



SEEDA Annual Report (No. 5)

August 2009

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1. Executive Summary

The Universities at Medway is comprised of Canterbury Christ Church University, the University of Greenwich, the University of Kent and Mid Kent College, all located on the conjoint campus in Chatham Maritime. The campus has a student population of 5,626 fulltime equivalents, which are supported by 513 academic, administrative, technical and other support staff.

All funding milestones related to the Campus were met by September 2006, two years ahead of schedule. The only target remaining is in relation to the student numbers that need to be achieved by 2012/13. Judging by the rate of growth to date, the 2012/13 target of 6,352 student FTEs is likely to be met by the 2009/10 academic session, three years ahead of schedule.

The format of this annual report to SEEDA had been changed to reflect the maturation of the campus and provide an insight into the students and staff on campus, alongside the wider community engagement and activities that are undertaken. Dispersed throughout the report are brief testimonies from staff and students about their experiences of working and studying at the Medway campus. In addition to members of staff we have selected students from the three age categories, namely 18-24 years, 25-39 years and age over 40 years, to illustrate the breadth and diversity of the student body at the Campus.

What our students have to say

Ages 18-24

I have had a really good time studying at Medway and I've made some good friends. I've learned a lot of valuable skills and research techniques, which will be very useful in my future career. I really want to become a games programmer or IT analyst.

You have to work very hard at university, but it is also very rewarding, providing you have done your research and selected the best course for what you want to study.

Nirav Shah (23)

Entertainment Systems Software Engineering, University of Greenwich

The Medway campus is quite small compared to others, which means that it's impossible to get lost and has a really friendly atmosphere. The fact that the campus isn't too big also means that class sizes are smaller, so we get to know our tutors pretty well and have more one-to-one support.

Medway is a shared university campus and we all mix together at our student bar, with themed nights being held on Wednesdays after the sports matches. Sports teams are mixed between the three universities and each year we have a Varsity, where we play the sports teams from the other campuses – this is definitely one of my favourite events of the year. Our campus also has a wide range of clubs and societies to try out.

I'm ever so happy at Medway. The campus is great, the facilities are excellent and the people I've met are amazing. Medway was the perfect option for me. The Business IT course was appealing to me due to its blend of subjects, and I especially liked the fact there was the option of doing a year in industry at the end of year two.

Amina Ali (21)

Business IT with a Year in Industry, University of Kent

I enjoy studying and working on placements in the Medway area, as this is the area in which I grew up. It feels like paying something back to the area for making me the way I am today. Without the Medway campus, I would have struggled to cope with university life, on financial grounds. It is helping to build the economy and bring more skilled workers into the area, while helping people to achieve higher levels of education and a better quality of life.

The campus is also helping to bring nurses and healthcare professionals into the area to manage the ageing population and to uphold the health and social needs of the community.

Angela Sheehan (19)

Adult Nursing, Canterbury Christ Church University

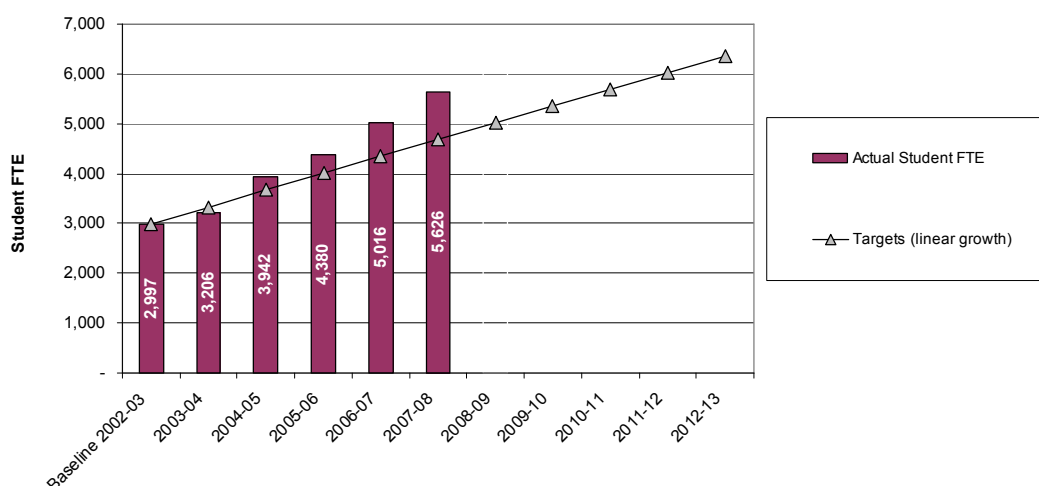
2. Student Profile on Campus

2.1 Student FTE outputs

The SEEDA target requires that “an additional 3,355 FTE students shall be registered for the programmes of HE and FE study at the Universities’ Campus in the academic year of the Final Monitoring Date (31 March 2013) in addition to the baseline number of Existing Campus Students.” As of the data from 2007/08 we are exceeding the SEEDA year on year target, and should reach the final target of 6,352 three years ahead of schedule.

