results and the league table published in May 2025.



The University's current waste initiatives:

- A new reporting and analytics platform
- 'Vegware' waste stream for recycling of hot food containers from University catering outlets
- Waste paper disposed of through our mixed recycling stream being recycled into second-life paper
- Coffee ground waste being separated from food waste and offered to students for re-use such as home fertiliser or beauty products
- Return of crockery and cutlery to our main catering outlet reducing staff and student reliance on use of takeaway containers

2.3.4 Food

The University has been working with the catering contractor, BaxtorStorey, who have undertaken a number of sustainability initiatives including:

- Introduction of Meat Free Mondays
- Increased range of vegan and vegetarian products
- Use of 'Vegware' for items such as food containers and coffee cup lids
- Re-usable cup discount
- Food waste recycling

2.3.5 Biodiversity

Peregrine falcons returned to the Tower Building during March 2024 and successfully nested, laying eggs from which two chicks have hatched. The chicks can be seen thriving in their nest via the University's Falcon Cam available to stream from the University's website. Maintenance of the pond situated in the inner courtyard at the Holloway campus continues, with a family of ducklings having been born this spring.

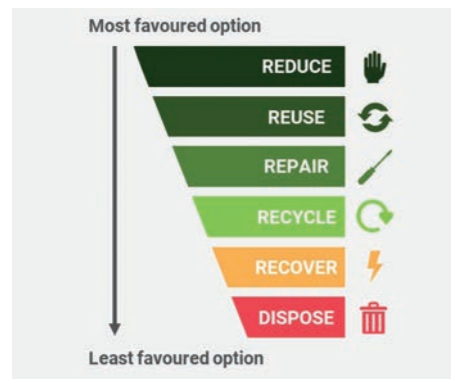
The Estates Department along with our facilities service provider have introduced upgrades to the rooftop gardens. The upgrades have allowed the gardens to be safely re-opened over summer 2023 with events planned for new students joining the university in September. The spaces will continue to be available for the return of gardening clubs, seminars and wellbeing sessions over the coming years.

2.3.6 Awareness and Measurement

The University is preparing to join the 'Times Higher Education (THE) Impact Rankings' in the summer of 2024. This is a world-wide externally measured impact ranking scheme based on the UN's Sustainable Development Goals. Early indications are that the University should place mid-table for HEIs with scope for achievable improvement in the following year.

The Green Impact scheme continues to run; over the past 7 years we have implemented over 2,138 positive actions in offices and at home and trained 47 students as auditors in accordance with IEMA standards. The University continues to be an active participant of the Islington Council Net Zero Carbon Steering Group. Meetings are attended by a combination of Sustainability Manager and Head of Estates Operations in order to explore opportunities for working together to reduce borough-wide emissions. An example of this is the proposed Liveable London Neighbourhood Proposal for the Arsenal area of Islington, which the University's Director of Estates has been fully engaged with alongside Arsenal F.C. and Islington Council. If successful it would see heating for the whole neighbourhood derived from waste heat from the tube system, traffic-calmed roads, retro-insulated housing, increased EV charging points and green corridors established.

Fig.3 – Hierarchy of University Waste Management Options



Nesting peregrine falcon on the Tower Building via 'Falcon Cam' live stream



3.0 Financial Report

There has been a continuation of tight control over costs throughout the second year of the strategy with systemic monitoring and reporting in place, culminating in regular reporting of financial performance across the programme and individual projects to the ESSG. (see Section 5.0 Governance).

3.1 In-year expenditure

Against a total Estates-related capital budget of £34m the forecast expenditure for this year has been managed down to £18.8m to sit within revised financial targets. The reduction in spend is predominantly as a result of managed deferral of projects to later years in the programme.

3.2 Total programme cost estimates

The estimate of total programme costs (excluding allowances for future inflation) has risen through the year by £17.4m. This has been mostly through increased costs related to inflation and increased logistical costs related to mitigating the loss of teaching spaces through construction periods. Considerable efforts have been made in re-planning the sequence of projects over the programme period so that expenditure can continue to be met by the diminished surpluses and cash reserves, ensuring that borrowing is avoided.

