



University of
BRISTOL



ESTATES OFFICE Annual Report 2009/10

ESTATES OFFICE ANNUAL REPORT 2009/10
CONTENTS

Page 1	EXECUTIVE SUMMARY Introduction Overview of the Year 2009/10 Staffing Support Process Review and Estates Value for Money
Page 2	Further Cost Reduction Measures National Composites Centre
Page 3	Capital Planning and Priorities Property Acquisitions Operational Activities
Page 4	Long Ashton Estates Strategy Objectives for the Year 2010/11
Page 6	Looking Forward to 2011/12 and Beyond
Page 7	PROCUREMENT Introduction Review of the Year 2009/10 Estates Stationery and Office Equipment Travel eProcurement Purchasing Cards
Page 8	Plans for 2010/11 General Laboratory Travel IT Estates Maintenance NCC Print Framework Printers Proactis Purchasing cards

Page 10	SPACE AND ASSET MANAGEMENT Staffing Changes Asset Management NHS Estates Developments
Page 11	Building and Learning Facilities Management (BLFM) Central Teaching Spaces The Year Ahead
Page 12	OPERATIONS Summary, Key Issues and Highlights from 2009/10 Staffing Value for Money (VfM) Compliance
Page 13	Management of Maintenance Operations Budget Key Performance Indicators from 2009/2010 Risks Key Issues for 2010/11 Capital Maintenance and Infrastructure Review of 2009/10 Capital Maintenance
Page 14	Statutory Compliance and Testing Minor Capital Projects Funded by Academic Departments Other University Funded Projects Professional Technical Support Staffing Levels Outlook for 2010/11 Capital Maintenance Minor Capital
Page 15	Projects Funded by Academic Departments Other University Funded Projects/Grant Funded Projects Technical Support Statutory Compliance and Testing

	Staffing Level
	Challenges for Next 12 Months
	Maintenance Services
Page 16	Maintenance Statistics
	Number of Jobs per Year by Urgency Category
	Number of Jobs per Year by Site
Page 17	Number of Jobs Issued to Contractors and Direct Labour Organisations
Page 18	Job Response Times Criteria
	Percentage of Emergency and Urgent Jobs Achieving Response Time Targets
	Security Services
	Key Achievements 2009/2010
	Key Priorities for 2010/11
Page 19	Print Services
Page 20	Site Services
	Achievements
	Future Plans
	External Estates
Page 21	IT and Telephone Services
	Estates Technology
	Billing
	Service Provision
	Infrastructure
Page 22	CAPITAL PROJECTS
	Resources
	Arts Graduate Centre
	Advanced Composites Centre for Innovation and Science (ACCIS)
	Biological Sciences
	35 Berkeley Square
	115 Queens Road
	Clinical Research and Imaging Centre
	Looking Forward to 2010/11
	National Composite Centre
	Langford Veterinary Surgery
	33 Colston Street
Page 23	Queens Road Building

Page 24	SUSTAINABILITY Staffing Utility Budget Key Performance Indicators Carbon Emissions Progress to Date
Page 25	Water Consumption Waste Reduction
Page 26	Successes Transport Energy Waste
Page 27	Environmental Management System Engagement and Training Green Buildings Next Steps

ESTATES OFFICE ANNUAL REPORT 2009/10

EXECUTIVE SUMMARY

INTRODUCTION

This report covers the period from September 2009 to August 2010. It reflects on a year in which there were significant variations from the core priorities identified in the last Annual Report, notably in the commitment of time and resource to Process Review and in the delivery of the National Composites Centre. The report will note progress made against the objectives set for the year and look forward to 2010/11, accepting a higher than usual level of uncertainty over the setting of priorities in the current higher education funding climate.

OVERVIEW OF THE YEAR 2009/10

Staffing

There have been a number of key changes in staff within the Estates Office over the year. Following Sue Somerset's appointment as Head of Space and Asset Management, Matt Fulford and Chris Wynn joined the team as Space Analyst and Asset Manager respectively. Larissa Morrish (Hastie) was appointed to the role of Head of Procurement and Amanda Gallacher joined the Procurement team as eProcurement Manager.

In Operations, Tim Rudge was replaced as Electrical Services Engineer by Simon Whittard and Nick Fryer joined the University from Cluttons as Residences Surveyor (commencing 01/10/10). Jeni Cummins was appointed to a new role as Senior Engineer and Head of Legislative Compliance. A new fixed term role of Safety Manager has been created and is in the process of being filled.

In Sustainability Rose Rooney joined as Waste Manager and Chris Jones as Energy Manager.

All of these changes were approved in the revised Estates Office structure of 2009 and all represent a significant drive to professionalise services across the Estates Office.

Overall, the Estates Office has been operating at a reduced salary level consistent with the changes made during the Estates Office re-structure and the first voluntary severance and early retirement scheme.

Support Process Review and Estates Value for Money

In common with much of the University, the Estates Office has committed significant time to the Support Process Review. A new structure has been devised which aims to simplify existing levels of responsibility for building management, to standardise responsibility for building related health and safety and to take a more pro-active approach to facilities management, generating higher levels of customer satisfaction as a consequence. The proposed new structure has been consulted upon across the University community but with particular emphasis on Faculty of Science departments, where there are significant numbers of staff involved in building management related activities. At the time of drafting this report, the predicted savings from overall Estates related activities have not been driven out of the combined structures. If this can be resolved, the new structures will be implemented by January 2011.

The report on Estates Value for Money was presented to the University by Larch Consulting in December 2009. A number of proposals were made, many but not all being accepted by the Estates Office. As a consequence, a number of activities have progressed during the current year.

1. Site Services has been further streamlined with a number of operational changes made. These have resulted in an annual salary saving of approximately £160k implemented in full as a consequence of staff retirements during the summer of 2010.
2. Larch's recommendations in relation to the improvement of productivity in the Estates maintenance area are in process of being implemented. The Estates Office has set a target reduction in staff posts of 20 from a total of 100. It is hoped that can be implemented by anticipated retirement in 2010/11 and 2011/12, by voluntary severance and early retirement applications. At the time of writing, approximately 14 candidates have been identified.
3. The review of the Estates Office shift operations is underway to determine whether an appropriate level of support can be provided for key University installations on a 24 hour basis without the need for employing permanent 24 hour shift staff. This is expected to be resolved during 2010.
4. Larch identified Print Services as an area where significant increases in income were possible. As a consequence, Print Services has produced a new business plan based on full cost recovery from users rather than central attribution. This business plan is in its first year of operation in 2010/11 and the target is that the unit will generate a small surplus on activities with no central subsidy.