	Baseline 2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Total	2,997	3,206	3,942	4,380	5,016	5,626					6,352
Targets (Linear growth)	2,997	3,333	3,668	4,004	4,339	4,675	5,010	5,346	5,681	6,017	6,352

Year 5: Academic Year 2007-08

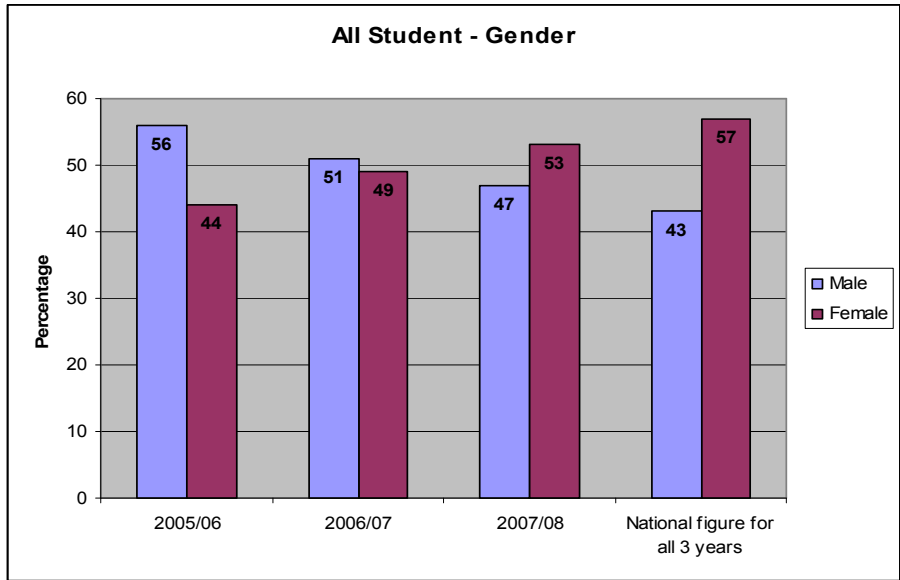


(2007-08 figures based on 2007 HESA return)

Further data has been collated to illustrate the student profile on the Medway campus and aspects that have changed over a three year period from 2005/06 to 2007/08 relating to gender, age on entry, ethnicity and neighbourhood participation.

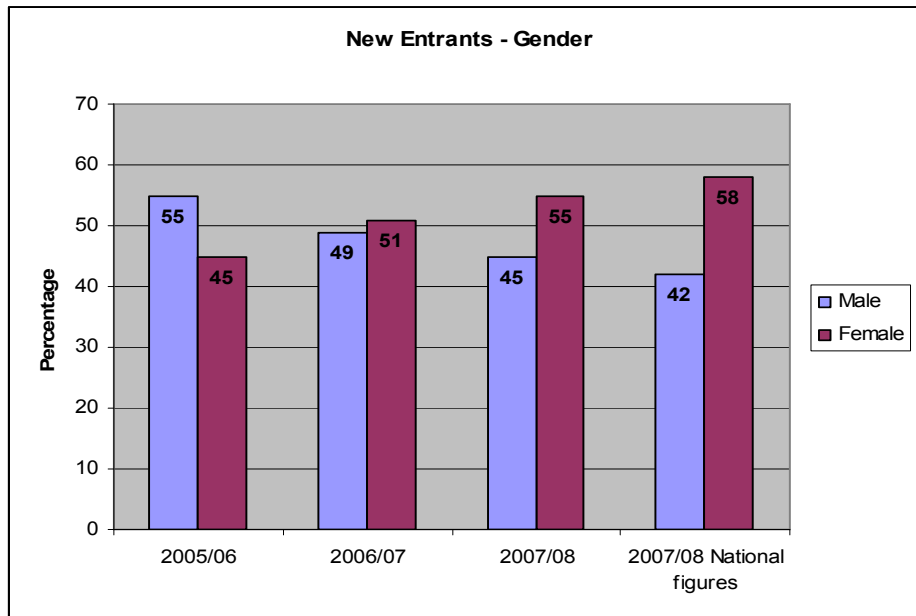
STATUS: Student FTE numbers are two years ahead of target

2.2 Gender: The gender balance has seen a reversal from a male majority (56:44) in 2005/06 to a female majority (47:53) by 2007/08. This can be attributed to the presence of Canterbury Christ Church University provision on the campus which has a focus on education and health & social care curriculum provision which attracts a predominantly female student base. The Campus gender balance is developing more in line with the national balance, which has been constant at around 57% female to 43% male from 2005/06 through to 2007/08.



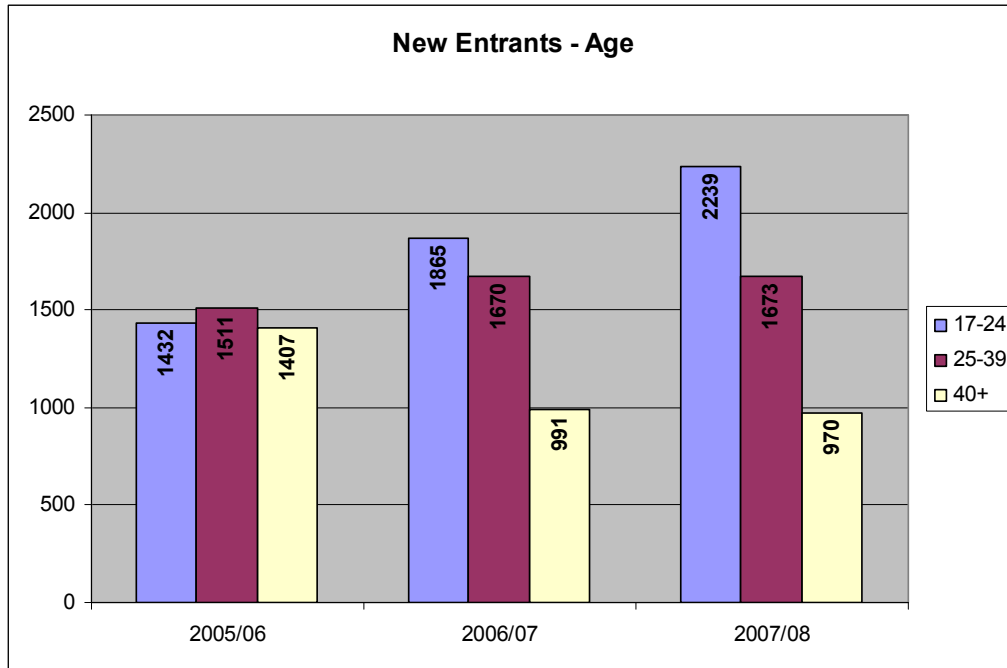
(figures based on headcount not FTE)