The total estimated costs currently sit above forecast levels of available cash by a range of £40 to £60 million for the life of the programme. There are many variables affecting the levels of available cash and construction costs, each of which is difficult to quantify with certainty at such an early stage in the programme. The University's current ten-year financial plan supports the proposed expenditure levels for the next 3 years. It was agreed at ESSG that a watching brief would be taken on costs, available cash and commitments as a standing agenda item and at approval of each new project. A range of options for narrowing the 'affordability gap' have been identified for consideration at each review point which includes sourcing further grant funding, extending the overall programme, omitting projects and generating additional capital receipts. See Appendix D.

3.3 Proposed Capital Budget FY 24–25

The following proposed capital expenditure for FY24–25 against the Estates Strategy was approved at the ESSG on 7th May 2024. The total of £42.4m is broken down into the following key budget streams:

Budget Stream	Budget Allowance
Estates Capital Reactive	£2.7m
Estates Backlog – legal requirements	£1.94m
Estates Long Term Maintenance	£1.85m
Estates Reconfiguration	£35.9m
Total	£42.4m

These funds will be used to improve fire safety, progress improvements in security, water and electrical systems, replace two roofs and three lifts, complete the Heart of the Campus project, substantially progress the AAD Relocation project, progress the Tower Cladding Repairs and Window Replacement project, Energy Node 1, commence creation of the SCDM School Centre and begin the design of the New Temporary Courtyard Teaching Building.

A full breakdown of the project expenditure contained within the proposed Estates capital budget for FY 24–25 is included in Appendix E.

4.0 Forward Look

4.1 Project Sequencing

Fluctuations in student numbers alongside the University's evolving ten-year plan and financial forecast has required the sequence of projects and their associated KPI targets to be revised and approved three times in this year. Slowing the number of projects and their rate of progress in the earlier years will ensure that expenditure does not outstrip the forecast of available funding and that borrowing will not be required.

Appendix A contains a PERT (Program Evaluation Review Technique) chart demonstrating each of the main projects, their construction delivery periods and the complex interdependencies between each. Managing project inter-dependencies and their consequent disruption on University activities are critical determinants in the successful delivery of the Estates Strategy programme.

The currently approved project sequence ensures that the following thematic benefits are achieved in the timescales shown in the table below:

Project Category	Core Benefit	January Programme Completion Date	April Programme Completion Date
Staff and Student Experience (Heart of the Campus project)	Experience, recruitment, supporting our city	2025	2025
School Centres	Learning Communities, improved retention and educational outcomes	Five schools complete by 2028. SSSP completes by 2028	Six School Centres complete by 2028
General Teaching	Core teaching delivery, student number growth	Iterative delivery throughout until 2033	Iterative delivery throughout until 2033
Student Support	Enhanced learning and pastoral support	Completes by 2031	Completes by 2032
Core infrastructure	Addresses high risk compliance issues, increases site capacity, Carbon Net Zero	Completes by 2028	Completes by 2029
General infrastructure improvements	Provides PSD facilities, upgrades building envelopes and local infrastructure	Delivered via main and stand-alone projects throughout to 2033	Delivered via main and stand-alone projects throughout to 2033

5.0 Governance

The robust system of governance that was established in year 1 (as shown in the organisational structure in Appendix F) has continued to be implemented throughout this year with five Estates Strategy Steering Group meetings being successfully held and decisions being made in a timely way.

5.1 Internal Audit

Governance of the Estates Strategy was subject to an internal audit by Deloitte with the final report approved by the Audit and Risk Committee (ARC) on 21/02/2024.

A level of moderate assurance was given with two 'Priority 2' recommendations and two 'Priority 3' recommendations. The deliverables from all recommended tasks have been submitted and accepted by Deloitte within the timescales agreed by ARC. A copy of the Deloitte audit report is contained in Appendix F.

6.0 Resources

6.1 Internal Resources

There are currently sufficient internal resources in place to deliver the next year's projects (an organogram is included in Appendix G). There has been considerable churn in the internal project team owing to a combination of the volatility of the project management recruitment market, rapidly rising salary benchmarks and market-wide skills shortages leading to some appointments that did not make it through the probation process. However, through a combination of substantial appointments, seconded personnel from external partners and interim appointments there is a strong and settled team in place now.

A five-year internal project management resourcing plan has been approved at ESSG and a copy is included at Appendix I.