Further Cost Reduction Measures

Alongside the areas outlined above, the following activities have also been developed during the year.

1. The Procurement team is now fully staffed and the incoming head Larissa Morrish (Hastie) has set clear priorities for Procurement activity for the coming 12 months. Significant activity will focus on Estates maintenance contracts, with an early win being a saving of approximately £80k per annum for the re-tendering of the lift maintenance contract. It is hoped that a further round of re-tendering across most Estates maintenance contracts can yield savings of £250k per annum. The establishment of framework contracts for small construction works will also be investigated, as will a new framework for the provision of portable appliance testing.
2. The Space and Asset Management team are focusing on a programme of Estates reduction based on the surrender of a number of leasehold properties which have break clauses or lease end dates that can be exercised. In addition, a number of University freehold buildings could be released, either for refurbishment as residences or for sale when market conditions improve. This plan will be consolidated into the forthcoming Estates Strategy.
3. A review of Capital Projects cost base is now underway to determine whether better value for money can be obtained from the appointment of consultants and external contractors. This process will be led jointly by the heads of Capital Projects and Procurement.

National Composites Centre

The significant activity around the acquisition of land and the development of building proposals for the National Composites Centre had not been predicted in the Estates report of 2008/9. Indeed, the Estates Office only engaged with the project in November of 2009. By August 2010, a site has been acquired at the Bristol and Bath Science Park (S Park) at Emerson's Green, a building designed and planning consent obtained and a construction contract is in the process of being let. The intention is that the new facility will be completed by April 2011 for occupation from August 2011 onwards. The project has had a significant displacement effect on other Estates Office priorities, although the pausing of the Bio Sciences Capital Project at the beginning of 2010 was helpful in reallocating Capital Projects resource.

Capital Planning and Priorities

A great deal of the year was given over to the further review of capital priorities, reflecting the reduced funding likely to be available to the University following the Comprehensive Spending Review of 2010 and other predicted changes in revenue funding that have been notified over the past 12 months. The Bio Sciences Project dominates the plan and was paused at the end of stage two; both to give further thought to the business plan supporting the project and to review the overall financial climate against which the £56m needed to deliver the project would be committed. The project has been developed to stage two sign off and much enabling work has been completed. Plans have been revisited to remove the proposed Mathematics building and an updated planning consent has been received.

Significant progress has been made in the year on developing proposals for projects still retained within the Draft Capital Plan. A detailed design for refurbishment of the Queens Road building has been developed and a planning application submitted. The Langford Small Animal Surgery Project has been designed and planning permission obtained. Construction contracts were let during August 2010. Preparatory work was done on the proposal to create refurbished space within the Victoria Rooms for the combined activities of the departments of Music and Drama.

In addition, the £5.5m project to extend the Queens Engineering building for advanced composites research (ACCIS) was completed and the creation of a new library and further refurbishment for the Graduate School of Education at 35 Berkeley Square is approaching practical completion at year end. Work on key Estates infrastructure has been completed during the year and a further phase creating a new secure data network is currently at tender stage.

Work will complete over the summer on the refurbishment of 115 Queens Road to provide enhanced bed spaces for student use and long overdue refurbishment of the Hawthorns has commenced.

Property Acquisitions

The freehold of the property 33 Colston Street was acquired during the year. Planning consent has been obtained to convert the building into 120 student bed spaces with associated social facilities and the construction contract will be let in September 2010 for completion in August 2011. Further work is underway on the future of the theatre and former retail unit which are part of the total curtilage. In addition, the lease was signed for the second floor of Howard House to enable temporary expansion space for the Department of Mathematics following the cancellation of their proposed new building.

Operational Activities

The focus within Operations has been on a wide ranging programme of fire safety improvements. By the summer of 2010, approximately £6.5m had been committed to projects to upgrade fire safety systems across the academic and residential estates. In addition, long term maintenance plans for legislative compliance and improved health and safety have been developed and prioritised. Improved provision for fire compliance and systems safety testing has been introduced, with a significant contribution from building porters, who are now largely responsible for fire alarm and emergency lighting testing.

Work has begun on a prioritised maintenance and refurbishment plan for the residential estate, focused on the improvement of most of the halls of residence at Stoke Bishop and Clifton. The future of the Churchill site remains subject to review, pending further progress on the acquisition of alternative bed spaces closer to the University Precinct.

Although progress on installing a new integrated Estates Computer Aided Facilities Management system (CAFM) has not progressed as quickly as hoped, the project has now been approved by

the University and a project team established across Estates and IS. The requirements document is being produced which will form the basis for tenders which will be issued in autumn 2010.

Long Ashton

Following a significant masterplanning design exercise, a planning application was submitted for the construction of 1,000 houses together with a new school, business space and associated community and social facilities at the Fenswood Farm site at Long Ashton. The application was submitted in accordance with the outgoing Government's draft Regional Spatial Strategy for the South West, which was taken through public inquiry in 2008 but never formally adopted.

At the time of writing, the incoming Coalition Government has scrapped the regional spatial strategy planning tier and there is a great deal of uncertainty about the future of the proposed South West Bristol expansion. The University's planning application is still being considered by North Somerset District Council and legal advice is being obtained on how and whether the application should be progressed, to planning appeal if necessary.

Estates Strategy

Work has progressed throughout the year on the proposed Estates Strategy for the period 2010-2020. Consultation has been held and ideas developed and the following key milestones have been reached.

1. A major review of Estates data has been carried out, giving a more accurate base on which decisions about the Estate can be taken. This data improvement has also been used to inform the University's Estate Management Statistics return. EMS data will be submitted directly to HESA with effect from 2010/11.
2. The University has formally adopted a space policy and work has progressed on developing space standards, particularly in the area of Support Services.
3. The Sustainability team has reviewed the University's carbon management plan and carbon descent strategy, leading to the formal adoption of a more challenging carbon reduction target by the University in the summer of 2010.
4. The embryonic Estates strategy and policy and procedures emerging will be used to inform the University submission to HEFCE Capital Investment Framework, to be submitted in October 2011.