There is an even more noticeable reversal between the male:female ratio of new entrants over the same three year period. Again, these figures show that the campus is coming into line with the national picture, which for new entrants was 55% to 45% male majority in 2005/06 and 55% to 45% female majority in 2007/08.



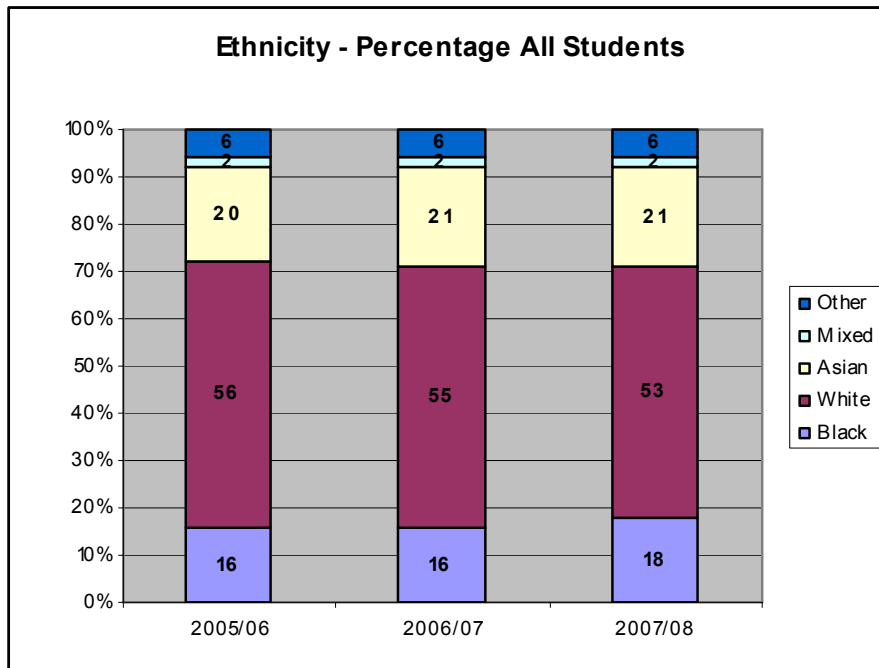
(figures based on headcount not FTE)

2.3 Age of Entry: The age profile for new entrants between 2005/06 and 2007/08 has seen a noticeable increase in the 17-24 age range (1,432 to 2,239). The 25-39 range has remained fairly static, whilst the 40+ range has significantly reduced (1,407 to 970).



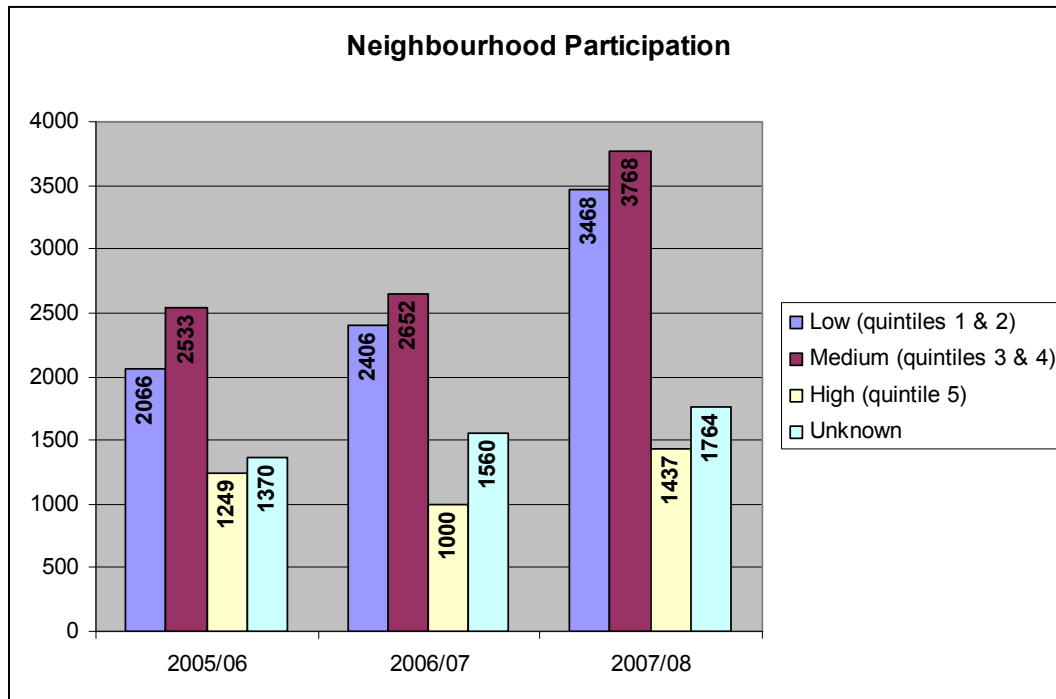
(figures based on headcount not FTE)

2.4 Ethnicity: The ethnicity profile of students on the Medway campus between 2005/06 and 2007/08 has remained relatively static with a slight increase in the proportion of Black, Asian and Mixed students, whilst the proportion of white students has slightly decreased.