Delivering an Estates Strategy is a whole department activity and there are remaining concerns around the strength and quantity of resource in other teams with an uncomfortably high number of single points of failure. Departmental payroll savings targets increase the level of management challenge but these wider resource concerns will be addressed in the next financial year, potentially through a partial reorganisation.

6.2 External Resources

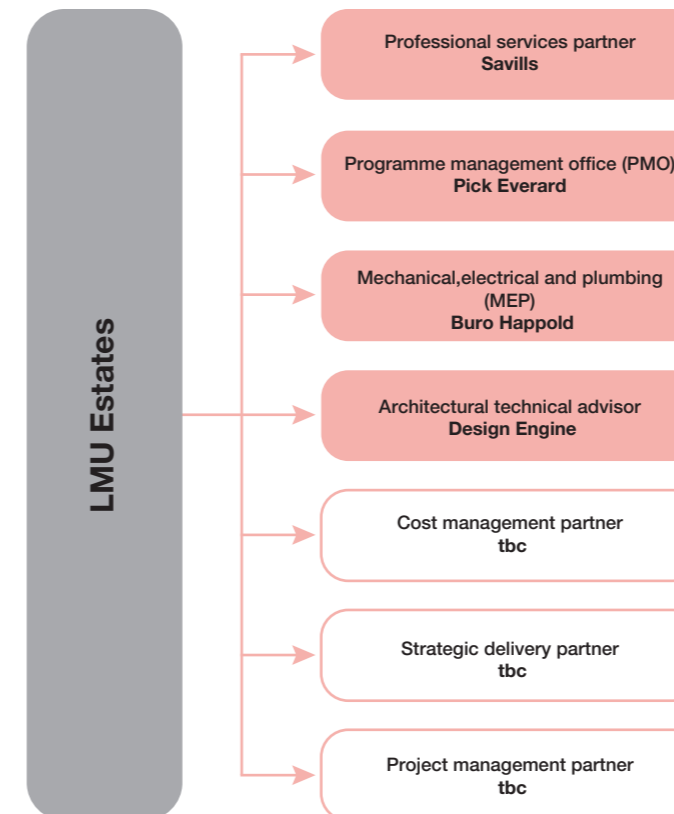
Satisfactory progress has been made in the appointment of external project teams on the consulting, construction and supply side. Appendix J identifies the main design team appointments across the major projects. Key appointments have been made to the significant external partnering roles that help to form the strategic management board as shown in Figure 4 below.

Tender evaluation for the Project Management and Cost management Partners are concluding and appointments will be in place by June 2024. Currently, there are no significant issues with procuring the supply chain and third party performances is being managed to an effective level.