A draft Estates Strategy should be produced in late 2010, based on the premise of a reduced operational Estate focussed on the Precinct and Langford, with emphasis on better space utilisation, improved environmental performance and a capital maintenance strategy aimed at creating a uniformity of maintenance standards across the Estate. Limited new build is predicted for both academic and residential estates with much more of a focus on making better use of existing assets. Surplus properties will be targeted for disposal as market conditions allow.

OBJECTIVES FOR THE YEAR 2010/11

This report has been prepared during the summer of 2010. At this point, the University's and therefore the Estates Office's final financial position for the year 2010/11 are not clear but significant challenges are anticipated.

It is therefore inevitable that the year will be dominated by further work on refining structures and processes to drive out cost and improve efficiency, while at the same time reviewing the affordability of the Capital Plan and being clear about priorities.

The imminent decision on whether to proceed with the Bio Sciences Building will have a significant impact on Estates Office activities and resource requirements and will shape the rest of the Capital Plan.

Proposed changes in staffing levels which have already been identified will be implemented during the year 2010/11. These are likely to include a number of departures under the VS/ER scheme, together with a re-allocation of duties following retirement of staff members who will not be replaced.

It is assumed that Estates Technology, comprising of the former Estates IT and Telephony teams, will migrate from the Estates Office during the course of the year. Service agreements between IS and the Estates Office will be necessary to ensure key projects like card access, secure data network and Estates CAFM can be successfully concluded during the year. Similar work will be necessary with the Finance Office. If the new structure for the Estates Office is implemented, a number of staff will need to be inducted and integrated into the Estates Office and detailed systems developed to gain maximum benefit from SPR.

Although there is much uncertainty about elements of the 2010/11 programme, the 10 leading priorities for the Estates Office are summarised below.

1. Continue to follow through actions on Estates Value for Money and Support Process Review to achieve the necessary targets under each initiative by the summer of 2011. This would include the potential assimilation of new staff to the Estates Office, with a need to imbed new structures and ensure appropriate induction and training.
2. Review the Capital Plan to finalise a 10 year plan that meets as many key University and Estates objectives as possible while being affordable within the scope of the Comprehensive Spending Review and other external and internal cost pressures. This may lead to progress on one or more major projects from January 2011.
3. Finalise the Estates Strategy, building on the preparatory work done during 2009/10.
4. Complete the programme of Priority 1 fire safety improvement across all University sites and prioritise progress on other health and safety and legislative compliance issues.
5. Make further progress in reducing carbon, with a particular focus on energy and waste management. Existing investment projects to be completed and a fresh programme based on carbon and financial savings to be agreed with the University for implementation during the year and 2011/12.
6. Bring forward a programme of improvements in Estates Office procurement activities, focusing initially on Operations maintenance contracts.
7. Complete a strategic review of the options for the Long Ashton site in light of changing Government planning priorities.
8. Produce a series of detailed policies and proposals for space reduction across the Estate, identifying a schedule of properties that could be vacated by the University in the coming five years.
9. Complete the site acquisition and construction of the National Composites Centre leading to a start of operations at Emerson's Green in August 2011; complete the Langford Small Animal Surgery and 33 Colston Street projects.
10. Maintain a well trained and motivated workforce during a period of great challenge for the University.

LOOKING FORWARD TO 2011/12 AND BEYOND

In the longer term, the aspirations of the Estates Office would be to be providing a more clearly defined, customer focussed and proactive building management regime, with facilities/building managers taking personal responsibility for each zone, supported by zonally based maintenance staff with access to their own limited stores. This would be supported by a new CAFM installation providing relevant real time management data to building managers to assist them in their interaction with building occupiers of all levels.

The DLO would be operating on a more streamlined and efficient basis, which might be subject to further review when the efficiencies identified in the Larch Consulting Report have been established, implemented and operated for a reasonable period of time.

Whilst there would be concern that through the Process Review, customer satisfaction levels with the Estates Office might well dip, in 2011/12 this trend should have been reversed and a steady improvement shown against target levels. Crucially, the Estates Office through its improved quality assurance procedures will be managing and reporting on these trends and insuring that realistic targets are both set and met.

Elsewhere, the Precinct could well be transformed by the construction of the new Biological Sciences Building and the major public realm associated with that project. The refurbishment of the Queens Road and Victoria Rooms buildings would bring great benefit to University staff and students and also raise the profile of our public engagement activities. The Park Road frontage would be progressively moth-balled, with a major development opportunity identified for later implementation. The strong focus on space management should lead to a number of peripheral buildings being removed from the Estate, with particular emphasis on Berkeley Square, Howard House, Beacon House, Cotham House and serious consideration being given to the future of Oakfield/Barley Houses.

At Langford, the Estate would be operated on a more rational basis, with the potential for the disposal of surplus agricultural and residential properties as the operational requirements of the Veterinary School become clearer.

The rolling transformation of the residential estate and the libraries would begin to be reflected in greater student satisfaction levels, augmented by the revitalisation of the Student Union facilities.

All of this would be underpinned by the delivery of challenging carbon reduction targets that impact on all of the activities of the Estates Office and supported by value for money procurement contracts for all major Estates activities.

PROCUREMENT

INTRODUCTION

2009/2010 has seen significant changes within the Procurement team both in terms of personnel and in terms of approach. A new head of department, Larissa Morrish (Hastie) joined in April 2010 and eProcurement manager, Amanda Gallacher joined in November 2009. This reflects the strategy of increasing the focus on Procurement to deliver cost savings across the University.

REVIEW OF 2009/10

The University spends over £100m annually on external goods and services (excluding Capital Projects). In 2009/10 around 20% of this operational expenditure came under the influence of the Procurement team through centrally managed contracts with a further 30% administered locally through agreements held across the University.

The Procurement team is responsible for the tendering of all purchases above £25k including running EU compliant procurement exercises and is heavily involved in the Integrated Purchasing System (Proactis) roll out. In addition Procurement manages suppliers and contracts over a number of commodity areas. Highlights in 2009/10 have included:

Estates

The team has been involved in several Estates procurement activities. Most notably in securing a new lift maintenance contract which will save around £80k per year, progressing the Building Consultants Framework due to be awarded in 2011 and in the procurement of equipment for the National Composites Centre (NCC).

Stationery and Office Equipment

Use of the contracted stationery supplier, Office Depot, continues to grow and return savings across the University. 'Remanufactured' toner cartridges replaced 'branded' toner cartridges as a product offering in April 2010 and savings of £22k were achieved up to the end of July 2010.