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2.5 Medway Students Neighbourhood Participation in HE: Between 2005/06 and 2007/08 the number of students on the Medway campus coming from postcodes within the lowest Young Participation Rates (quintiles 1 and 2) has risen significantly from 2,066 to 3,468 (33%) in 2007/08.



(figures based on headcount not FTE)

What our students have to say

Ages 25 to 39

Medway is a fantastic place to work and to live, as there are so many opportunities in and around the university. If you are looking for a part time job, or want to join a club or society, there are plenty to choose from.

The School of Pharmacy is very special. The teaching is very good and has an emphasis on the practical aspects of pharmacy, so that it is easy to apply acquired skills in community and hospital pharmacy, and in industry. When you enter the School of Pharmacy there is a welcoming atmosphere and the receptionists make you feel at home and will endeavour to answer every inquiry. The academic support that you receive from the head of school and from every individual tutor is excellent. Their door is always open to every student to provide help and support whether you are a mature student who has been away from education for a while, or a student who has just left school. There is also an amazing library with an excellent selection of books.

Gebru Bayeh (32)

Pharmacy (MPharm degree), University of Greenwich and Kent

I'd been looking for a degree course for dental hygienists for some time. The BSc in Primary Dental Care was the very first to become available so I just had to be on it. The location is fantastic, too – it's so easy to get to, with good road and train links. The whole campus feels very clean, light and airy. The Drill Hall Library is huge, with designated areas for study and lots of computers, too.

I like the diversity of my class. There are people of all ages and from different backgrounds. It's a small group, so we are getting to know each other well. We already have such a wealth of experience and are learning from each others' experiences and past knowledge. Our tutors realise that as most of us have been out of education for some time, we need a little extra encouragement in the first year in order to develop our independent study skills.

Jacqueline Mcleod (39)

Primary Dental Care, University of Kent

Having a local university that offered the course I wished to undertake was of huge benefit to me. I am a single parent with little childcare support, so travelling further afield was never an option. Canterbury Christ Church is ideally located both for Medway residents and for those willing to travel, as it is easily accessible via nearby motorways. Having three universities here provides great opportunities which may otherwise not be an option for people such as myself. The University is based in a modern building with excellent resources, and is an ideal learning environment for the students.

Julie Setters (34)

Diploma in Operating Department Practice, Canterbury Christ Church University

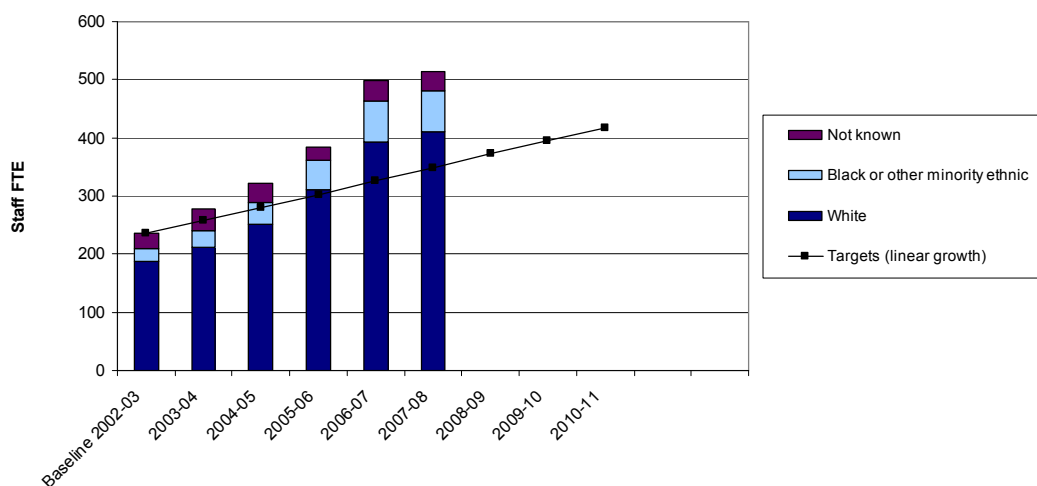
3. Staff Profile on Campus

3.1 Job/Staffing FTE outputs

The SEEDA target requires that “an additional 182.4 FT or FTE equivalent jobs shall be created directly from the Project from 1 August 2003 to the academic year 2010-2011 in addition to the number of existing jobs on the Universities’ Campus for the academic year 2002-2003.” As of the data from 2007/08 we are exceeding the SEEDA year on year target, and met the final target of 471 in 2006/07, four years ahead of schedule.

	Baseline 2002-03	2003 -04	2004- 05	2005- 06	2006- 07	2007- 08	2008- 09	2009- 10	2010- 11
White	188	211	252	312	392	410			
Black or other minority ethnic	22	29	37	50	71	72			
Not known	25	38	32	21	36	31			
Total	235	277	321	383	499	513			
Target (linear growth)	235	258	280	303	326	349	372	394	417

Year 5: Academic Year 2007-08



STATUS: Staff FTE numbers are four years ahead of target

What our students have to say

Ages 40 and over

I currently work four days a week as an HLTA in a local primary school and upon completing the course I hope to secure a job as a primary school teacher.