6.3 Strategic Delivery Partner

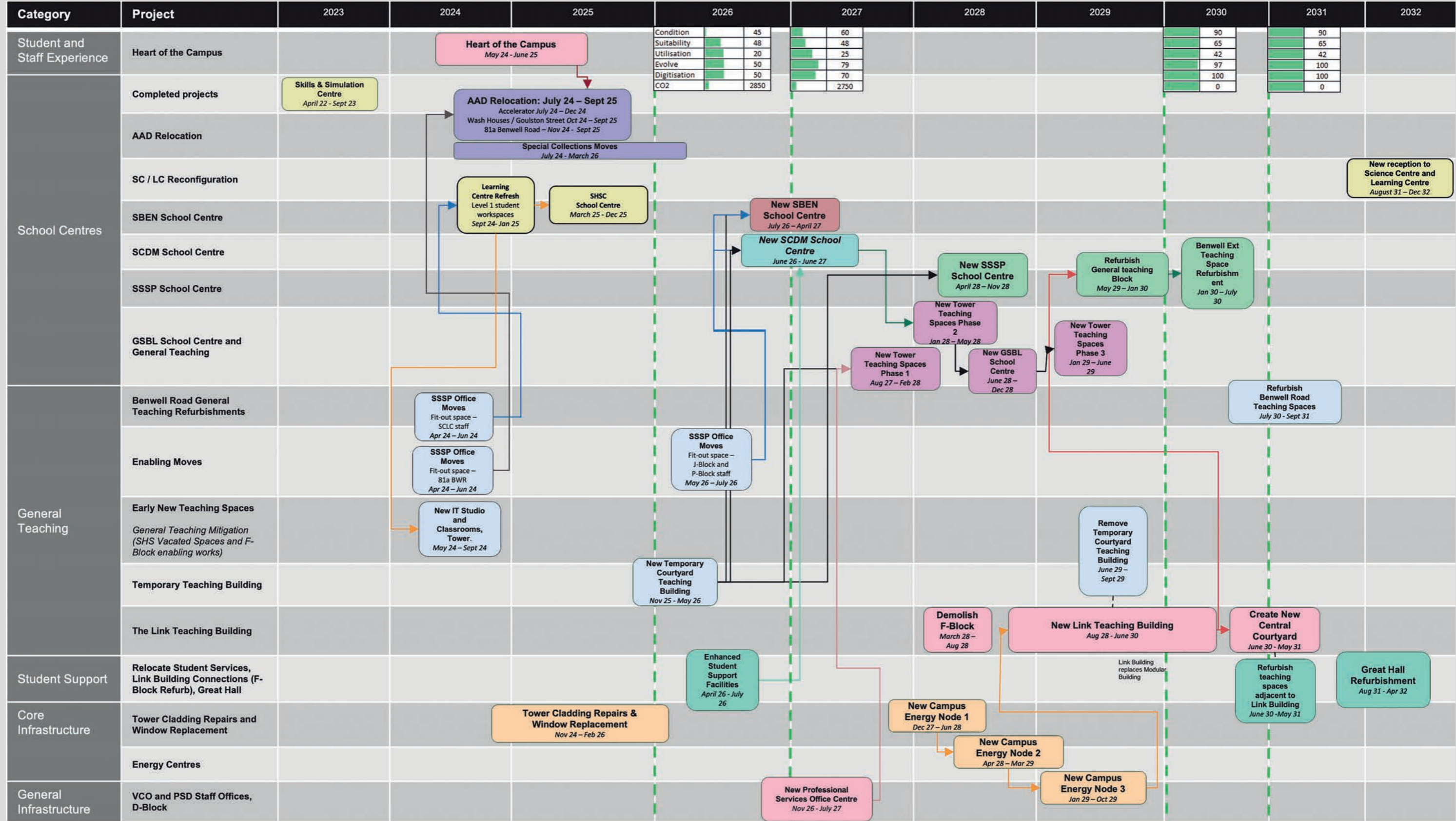
A business case and procurement exercise is currently underway to explore the feasibility of appointing a single delivery contractor for the remainder of the programme and for operation and maintenance of the University's facilities. Early indications, including soft market testing, are that this approach should improve health and safety coordination, project dependency management, reduce disruption to the University and provide some capital cost savings. It is expected that a recommendation to proceed and/ or appoint will be brought forward in March 2025.

Estates Strategy Strategic Management Board



7.0 Appendices

7.1 Appendix A – PERT Analysis



7.2 Appendix B – Summary chart of approved projects progress

Project Name	Cost	Programme	Scope
Tower Cladding Repairs and Window Replacement	£1.7M	4 months	Previous PM performance and subsequent resource turnover. Mitigation plan being developed for costs with high degree of confidence (£13.1M). Programme delay mitigation plans being developed. (Jan 26)
Heating & Cooling		4 months	Previous PM performance and subsequent resource turnover. Unlikely to recover lost time on phase 1 (Oct 25) but subsequent phases should be unaffected.
AAD Relocation Programme			Overall AAD programme is within budget and on time. There are risks in the individual workstreams which do not affect critical path.
81A Benwell Road Decant (AAD)			
SCDM Holloway Relocation (AAD)	unquantified	1 month	Previously unforeseen infrastructure issues require a layout redesign. One month delay is unlikely to be recoverable.
Accelerator (AAD)			Stage 3 pack has been developed and signed off by the stakeholders, to allow progression to tender.
Goulston street and Washhouses (AAD)			
Wash Houses – Collections Relocation (AAD)			
Heart of The Campus		3 months	Programme is highlighted as amber linked to concerns over TFL and Planning application requirements impacting exteriors programme, as communications and returns from the statutory bodies have taken 1 month longer than anticipated to date, and consultation is not yet complete (Jul 25.) NB first phase (first floor) still completes by Sept 24.
Classroom Capture Phase 2			Programme of works completed.
Backlog Legal – Heating System			Main works are complete with new boilers in place.
LTM Energy Saving			Overall programme is green and works well advanced on some projects. A review is being undertaken for an element of the Metering project, as this may require building shutdowns to facilitate the works and it needs to be confirmed these can be accommodated this year. If the power shutdown can't be managed over the summer, the remaining element will have to be completed over the Christmas closure period.
Backlog Legal – Electrical			Main elements of works completed over the Easter period successfully, following a well-planned significant electrical shut down.
Backlog Legal – Data Network			
SHS Nursing			Works complete.
LC/SC Phase 2		6 months	Project progress has slowed due to resource turnover and financial slow down. Academic offices unaffected. Dietetics and forensics to be delivered first by July 2025.
Building Fabric		5 months	The lift projects have been notified of potential significant delay due to supply chain issues (May 25.)
Fire alarm replacement			
Security Systems replacement			
Total projects with RAG	13	6	0