Travel

The area of travel has been under review in 2009/10. This has highlighted several issues including a large proportion of travel booking taking place outside our contracted travel management provider and the lack of a suitable University-wide travel policy. Activities to improve this commodity area have been kicked off.

eProcurement

The Procurement team has also had a key role within the University's roll out of an Integrated Purchasing System. In 2009/10 it has supported roll out to the following areas: Faculty of Arts and Social Science, Law, Engineering, Department of Policy and Press, Medicine and Dentistry, Medical and Veterinary and partial roll out to the Faculty of Science.

Purchasing Cards

The number of purchasing cards within the University has grown by 38% in 2009/10. This reflects our strategy of paying lower value transactions through purchasing cards to reduce administrative costs and payment times.

PLANS FOR 2010/11

We enter this financial year with a clear focus on cost savings whilst continuing to ensure that the University is minimising risk of legal challenge from non-compliance to EU law and supporting our objectives on Sustainability. There are several areas of activity already underway which will generate savings in 2010/11 and beyond.

A new **General Laboratory** Framework Agreement will be rolled out and it is anticipated that this will bring savings through price reductions, standardisation of products and a more efficient ordering and stores process. Activities are planned to utilise the catalogue functionality of the Integrated Purchasing System (Proactis) to create catalogues and channel expenditure to contracted items, reducing the level of off contract spend.

In 2010/11 we will be working with Finance to draft a revised **Travel** policy and consider options on how travel bookings are made. There are significant opportunities to make cost savings and support our environmental objectives by making changes in this area.

Priorities in the **IT** area for 2010/11 are to work in conjunction with Information Services to migrate to one main supplier for desktops, laptops and 'thin client' computer terminals, using a new national agreement recently awarded. This will allow us to create electronic catalogues offering the University's contracted items and will bring considerable benefits such as ease of selection of equipment, consistency in support and maintenance, reduction in power consumption and contribute to significant cost savings.

Activity is underway to exploit opportunities from better contracting for our **Estates Maintenance** on the back of successes in this area during 2009/10. Areas being reviewed include air conditioning, boiler maintenance and electrical testing with new agreements targeted to be in place by 1st August 2011.

Work will continue on the **NCC** until at least April 2011. As well as the procurement of equipment which has already begun, the team will also be tendering for the decommissioning, moving and re-commissioning of donated equipment, all furniture and IT requirements along with facilities management services.

The University's **Print Framework** will be retendered to form separate contracts for Graphic Design, Litho B2 and Litho B3. Significant cost savings are anticipated as the implementation of Proactis will significantly reduce the opportunities for off contract spend.

A business case is being prepared to support the rationalisation of standalone **Printers**. Significant cost savings and environmental benefits are anticipated from this move towards the use of networked printers. In addition to reductions in the cost of equipment there are potential savings from reduced maintenance and consumables costs.

The roll out of **Proactis** is expected to be complete by June 2011. This will include roll out to all Estates departments and will mean a significant change to current purchasing processes. As well as supporting the Estates roll out, the Procurement team's focus for Proactis this year is to expand the use of electronic catalogues. This will bring significant process efficiencies and savings for users, suppliers and the University.

Use of **Purchasing Cards** will continue to grow; in particular we plan to increase our use of purchasing cards which are embedded with a supplier. In conjunction with reporting, control of how the cards are used will be made easier by a new Proactis module, due to be in place by January 2011.

The current economic challenge presents an opportunity for the team to demonstrate the value of better procurement. The plans for this year will ensure that savings are made in 2010/11 and in subsequent years both within Estates and across the University.

SPACE AND ASSET MANAGEMENT

2009/10 has been a transitional year for Space and Asset Management. We opened the year with the team split physically across two sites, a number of posts vacant, substantial questions over our spatial data and with a moribund spatial management process. Gradual improvements have taken place across all three service areas, and we should be well placed to make more significant strides in 2010/2011.

As mentioned in the preface, there have been a number of **Staffing Changes**. The year opened with the departure of the Space and Property Manager, the transfer of Staff Accommodation to the Accommodation Office and with the physical integration of the team into a single workspace in Senate House. Chris Wynn, a chartered surveyor with 20 years experience in the Bristol property market, took post in January 2010 as Senior Asset Manager. Matt Fulford was appointed Space and Project Analyst in March 2010, bringing with him experience in managing spatial resources in both the education and public housing sectors.

Asset Management has re-tendered for non-domestic ratings consultancy and Alder King have been appointed to take forward work from the April 2010 Ratings Revaluation List. Whilst we have enjoyed a fruitful relationship with Hartnell Taylor Cook for the last 17 years, it is hoped that Alder King will find new opportunities for savings. The University rates bill is c. £800k per annum so opportunities for savings are substantial.

Significant inroads have been made in the management of **NHS Estates**. New leases have been negotiated for the Learning and Research Building and the Avon Orthopaedic Centre (Southmead). The Health Studies Centre at William Budd Health Centre lease has been surrendered with £100k returned to the University. Renegotiation of services at both Trusts resulted in a £300k saving to the University in 2009/10 and a likely £250k recurrent annual reduction. The majority of savings came from revising the methodology used for the calculation of the service charges for the Dental School. Now based on UHB's ERIC return (similar to our EMS) rather than a historical schedule.

Developments across the rest of the University portfolio include:

- Acquisition of a lease of the second floor for Howard House for Mathematics.
- Acquisition of Old Nat West Bank premises for occupation by the University.
- Sale of 93 Weston Road (surplus residential accommodation in a poor state of repair) at £50k to the life tenant.

Space and Asset Management has reviewed the data holdings regarding the property portfolio. We have put in place improved quality checks of Estates data prior to submission to external bodies (such as HESA). In the annual review of Estates data in January 2010 significant changes were made to GIA (gross internal area), hectares and building functionality and condition gradings. The resulting profile (whilst not yet complete until supported by new system infrastructure) provides a far more robust and accurate picture of our Estate and expedites better property management. The improved Estates management data has left us in a substantially better position in comparisons across the HE sector.

2009/10 saw the renegotiation and delivery of two long-winded space consultancies. The DEGW reviews of the Faculty of Arts and the Faculty of Social Sciences and Law were resuscitated and information discovery redone by senior members of the firm and delivered in March 2010. It has also been recognised that, while consultancies form a useful tool, they cannot replace and should not be entered into without the requisite background data.