This course at the Medway campus has enabled me to finish my degree whilst gaining the QTS standard. It would have been incredibly complicated to have carried out this course at Canterbury itself and it is unlikely that I would have chosen this as an option. I would probably have looked to complete the degree through an alternative route.

Within my cohort, students come from all directions to Medway. For me it's a 45 minute drive each way but the facilities at the university, including parking, make it worthwhile.

Catherine Spoor (40)

Primary Education Progression Route (PEPR), Canterbury Christ Church University

My years as a former professional racing cyclist led me to take up coaching. I chose to study Sports Science because I thought it would make an interesting change to actually know what I was talking about!

I plan to use my degree to advise cycling and triathlon coaches, but I also just wanted to study for the sake of doing it. The time at the Medway campus has flown by so fast. The experience has been wonderful and I am now hooked on studying.

Geoff Wiles (65)

Sports Science, University of Greenwich

Having a local campus at Medway is invaluable for me. The degree course is very flexible and allows me to fit my studying around family life.

Music has been my hobby and I was thrilled to find out I could actually take this interest further by doing a degree. The mix of subjects that Music Technology offers couldn't be better.

The other new passion I have in life is for teaching, and if I do well enough I would love to study for a Masters and then teach the subject. But I'm keeping an open mind – who knows where this new career will lead?

My more immediate goals are to improve as a musician, learn as much as I can from staff and students here, and even make some contacts in the recording industry.

Andrew Holdsworth (43)

Music Technology, University of Kent

4. Wider Community Engagement

Each of the constituent institutions has continued to undertake substantial outreach work into local schools, businesses and voluntary associations, both in terms of community relations and in academic-related collaboration.

In addition, each of the institutions, individually and collectively, have held a series of events - such as public lectures, open days and summer university courses - in which the local community can participate. The universities have also staged local government and NHS Primary Care Trust related conferences and events, and lectures in association with industry and professional bodies (for example, the Institution of Civil Engineers and the Royal Society of Chemistry). The universities have, between them, continued to stage a series of public lectures and seminars on a vast range of topics of common interest, including crime and justice, climate change, sports, health and historical themes. Students have been involved in volunteering in the community, for example, the University of Greenwich students work with Kent Wildlife Trust.

All the institutions value their links with the community and, through their series of activities, the universities aim to continue to play a major educational, economic and cultural role, throughout the local area, sub region and beyond.

4.1 Public Lectures and Conferences

All of the partner institutions at Medway have a programme of public lectures, which are a key link between the academic and local communities. This is exemplified in, for instance, Kent's criminal justice seminar series, which discusses subjects including disaffection among young people, to knife crime, sentencing and gang culture. The seminars end with question and answer sessions and have witnessed some interesting debates among the audience. Likewise, Greenwich's acclaimed Pembroke Lecture Series, now in their 11th year, comprise five or six lectures per annum, and have attracted over 4,000 attendees since the inception of the initiative. Lectures cover historical, local as well as topical themes.

The inaugural Sky News Bob Friend Memorial Lecture was a truly ground-breaking addition to the lecture programme. The latter, held in association with Sky News, was attended by many members of both the national and regional media, as well as by the academic community and other partners. John Ryley, Head of Sky News, delivered the inaugural lecture, and made the presentation of the first journalism scholarship.

Canterbury Christ Church University has run an extensive series of conferences and public lectures including a Lecture by The Rt Revd Dr Michael Nazir-Ali (Bishop of Rochester) to speak on 'Vision, Values and Virtues: What do we need for communities to flourish.' In addition the University has organised a diverse range of activities ranging from helping school leavers to find out more about careers in the NHS to organising international events such as 'The Pascal Universities Regional Engagement (PURE) project', an international comparative study to learn more about substantive aspects of regional development and the contribution universities can make to these.

4.2 Community Awards and Events

All universities have contributed to an extensive programme in this area. Commitments include a number of sponsorships of community awards – some of these schemes recognise the endeavours and achievements of local businesses, while others reward the unsung heroes of the community, who have performed brave or selfless deeds.

In addition, the Universities collectively, via the Drill Hall Library – the major learning resource centre for all students at the Medway campus – run a public access scheme which provides free access to the library for those resident or working within the Medway Council area. The scheme includes access to more than 100,000 texts and journals available in the library, covering subjects as diverse as business, education, engineering, health, law, pharmacy and science. Computers with online facilities are also available to the public.

The annual Universities at Medway Boat Race, which has been running for three years, is a successful way of bringing the local and the academic communities together. The race, which takes place on the River Medway and finishes at the Esplanade in Rochester, is now a major fixture in the social and sporting calendar in the Medway towns, and is watched by many members of the local community, as well as by university staff, students and their families.