7.3 Appendix C: KPI Performance and currently approved targets

KPI Performance and currently approved targets

Key performance indicators												
1 – Building Condition	21/22	22/23	23/24 score	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Percentage of university estate in HEFCE Category B or above (Target 90%)	45	45	36	36	45	45	60	60	60	60	90	90
2 – Functional Suitability	21/22	22/23	23/24 score	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Percentage of university estate in Band 1 (Target 65%)	36.4	38	48	48	48	48	48	48	55	60	65	65
3 – Utilisation	21/22	22/23	23/24 score	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Utilisation rate of 42 across all teaching spaces	13.3	15	18.9	15	17	20	25	30	38	38	42	42
Supporting the Evolving University	21/22	22/23	23/24 score	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
4 – Create school centres (percentage completion)	15	15	15	18	30	30	70	90	100	100	100	100
5 – Reconfigure and refresh general teaching spaces	0	15	40	20	40	45	55	65	85	90	90	100
6 – Establish teaching space for Nursing and SBEN (percentage completion)	0	0	50	50	50	50	100	100	100	100	100	100
7 – Reconfigure learning centres and libraries (percentage completion)	0	0	0	0	30	50	80	90	90	90	90	100
8 – Improve wayfinding (percentage completion)	0	10	10	10	10	20	45	60	80	90	100	100
9 – Create a new entrance (percentage completion)	0	0	0	0	100	100	100	100	100	100	100	100
10 – Create a heart of the campus (percentage completion)	0	20	0	30	70	70	85	95	95	95	95	100
11 – Create new hybrid working hubs for the professional services offices (percentage completion)	30	35	35	35	35	35	100	100	100	100	100	100
Digital Campus	21/22	22/23	23/24 score	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
12 – % of control systems linked to digital sensors	10	25	22	30	40	50	70	80	90	90	100	100
Carbon Reduction	21/22	22/23	23/24 score (22/23 EMR)	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
13 – Corporate strategy targets – reducing carbon emissions (kg Co2) per sqm of built estate	41	40	34.01	39	38.11	Beyond life of current strategy						
14 – Carbon Net Zero – total scope 1 and scope 2 emissions measured in carbon tonnes	3200	3100	2830	3000	2900	2850	2750	1900	1100	800	0	