Buildings and Learning Facilities Management (BLFM) has continued to engage with changes taking place across the University. The Buildings and Learning Facilities Manager has developed BEEPs (Building Emergency Evacuation Plans) and other relevant guidance and records for Wills Memorial Building, Senate House, Royal Fort, the Queen's Road Building and the Victoria Rooms. Whilst the fire at the Queen's Road Building in September 2009 was unfortunate, through the documentation onsite the University was able to definitively show Avon Fire and Rescue that proper management was being delivered. The logistics of safe egress have limited accessibility to upper floors of key buildings (such as the Wills Memorial Building), BLFM has worked with users and the Health and Safety Office to improve understanding and broker mediated solutions.

Investment in **Central Teaching Spaces** continued this year, again supported by funds from Minor Capital. The largest outlay was on blackboards; despite hype to the contrary, they continue to be seen as a key teaching tool by many Schools in Science and Engineering. Blackboard replacement costs roughly £15k - £20k per lecture theatre but with good maintenance the boards should last for 15 to 20 years. The Learning Facilities Management team also installed a pilot remote management system in several theatres. This system should improve response times, allow for proactive maintenance of teaching room technology and reduce requirements for technician time per theatre space.

The Year Ahead should be one of interesting challenges. UPARC ratified a University Space Policy in July 2010 and we will need to undertake a number of steps to be able to support this policy – the likely first step would be spatial standards for Support Services. The embedding of Support Process Review will mean the transfer of Building Facilities Management to an independent section in Estates. Learning Facilities Management will likely increase in scope to manage all generic teaching spaces. Current data on non-central teaching spaces is sketchy; a full audit will be required within the 2010/11 year. We look forward to engaging with the planned implementation of a new Estates Management System, the systems currently in use lack both scope and flexibility to meet current challenges. Asset Management will continue to work with the Secretary's Office to ensure that the University is appropriately supported in its leasing and licensing agreements. Further work is required with the NHS Estate including Learning and Research Phase II and a review of the Dental School agreement.

OPERATIONS

SUMMARY, KEY ISSUES AND HIGHLIGHTS FROM 2009/10

Staffing

There have been a number of key changes in staffing within Estates Operations over the past year. Two senior surveyors have retired resulting in the restructuring in the Capital Maintenance and Infrastructure unit. Steve Hyde has been made up to head this unit and Jeni Cummins has been given responsibility for all engineering maintenance and compliance.

With the departure of the Maintenance Services Manager under the voluntary severance scheme an interim position was made to manage the service while a permanent structure is finalised.

A decision to retain the current Residential Property Portfolio with increased maintenance budget resulted in creating a new post of Residences Surveyor to survey, advise and procure major maintenance and minor refurbishment works.

With increased pressure to ensure compliance in relation to Construction, Design and Management (CDM) regulations and Health and Safety generally, a new post of Health and Safety Coordinator (CDM) was created to oversee, advise and audit all related work. An appointment was made in November 2009 and the post holder achieved much but left the employment of the University on the 6th August 2010. A search is underway for a replacement.

Value for Money (VfM)

A Value for Money study of Maintenance Services, Security Services, Site Services and Print Services was commissioned and carried out between September and October 2009. The report concluded that productivity requires to be improved in Maintenance Services and staffing levels reduced. The report highlighted that Security Services was well managed and appropriately staffed. Site Services was highlighted as being over staffed with minor inconsistencies in relation to how cleaning and portering were provided in individual buildings. Print Services was identified as being a well run service but the report indicated that Print Services' income should be substantially increased.

Compliance

The fire upgrade work continues on from 2009 and it is expected that the bulk of the identified work from the Fire Audit will be completed by the end of December 2010. The fire upgrade work will continue in 2011 and 2012 to complete lower priority work.

Testing of the fire safety systems which have been running in parallel with the fire upgrade work is progressing slowly due to the level of information required before a test could be carried out. It is planned that the majority of the testing work will be completed by the end of December 2010 along with the fire upgrade work. It is intended that the majority of the fire safety systems installed or upgraded will have been tested by the end of December 2010. Other lower priority testing will continue on to 2011.

A renewed focus on compliance has brought about significant improvement in relation to inspections, testing and recording of compliance work. This is mainly due to the hard work put in by Jeni Cummins since she was given the responsibility for compliance in July 2009. An interim update requested by the University Auditors, Mazars, reported good progress towards achieving full compliance.

Management of Maintenance

A Maintenance Policy and Strategy has been developed, broadly setting standards for maintaining the University buildings. The Policy and Strategy articulates RICS condition assessments, includes a condition survey policy and generally guides the management of maintenance looking into the future.

Operations Budget

The Operations budget has been under severe pressure over the past year and this theme will continue into the future. A review of staffing needs in 2009 resulted in a number of staff retiring or taking voluntary severance with further staff reductions expected in 2011 mainly due to the recommendations of the VfM report and pressure on the Operations pay budget.

Key Performance Indicators from 2009/2010

- Complete in full, the recommendations made in relation to the March 2009 Compliance Audit – completed.
- Achieve a 5% reduction on 2008/09 business interruptions by July/August 2010 – not completed but will devise five relevant KPIs in 2010/11 financial year.
- Complete Condition Survey on 10% of the academic floor area (total 281,000m²) and 10% of the residential floor area (total 105,000m²) by August 2010 – survey of more than 10% of the academic floor area completed, however residential condition survey is awaiting to be carried out by the new Residences Surveyor.
- Complete 90% of the fire upgrade works to academic and residential properties by December 2010 – work is on target to complete the bulk of the fire upgrade work by the end of December 2010.

Risks

- Non-compliance in some areas due to workload and financial pressures.
- A very tight reactive maintenance budget may dent customer confidence in relation to improved service delivery.
- Safety issues in general.

KEY ISSUES FOR 2010/11

- Continue with implementing the recommendations of the VfM report.
- Keep under review staffing numbers across the Operations portfolio with a view to achieving the required pay budget savings.
- Explore the possibility of service reduction due to budget pressures.
- Review the way maintenance contracts are procured with the aim of reducing the overall costs.
- Draw up a five year Residential Investment Programme.
- Ensure compliance work is further progressed.
- Substantially increase Print Services income.
- Devise five key performance indicators for Maintenance Services.