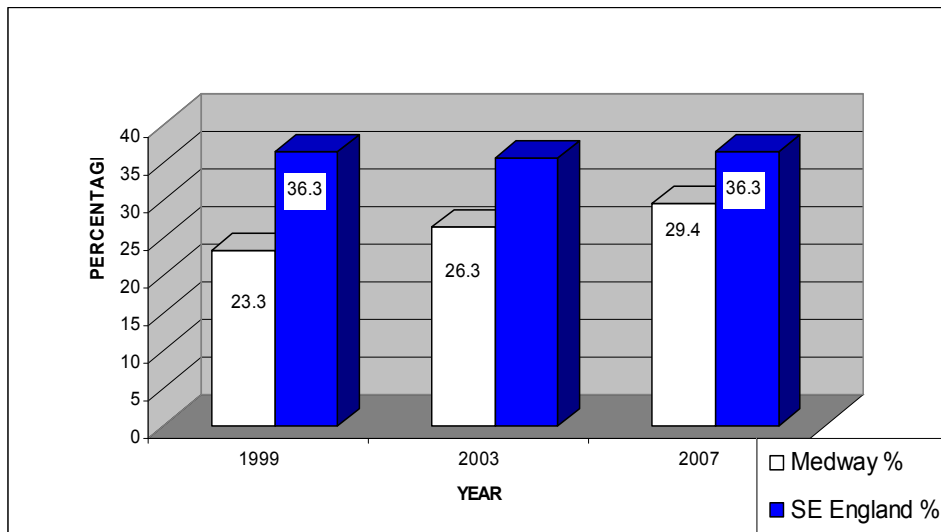
The three universities also use the day of the race to meet members of the public, to discuss and publicise their courses (including part-time and flexible learning options), and to demonstrate their expertise. At the 2009 event, sports science students from across the three institutions held sports massage demonstrations (Kent), lung function tests (Greenwich) and an x-ray quiz (Canterbury Christ Church).

4.3 School Outreach Activities

All partner institutions run an extensive series of activities involving Medway schools and colleges, including taster days and workshops, with the aim of giving school pupils an early taste of university life. Across the Medway Campus, there is also a programme of open days, subject-specific visit days and campus tours. Further details of all activities undertaken in regards to community engagement are detailed in Appendix 1 of the report.

The Drill Hall Library staff also play a key role in this area, carrying out development work and community links with local schools and colleges, and running frequent library tours for local schools.

Evidence suggests that there is an upward trend in the percentage of school leavers from the Medway area that progress onto Higher Education. In 1999 23.3% of Medway students progressed to HE in the UK and this had risen to 29.4% in 2007, in comparison to the national average of 36.3% (see table opposite).



The views of our staff

I first worked for Mid-Kent College as a lecturer and was involved in the original development of the sports degree programme. I sought a more challenging role in the higher education sector, and the opportunity to be involved in the development of a higher education institute in the Medway towns seemed an exciting project. I have worked at the University since 2002.

My role involves planning, preparing and delivering material related to exercise and health topics. I also assess student coursework and examination performance, and more recently I have been involved in research grant applications.

The Medway campus has plenty of teaching space and the facilities are new, which creates a nice physical environment. I think the development of a higher education institute provides a real injection into the local community, and stimulates economic and cultural opportunities. Medway is also ideally situated for excursions to London, the Kent coast and Europe.

Steve Meadows

Lecturer and Personal Tutor, Centre for Sports Studies, University of Kent

I have worked here since summer 2005. Prior to that I was a midwife at Maidstone Hospital. The Medway campus enables us to offer higher education to a wider range of people in our society, especially those who would not traditionally consider a university education. The campus is a great place to work and study, convenient for transport (and shopping!) and fully equipped with all the resources for a first-class education.

Joy Kemp

Senior Lecturer and Programme Director in Midwifery, Canterbury Christ Church University

I came to Medway as a lecturer in nutrition 11 years ago and I still gain great job satisfaction from lecturing and teaching. I am also responsible for overseeing admissions for the School of Science. I oversee UCAS applications and help students find the most appropriate courses for them and their career aspirations during Clearing.

I have seen quite a change in the approach students are taking to their studies during my time with the University. Ten years ago they were very focused on the subject they had selected, whereas now they are keen to enrol on courses which will help them achieve their career goals.

The facilities we have for students at Medway are second to none. More than £50 million has been invested in our campus and we have extensive new laboratories and research facilities. We are very fortunate to be able to offer our students an amazing place to study and interact.

Lucie Pollard

Director of Learning and Quality, School of Science, University of Greenwich

5. Progress Report on the Building and Development aspects of the Medway Campus

5.1 Background

The Universities at Medway Campus at Chatham Maritime continues to evolve both in terms of its structural development, facilities for staff and students and the student body it seeks to attract and serve.

5.2 Milestones in relation to the development and construction aspects of the project

All milestones relating to the development and construction aspects of the project have been met and are detailed in full in Appendix 2 of this document.

5.3 Buildings Update since the Previous Report

The University of Greenwich 144 bed student residential buildings were completed on the D4 site and opened to students in September 2008, complementing the existing Greenwich halls of Wolfe and Merlin.

The University of Kent has worked with a private developer and will open 604 bed student residences at Pier Road, Gillingham in September 2009. Further retail facilities are also planned to be developed on this site by other companies including Tesco, Subway and Dominoes Pizza.

Canterbury Christ Church University are currently investigating options to extend the availability of student accommodation at the Medway campus, this will supplement that currently offered at Cherry Tree Lodge.

Work has completed on the Mid-Kent College site adjacent to the Universities at Medway campus. Staff will be locating there in August 2009 and with students commencing studies in September 2009, thus meeting the target completion date.

5.4 Site Acquisition

The Universities of Greenwich and Kent have signed an Option Agreement with SEEDA for the C4 site, with a view to redeveloping the existing derelict swimming pool and the existing sports hall, and discussions have taken place at a Senior Management level as to the most suitable use of this site and options for its development. This will finally complete acquisitions of existing buildings and sites at the Universities at Medway.