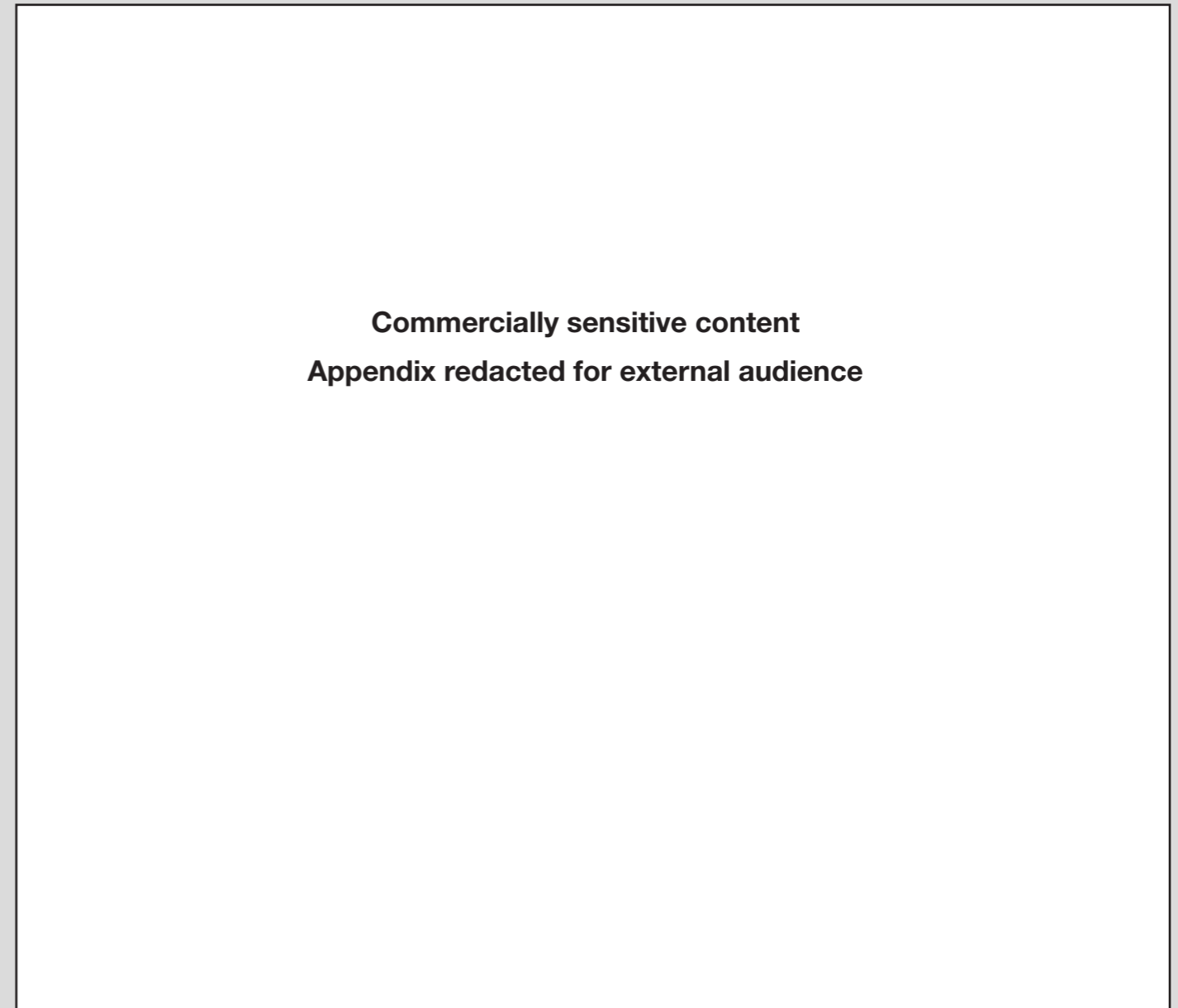
On or above target

Within 5%

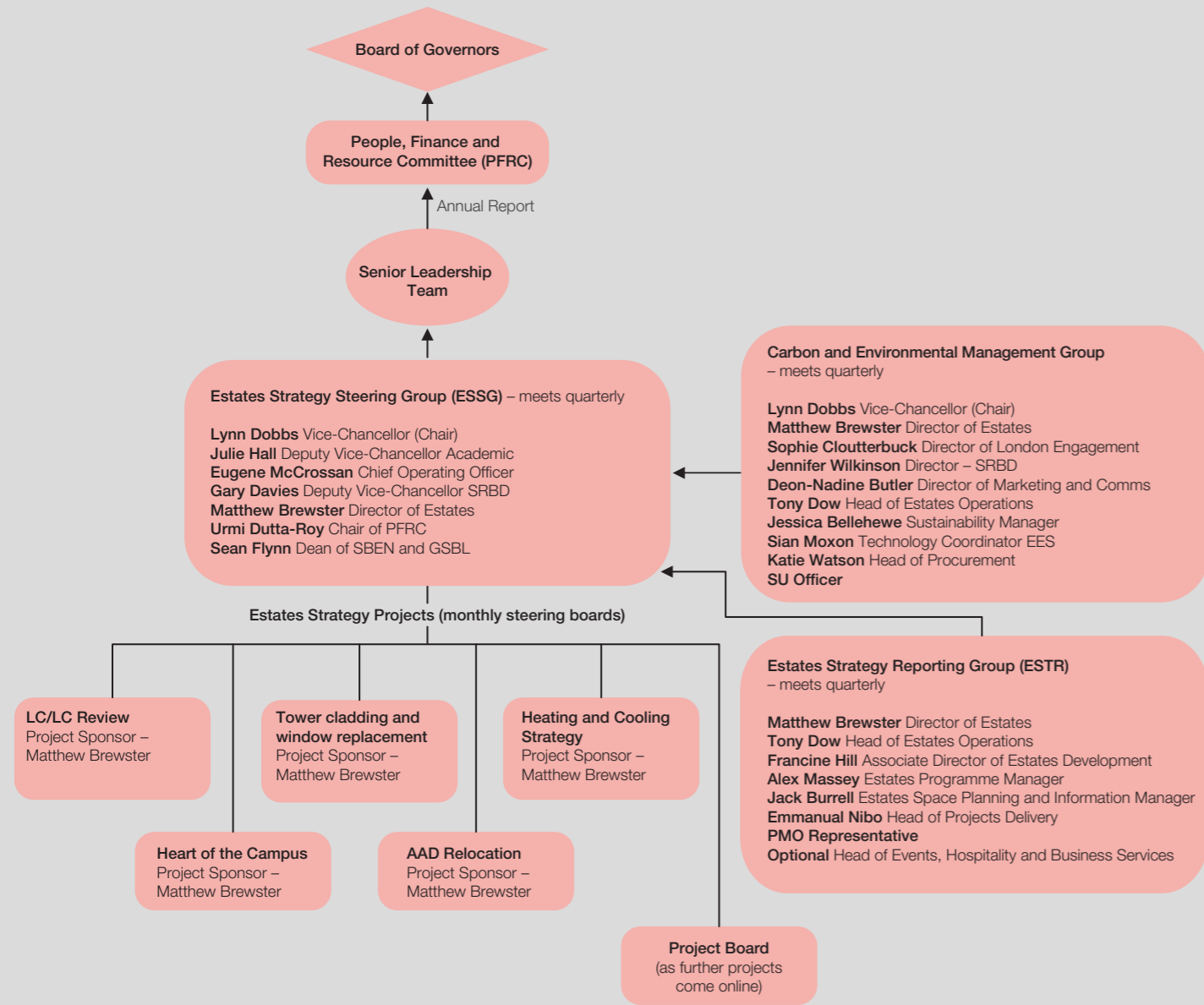
< 50%

Reforecast increase in year in green text
 Reforecast decrease in year in red text