CAPITAL MAINTENANCE AND INFRASTRUCTURE

REVIEW OF 2009/10

Capital Maintenance

Budget: £5m (Precinct and Langford), £2.4m (Residences) Over 150 projects successfully planned, designed, tendered and managed, ranging in value from £1k to £450k in value. This includes £4.5m statutory fire upgrade works.

Statutory Compliance and Testing

This area of responsibility was newly moved into the CM & I group during 2009. Much of the effort in this area involved auditing and assessing the backlog and developing strategies to bring the University back to compliance.

Minor Capital

Budget: £2m. 30 projects successfully planned, designed, tendered and managed, ranging in value from £1.4k to £120k.

Projects Funded by Academic Departments

Total value c. £460k. 70 projects successfully planned, designed, tendered and managed, ranging in value from £1k to £50k. Fee income £38k.

Other University Funded Projects

Total value (for year, not project): c. £7.5m. 18 projects predominantly planned, designed, tendered and managed in house. Projects range in value from c. £50k to c. £2m.

Professional Technical Support

In spite of the reduced value of Departmentally funded minor works, there has been an increase in 'non-productive' time spent providing technical support and professional advice across the University community, and ensuring legislative compliance in construction work management.

Staffing Levels

Staff numbers (permanent FTE) have reduced overall as a result of two senior staff retiring, allowing the opportunity to reorganise and streamline the structure. However Residences staff have merged with the group (from a management perspective), as have Compliance, Testing and PPM managers, to show an overall increase on last year.

Final numbers for this year are:

- Senior Surveyor (Section Head) – 1
- Senior Engineer – 1
- Surveyors – 2
- Design Engineers – 3
- Contract (works) Supervisors – 3
- Infrastructure Coordinator – 1
- Health and Safety Coordinator – 1
- Contracts Engineer – 1
- Compliance and Testing Managers – 2
- Equals total FTE of 15, plus Clerical / Secretarial support from Administration team – 2
- Occasional freelance / specialist support as needed (project funded): approx av. 2 FTE (CAD, Structural and Design related specialists)

OUTLOOK FOR 2010/2011

Capital Maintenance

Budget: £5m (Precinct and Langford), £5.45m (Residences). Predominantly £5.75m statutory fire upgrade works, £1.2m HV infrastructure replacement, plus £3.3m backlog maintenance and strategic upgrade works.

Minor Capital

Budget: £1.2m. Activity is expected to be similar to 2009/10 except the central allocation is significantly reduced to £300k.

Projects Funded by Academic Departments

Total value unknown but projected to be c. £400k. Indications are that the level of spend in department funded projects this year will remain static or reduce slightly. This is based on the disposable elements of departmental budgets being squeezed, and central capital allocations targeting smaller improvement works rather than major replacement schemes. A significant number of proposals are being investigated and estimates provided, but few of these are currently gaining financial approval.

Other University Funded Projects/Grant Funded Projects

Est: £6m (currently known) Senate House, Faculty Centres, Infrastructure Projects etc.

Technical Support

The level of technical support provided to the University is expected to rise as pressures to maximise space use and income, lead to ever more ambitious schemes from departments and others, plus an increase in grant bid activity etc.

Statutory Compliance and Testing

The group has been developing an improved and coordinated strategy for the management of compliance, testing and PPM works. Approximately £600k of capital expenditure will be allocated to contracts supporting the compliance and testing process, in addition to the £650k PPM budget.

Staffing Level

No change in permanent staff numbers is expected this year. CM & I group staff levels stand at:

- Professional and Technical staff = 15 FTE (including Section Head).
- The equivalent of 2 FTE secretarial/clerical support from the Administration team.
- The group also employs casual staff from time to time, as workload and expertise demand.
- At 1st August 2010 casual staff numbers accounted for 2.5 FTE. These work on specific projects and the number will vary/reduce through the year.

Challenges for Next 12 Months

The main challenges over the next year will be:

- To consolidate and enforce new prioritisation and reporting processes for maintenance works.
- Follow through compliance and testing strategies to ensure University conformity with legislation.
- Continue to support academic and student community by providing high quality buildings, services and technical support.
- Continue to provide a high value design and management service for small projects and specialist projects, up to c. £1m.

A key project during 2010/11 will be the refurbishment of Old Park Hill into modern streamlined open plan offices, which it is intended, will allow greater integration and more effective work practices, not only for the Estates Office, but for all occupiers located in the building.

MAINTENANCE SERVICES

Mark Schafer was asked to take responsibility for the management of Maintenance Services since the departure of the previous post holder in July 2009. The interim appointment is working well and it is hoped that by December 2010 a decision will be made in relation to a permanent appointment.

The team of Maintenance Services staff from the Residences merged with the Precinct team to bring about consistency in the management of the service and potential savings. This merger is working well.

Responsibility for compliance was transferred from Maintenance Services to a Senior Engineer and this has left the current service to concentrate more on reactive, planned preventative maintenance.

The way maintenance is delivered was examined by the VfM Consultants and they have recommended a zonal approach to service delivery of maintenance with a view to bring the service closer to the customer. The VfM report further recommended that staffing levels within Maintenance Services are streamlined and at the same time productivity levels increased. Since the beginning of February work has begun to implement the recommendations of this report and some improvement has been made in particular in relation to a noticeable reduction in the level of sickness and absence.

MAINTENANCE STATISTICS

Number of Jobs per Year by Urgency Category

Financial Year	Emergency	Urgent	Routine	Cyclical	Critical	Total
2003/2004	6,197	10,590	7,476	6,223	0	30,486
2004/2005	5,180	10,833	9,858	7,262	0	33,133
2005/2006	4,446	9,914	13,023	8,487	0	35,870
2006/2007	1,678	13,064	12,670	9,941	432	37,785
2007/2008	1,445	12,772	12,178	10,838	908	38,241
2008/2009	258	17,717	10,212	12,459	795	41,441

Number of Jobs per Year by Site (The University Estate consists of three main areas – Precinct, Langford and Residences)

2003/2004

Site	Emergency	Urgent	Routine	Cyclical	Total
Residences	2,772	1,340	3,520	1,867	9,499
Precinct	3,148	7,612	3,406	3,364	17,530
Langford	275	1,635	529	928	3,367
Hospitals/Misc	2	3	21	64	90
	6,197	10,590	7,476	6,223	30,486