Canterbury Christ Church University have acquired part of the Compass Centre adjacent to Rowan Williams Court and in June 2009 will be opening the newly refurbished facility as Cathedral Court. The new accommodation will comprise seminar, and lecture space, academic offices, a research centre and the Department of Health, Wellbeing and Family.

The University of Kent has acquired a 1.5 acre site adjacent to the Medway campus and is currently exploring expansion into the Historic Dockyard.

5.5 Management Structure

The management structure governing the Universities at Medway continues as previously reported and is overseen by the Campus Management Board and also served by the Campus Operations Committee and the Drill Hall Library Management Board, both of which report directly to the Campus Management Board. Set out below are the terms of reference for each. In addition and the Universities at Medway Students Association (UMSA) have a dotted reporting line into the Campus Management Board.

5.5.1 Campus Management Board

- To manage strategic and operational joint decisions relating to project management and ongoing campus/site developments.
- To manage and monitor joint and campus-wide services.
- To provide a joint management board to which the Campus Operations Committee and Drill Hall Library Management Board report.
- To agree budgets and review cash flow forecasts for joint activities, including all joint buildings on the Medway Campus.
- To meet three times per year (every 4 months), or as required.

5.5.2 Campus Operations Committee

- To be responsible to the Campus Management Board for the effective and efficient operations management of the joint campus buildings and joint campus.
- To monitor and review maintenance and estates services across the campus.
- Identify areas of collaboration to enable improved services or cost effective approach to delivering services.
- To ensure that information is shared between institutions, for example; key events/open days/exams and space management issues.
- To ensure that crisis management and central communications are regularly reviewed and updated.
- To report to the Campus Management Board and advise on operational development plans and improvements, including community relations.
- To meet six times per year (every 2 months), or as required.
- Current issues being addressed by the Operations Committee include transport, recycling policies and community engagement.

5.5.3 Drill Hall Management Board

- To oversee the Learning Resource Centre's implementation of Kent, Greenwich and Canterbury Christ Church University's academic policy, quality assurance , strategic and operation planning and annual reporting;
- To oversee related costs and budgets;
- To agree the appointment of new Learning Resource Centre staff;
- To oversee implementation of agreed policy and practice, together with other significant cross board developments;
- To report decisions to the Campus Management Board;

5.6 Transport and Sustainability

The Universities continue to meet and monitor existing transport planning agreements in line with local 106 agreements and continue to engage with organisations like Chatham Maritime Trust, SEEDA and commercial and residents' groups in Chatham Maritime in

order to address the problems surrounding vehicular and public transport access to the area. Furthermore a car share scheme was launched in June 2009 and from December 2009 the high speed rail link from London will be in operation to the Medway Towns. A Travel Plan is still under development with a collaborative working group consulting as necessary with students, Medway Council and the private sector to investigate sustainable solutions to cover current and future transport needs.

APPENDIX 1 – Community Engagement

Public Lectures and Conferences

Darzi – *A High Quality Workforce*. The Darzi Conference was organised by NHS Medway and Medway NHS Foundation Trust, in partnership with the University of Kent's Centre for Work and Learning.

Sky Bob Friend Memorial Lecture, hosted by the University of Kent's Centre for Journalism, in partnership with Sky News.

Dame Tanni Grey-Thompson Lecture, hosted by Medway Council and the University of Kent's Centre for Sports Studies.

Professor David Harvey Public Lecture – to mark the 25th anniversary of the founding of Chatham Historic Dockyard Trust. Professor Harvey is Distinguished Professor of Anthropology at the Graduate Center of the City University of New York. Event hosted by the University of Kent's School of Social Policy, Sociology and Social Research.

Criminal Justice Seminar Series, run each term by the University of Kent's Crime and Justice Centre at Medway.

Pembroke Lectures hosted by the University of Greenwich. Now in their 11th year, these lectures are on wide-ranging subjects and are all open to the public. Typically, five to six lectures per annum, with 200 attendees at each lecture.

Series of public lectures held by the School of Science, University of Greenwich, with subjects including cancer, climate change, poisons, chemistry and criminology.

The University of Greenwich hosted lectures and events in association with professional bodies such as the Royal Society of Chemistry, the Institution of Mechanical Engineers and the Institution of Civil Engineers.

International Women's Day. Medway Forum hosted by the University of Greenwich.

Midwifery Conference, hosted by Canterbury Christ Church University in association with Medway Primary Care Trust.

Local Government Shared Services Conference, hosted by Canterbury Christ Church University.

Canterbury Christ Church University hosted Medway Council conferences on subjects including transport and staff development.

Residential Property Tribunal Service conference, hosted by Canterbury Christ Church University.

Canterbury Christ Church University staged conferences with the following themes - Writing is Primary; Practice Learning Facilitators Conference; Eastern and Coastal Kent Primary Care Trust.

Community Awards and Events

Pride in Medway Awards. These annual awards run for several months each year, with the awards evening taking place at the Pilkington Building, Medway Campus. The awards are sponsored by the University of Kent, the Kent Messenger, Medway Council, MHS Homes and E-ON.

Creative Writing Awards. The awards are sponsored by the University of Kent and the Kent Messenger. The competition, open to all, runs for several weeks in the Kent Messenger, with the awards evening taking place at the University's Rochester Building.

Medway Business Awards, Medway Sports Awards and Dartford and Gravesham Business Awards. All three awards are co-sponsored by the University of Kent in partnership with a number of local businesses.