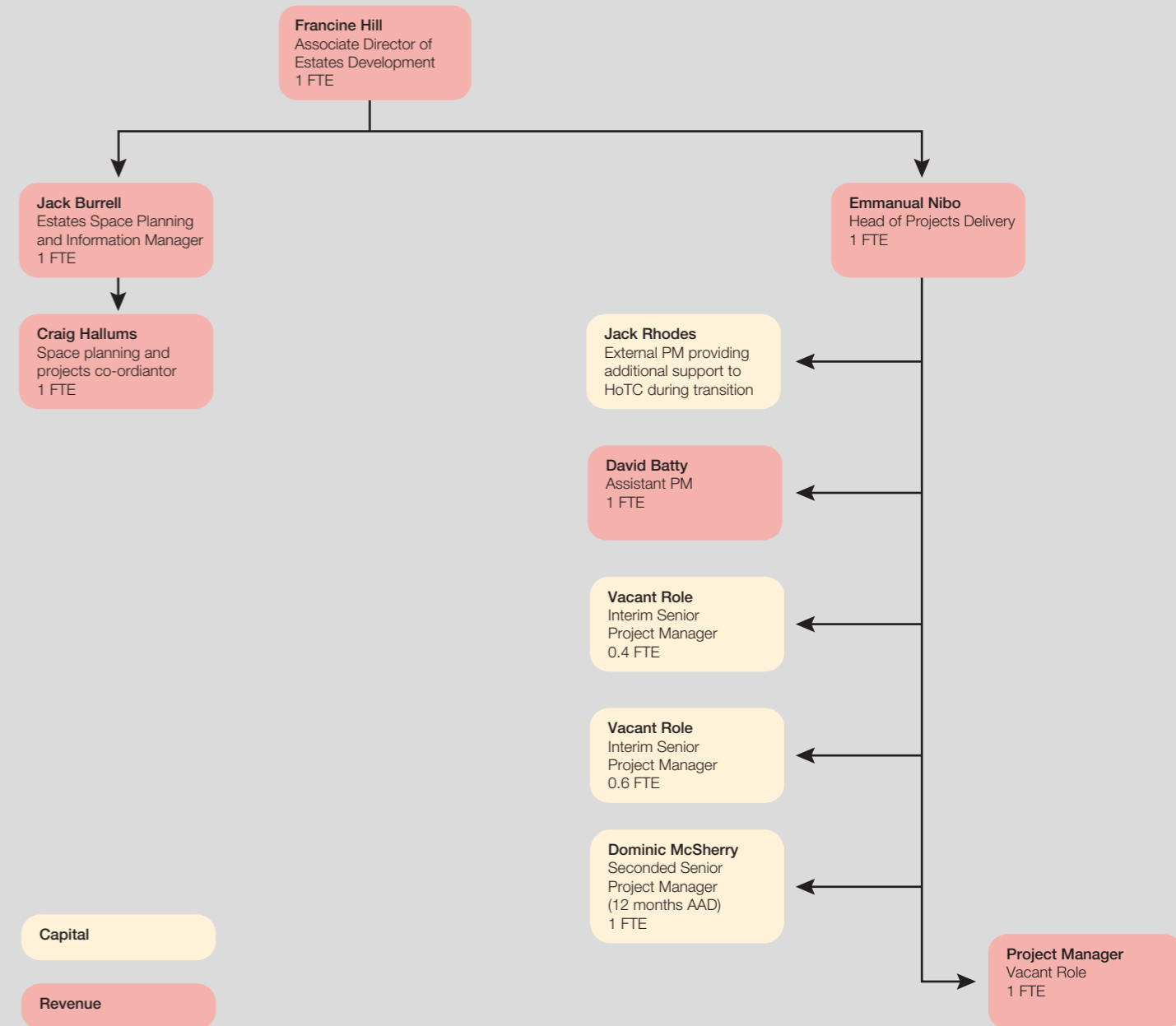
Addressing financial targets – options	
Option 1	Baseline: Reschedule projects to achieve short term targets with no fundamental changes in scope, secure grant funding and manage inflation on a year-by-year basis
Option 2	Extend the programme by a further three years to 2035
Option 3	Cut the programme: – Omit Link Building – Omit Great Hall Refurbishment – Omit Refurbish Teaching Spaces adjacent to Link Building – Omit New Reception to Science Centre and Learning Centre
Option 4	Generate capital: Redevelop Science Centre and Learning Centre to 12 to 15 storey mixed use development



7.6 Appendix F – Estates Strategy Governance Organogram



7.7 Appendix G – Internal project management resource organogram



Final internal audit report

Estates Capital Projects
February 2024





Available on request. Please contact BusinessServices@londonmet.ac.uk

Commercially sensitive content
Appendix redacted for external audience

7.10 Appendix J – Framework Appointments Summary

Project Name	Project Manager	Architect	Cost Manager	Structural Engineer	MEP Engineer
Tower Cladding Repairs & Window Replacement	McBains	Stride Treglown	Rider Levett Bucknall	Buro Happold	N/A
Heart of the Campus	McBains	Stride Treglown	McBains	AECOM	AECOM
AAD Relocation Programme	Gardiner & Theobald	MCW Architects	Avison Young	AECOM	CPW
81A Benwell Road Decant	N/A	N/A	N/A	N/A	N/A
Goulston Street Infrastructure	N/A	N/A	TBC	TBC	TBC
Wash Houses Collections Relocation	N/A	N/A	N/A	N/A	N/A
Heating & Cooling	Ridge & Partners	N/A	Ridge & Partners	McBains	McBains
SCDM School Centres	AtkinsRealis	Design Engine	WH Stephens	Pick Everard	Pick Everard
SC/LC Reconfiguration (Phase 1)	Artelia UK	Stride Treglown	Gardiner & Theobald	AECOM	AECOM
SC/LC Reconfiguration (Phase 2)	Artelia UK	Stride Treglown	Gardiner & Theobald	AECOM	AECOM
Fire Alarm Replacement	TBC	TBC	TBC	TBC	Buro Happold – TBC
Classroom Capture Phase 2	McBains	N/A	McBains	N/A	N/A
Security Controls Systems	TBC	TBC	TBC	TBC	TBC



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