2004/2005

Site	Emergency	Urgent	Routine	Cyclical	Total
Residences	2,344	1,733	4,041	2,250	10,368
Precinct	2,524	7,147	5,192	3,739	18,602
Langford	306	1,947	610	1,211	4,074
Hospitals/Misc	6	6	15	62	89
	5,180	10,833	9,858	7,262	33,133

2005/2006

Site	Emergency	Urgent	Routine	Cyclical	Total
Residences	1,932	1,150	5,384	2,286	10,752
Precinct	2,162	6,990	6,341	4,428	19,921
Langford	345	1,770	1,287	1,703	1,703
Hospitals/Misc	7	4	11	70	70
	4,446	9,914	13,023	8,787	35,870

2006/2007

Site	Emergency	Urgent	Routine	Cyclical	Critical	Total
Residences	686	2,303	4,819	2,326	248	10,382
Precinct	863	8,496	6,501	5,148	111	21,119
Langford	127	2,253	1,322	2,413	73	6,188
Hospitals/Misc	2	12	29	53	0	96
	1,678	13,064	12,671	9,940	432	37,785

2007/2008

Site	Emergency	Urgent	Routine	Cyclical	Critical	Total
Residences	507	2,257	4,892	2,155	358	10,169
Precinct	778	9,092	5,679	5,881	328	21,758
Langford	158	1,514	1,590	2,776	222	6,260
Hospitals/Misc	2	8	18	26	0	54
	1,445	12,871	12,179	10,838	908	38,241

2008/2009

Site	Emergency	Urgent	Routine	Cyclical	Critical	Total
Residences	119	2,394	5,116	2,265	255	10,149
Precinct	109	13,830	3,893	6,923	433	25,188
Langford	29	1,474	1,184	3,232	107	6,026
Hospitals/Misc	1	19	19	39	0	78
	258	17,717	10,212	12,459	795	41,441

Number of Jobs Issued to Contractors and Direct Labour Organisation (DLO)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Contractors (Completed Jobs)	6,468	4,915	6,612	13,173	12,419	6,005
Contractors (Incomplete Jobs)	0	0	0	134	974	1,504
Contractors (Rejected Jobs)	846	839	863	1,072	734	1,435
DLO (Completed Jobs)	22,729	26,875	27,833	22,524	22,905	30,937
DLO (Incomplete Jobs)	0	0	0	1	383	602
DLO (Rejected Jobs)	443	504	562	881	826	958
	30,486	33,133	35,870	37,785	38,241	41,441

Note: Rejected Jobs – No work carried out for a number of reasons that may include duplication of job requests or work no longer being required.

Job Response Times Criteria

- Emergency Within 24 hours
- Urgent Within 5 working days
- Routine Specific date agreed, usually within 5 weeks
- Cyclical Specific date agreed, usually within 5 weeks
- Critical Within 24 hours and commence the repair

In the Financial Year 2006/2007 an additional Urgency Category was added; that of Critical, which is “within 24 hours and commence the repair”. The criterion for an Emergency job has been re-defined and is now “within one hour to make safe and commence the repair”.

Percentage of Emergency and Urgent Jobs achieving Response Time Targets

Financial Year	Emergency	Urgent
2003/2004	97.7%	87.6%
2004/2005	97.6%	89.5%
2005/2006	97.3%	92.1%
2006/2007	97.4%	90.8%
2007/2008	97.5%	91.8%
2008/2009	97.4%	90.5%

SECURITY SERVICES

Key Achievements 2009/2010

- Overall crime reduced by 14% against a target of 10% following a 17% reduction for the previous year: most categories of crime saw the target achieved except residential burglary and cycle theft which were 16 and 12 offences over target respectively.
- Analysis of staff workload in 2009 compared to 2008 showed that requests for service were up 33% to 21,890 from 16,504. This compares with 10,657 in 2002.
- A new car parking enforcement system was successfully introduced in August 2009, which has led to more effective and consistent enforcement with 1,100 civil parking notices being issued in its first 11 months of operation.
- All security staff have been defibrillator trained and each security vehicle equipped with defibrillators in order to deal with heart-attack victims.
- Completion of the software development of phase one of the UCard access control project has taken place along with the first phase of infrastructure: card readers are now being installed over the summer of 2010.
- A CCTV strategy has been produced after auditing all CCTV systems across the University and they are now all centrally managed and maintained with rationalisation to take place over the next two years to significantly reduce the 250 cameras we have across the Estate.
- Identification of 13 critical functions across the organisation has been achieved after an initial 82 being listed. Function owners are now working on the final stages of their business continuity plans.

Key Priorities for 2010/2011

- Completion of the new central control room at Langford by October.
- Submit phase two business case for the UCard project with a view to expanding access control to the remaining key buildings.
- Working with the Planning Office, further training and desktop exercises will take place with tactical response groups in the autumn with a view to a larger exercise in 2011.

- Start integration of security systems onto new Lenel platform which runs the new access control system and utilise the SDN as its means of communication rather than the telephone network to improve resilience and event management.
- Develop staff/role vetting procedures in conjunction with Personnel to ensure consistency of approach.
- Reduce overall crime by a further 5% to 244 offences.
- Upgrade current incident database to ensure improved management of information and remote access by key stakeholders.
- Start first phase of maintenance works to car parks in time for autumn 2011.

PRINT SERVICES

The 2009/10 outturn reflected further growth in digital colour and wide format production, and a further upsurge in document management services including UCard production, data capture and document scanning and archiving, resulting in a surplus of £95k (against break even target), with a 10% growth in internal income to £368k and 20% growth in external income from £50k to £60k. The increased productivity and growth in income has enabled Print Services to pass on savings to the University reflected in copy and print prices.

New ventures for this year have been the printing and encoding of the University's UCards for all staff and students, and hardback bookbinding of dissertations for students. We are also currently looking into the possibility of taking over the Student Union print facility and the proposals have been met favourably with a view to opening a copying kiosk in the foyer of the Queen's Road Building in September 2010.

An additional high volume colour digital printer was installed enabling copy costs to the customer to be cut by 25%. Also a second large format A0 poster printer has been installed, along with a large format A0 scanner, in response to increasing University demand for large format presentations, banners and posters. A laminator was also purchased to complement this service. The pricing per banner or poster has been pitched at a non-profit level and to include recovery of the capital cost of the kit, costs of raw materials, labour, processing administration, waste and spoilage, advertising, complimentary samples, etc. The prices were benchmarked against the High Street copy shops and represent an average of around half the High Street price.