Try Angle Awards. Try Angle Awards recognise the hard work and commitment of both individuals and groups of young people aged 10 to 18 in Medway, and are run by Medway Youth Parliament. The University of Kent is a co-sponsor, and University staff present awards in the Sport and Music categories.

Duke of Edinburgh Awards – co-sponsored by the University of Kent. Kent's Pro Vice-Chancellor presents the awards and gives a keynote address at the Rochester Cathedral ceremony.

Universities at Medway Boat Race. The third annual event took place in 2009, which saw students from all three universities competing in men's and women's events.

Medway Futures Roadshow. Careers event sponsored by the University of Greenwich for both university and local secondary school students, in association with the Medway Education Business Partnership (MEBP).

Medway Community Allotment Project, run by the University of Greenwich with Medway-based community interest groups.

The University of Greenwich holds a regular monthly inventors' club for the public.

Annual Drill Hall Memorial Service to commemorate loss of the naval ratings when the Drill Hall was bombed in World War I – organised by the University of Greenwich in association with the Royal Naval Association.

Swale Doorstep learning programme. This information event was hosted by Canterbury Christ Church University.

Midwifery training day at Canterbury Christ Church University, held in partnership with Medway Maritime Hospital.

Federation of Small Business event, hosted by Canterbury Christ Church University.

Maritime skills event hosted by Canterbury Christ Church University, in association with Gateway Knowledge Alliance.

School Outreach Activities

Medway Children's University awards ceremony, staged at the University of Kent.

Business taster day. Pupils from schools including Rainham School for Girls, New Brompton College and Canterbury High School took part in a mini-lecture and a series of seminars, based on the University of Kent's Business Studies with a Year in Industry degree course.

All Universities through the Drill Hall Library have been involved in the development of a local school programme. This has included an academic library induction programme for Years 12 and 13 pupils at local schools and numerous tours for schools.

'Explore' courses run by the University of Greenwich, for Year 13 students, focusing on Science, Engineering, Business and IT.

Taster days and workshops for schools and colleges, run by the University of Greenwich. More than 700 participants attended to during 2008/09.

APPENDIX 2

Milestones in relation to the development and construction aspects of the project

1. Preliminary funding milestones

(Ref: Funding Agreement: Schedule 3; Part 1; Page 29)

Refer to Appendix 1 for SEEDA Output Monitoring Return Form

	Action	Milestone Date	Achieved
1	Acquisition of and grant of lease for Site C3 (Former Drill Hall)	31-12-04	Yes
2	Acquisition of and grant of lease for Site C2 (Former Canteen Building)	31-12-04	Yes
3	Obtaining Planning permission and listed building consents for Phase 1 A works: a) refurbishment and conversion of Drill Hall b) refurbishment of the retaining wall and steps on Central Avenue.	31-07-04	Yes
4	Tendering the construction contract for the Phase 1 A works: a) refurbishment and conversion of Drill Hall b) refurbishment of the retaining wall and steps on Central Avenue.	31-07-04	Yes
5	Start 'on-site' works for Phase 1 A works: a) refurbishment and conversion of Drill Hall b) refurbishment of the retaining wall and steps on Central Avenue.	30-09-04	Yes
6	Satisfactory completion of the Phase 1 A works a) refurbishment and conversion of Drill Hall b) refurbishment of the retaining wall and steps on Central Avenue.	30-09-06	Yes
7	Start of the refurbishment and provision of Phase 1 A works: c) refurbishment and provision of additional pharmacy laboratories	31-03-06	Yes
8	Opening of the Drill Hall Site C3 for students and community use	30-09-06	Yes

2. Secondary funding milestones

(Ref: Funding Agreement: Schedule 3; Part 2; Page 29)

	Action	Milestone Date	Achieved
1	Obtain planning permission and listed building consents for the works in: 1. Phase 1 B – New building on Site D5 2. Phase 2A a) Refurbishment of former Canteen Building on Site C2 b) part refurbishment of Nelson Building and ancillary works on Greenwich campus 3. Phase 2B – construction of new access road from Johnson Avenue across Site D3	30-06-06	Yes Yes Yes Yes
2	Tender for: 1. Phase 1 B – New building on Site D5 2. Phase 2A a) Refurbishment of former Canteen Building on Site C2 b) part refurbishment of Nelson Building and ancillary works on Greenwich campus 3. Phase 2B – construction of new access road from Johnson Avenue across Site D3	31-07-06	Yes Yes Yes Yes
3	Commence on site for: 1. Phase 1 B – New building on Site D5 2. Phase 2A a) Refurbishment of former Canteen Building on Site C2 b) part refurbishment of Nelson Building and ancillary works on Greenwich campus 3. Phase 2B – construction of new access road from Johnson Avenue across Site D3	31-07-06	Yes Yes Yes Yes
4	Satisfactory completion of: 1. Phase 1 B – New building on Site D5 2. Phase 2A a) Refurbishment of former Canteen Building on Site C2 b) part refurbishment of Nelson Building and ancillary works on Greenwich campus 3. Phase 2B – construction of new access road from Johnson Avenue across Site D3	30-09-08	Yes Yes * Yes Yes *
5	Opening of refurbished former canteen building – phase 2A a)	30-09-08	Yes *
6	Opening of link road – Phase 2B	30-09-08	Yes *
7	Opening of buildings – Phase 1B	30-09-08	Yes

* 2 years ahead of target