Other services for 2009/10 included expansion of the optical mark reading facility for questionnaires in addition to the existing machine for multiple choice exam answer sheets; digital photographic printing facility to A2 size; variable data printing; large scale document archiving (complete office filing systems); data capture, cd, dvd, duplication, replication and packaging; paper scanning up to A0 size.

Print Services have worked with Estates IT to develop a bespoke in-house web submission system for print jobs on-line pdf conversion and proofing. This system was successfully launched in the spring and is proving to be very popular amongst University staff. Work is currently being undertaken to integrate Web Submission with the new Proactis procurement system.

E-learning support for academics via Blackboard has been further extended and a system has been implemented for the printing of students assignments submitted on-line.

SITE SERVICES

Achievements

- Much work has been spent in the past year planning for cost savings in 2010/2011. Significant savings have been achieved in all areas at no additional cost to the University (completed through natural wastage). Savings in staff have been made in the following areas: £19k at Langford, £19k in Precinct Cleaning and £114k in Precinct Portering, a total of £152k of savings which are all in place for the start of the new financial year, and are on top of £87k of staff savings made in 2008/2009. The savings equate to 9.8 FTE but have actually affected twice this number of staff as many employees are part time and therefore low paid. Site Services has tried to minimise disruption caused by cuts in staff hours but there will inevitably be some service reductions to accommodate cuts in hours e.g. changes to University postal services and building operating times.
- In June 2010, Site Services were audited by the University Health and Safety Department with an excellent result.
- The Site Services Manager has continued to be heavily involved in the development and implementation of the University Fire Safety work. This has taken a considerable amount of time and effort. To date this has achieved: weekly fire alarm testing being implemented in all Precinct buildings, the identification and one to one training of over 60 Building Fire Coordinators, the production and distribution of hundreds of bespoke written procedures and populated log sheets, design and implementation of paper work for monthly emergency lighting testing and training for porters and BFCs to implement this testing. To date emergency lighting testing has been implemented in 33 different buildings.
- Robust management of staff and sickness absence. In cleaning, the average percent of time lost in the last 12 months is just 5.87%; this is reduced further to 2.8% when long term sickness is removed. In portering the average percent of time lost is just 3.4%, this is reduced significantly to just 1.6% when long term sickness is removed. These percentages continue to be well below industry norms, they also demonstrate a well motivated workforce and a department with a positive work culture.
- Precinct Portering staff have taken on further additional duties, as well as weekly fire alarm testing they are also completing: monthly emergency lighting checks, bold system checks, refuge checks and gritting records. This increase in productivity has been achieved without any additional funds or increase in portering grades and in some cases is continuing where portering hours have actually seen a reduction.
- Site Services highlighted the risks and costs to the University of “contracting out” cleaning services at LVS Langford, consequently this decision was reversed. Site Services have identified further savings of £10k for LVS for which will further reduce the need for outsourcing.

Future plans

- To investigate more environmentally sustainable ways of cleaning e.g. use of micro-fibre (reduces chemical usage). However this will require significant investment.
- To continue to benchmark performance and work practices with other institutions. Site Services will continue to have active membership in SUPC, including involvement in national tendering processes.
- To continue to monitor and review current services to ensure we provide quality services that represent good value for money.

EXTERNAL ESTATES

External Estates have undertaken two major reviews this financial year. At the request of the Bursar, a Value for Money (VfM) study was undertaken by SUMS (Southern Universities

Management System) which resulted in positive feedback and some recommendations for improved efficiencies in the service provision whilst recognising overall the value for money already being achieved.

Shortly before the VfM, a Health and Safety audit was carried out which highlighted a number of good practices together with a number of improvements. These improvements will be undertaken by the department Health and Safety Committee.

Amongst notable projects External Estates installed the Jeppe Hein artwork in Royal Fort Gardens in 2009 as part of the Centenary Celebrations and the Royal Fort Pond is currently being extended with completion due in November 2010.

The opening of the Chinese Herbal Garden took place on 3 July 2010, which was well attended and completed another area of the Botanic Garden. The Botanic Garden held the annual art exhibition in the Linnaeus Study Room at Easter and a number of events in the Garden during the spring.

Improvements in signage continue, with work at Langford and the installation of University fire evacuation/muster point signage.

Fenswood Farm achieved neutral funding during this financial year. Woodland within Providence Plantation has been managed in a professional manner, following good arboricultural practice.

IT AND TELEPHONE SERVICES

Estates Technology

In August 2009 Estates IT and Telephone Services merged to form the new Estates Technology Team. In order that rationalisation benefits were achieved a thorough review of service provision was instigated and the plan identified three main areas; billing, service provision and infrastructure monitoring.

Billing

Orange Mobile phone billing is now paperless. Vodaphone phone billing will be paperless by the end of July 2011. BT paperless "One" bills are progressing and it is desired that these will be paperless by July 2011.

Service Provision

A new website is currently being audited that will allow significantly more self service and updating to be carried out by the telephone users themselves thereby saving everyone time and money. Linked in with this we have also been enabling real time logging of faults and call charges in order to enhance the service.

Infrastructure

The Langford Exchange upgrade program is due to finish on the 1st October; this will enable the Langford Telecommunications network to keep pace with the demand at Langford.

In addition we are currently renegotiating our maintenance tender and expect to achieve cost savings once the OJEU process has been complete. There are more OJEU tenders to follow in such areas as calls, lines and fixed to mobile telephony.

Finally, we will also be revamping our Video Conferencing Service with a view to trialing a new service in November.

CAPITAL PROJECTS

RESOURCES

We have maintained the number of permanent staff of nine since the last round of voluntary severance and the retirement of a Clerk of Works. This reflects the current and medium future workload.

The Capital Projects Manual has been updated to include the updated Consultants Deliverables information.

The Consultants Framework has been retendered and this will be the third generation. Consultants will fall into two Lots; Lot one up to £1m and Lot two £1m - £10m.

Where possible and suitable, the Project Management role has been undertaken in house, this is to ensure value for money during a down turn in workload and to provide experience and career development for the Project Officers.

Over the past year Capital Projects have successfully delivered the following projects:

- **Arts Graduate Centre (£580k)**
The Creation of a New Arts Faculty Graduate Centre.
- **Advanced Composites Centre for Innovation and Science (ACCIS) (£5.5m)**
The ACCIS facility enhancement will provide Bristol with a world leading centre for composites technology.
- **Biological Sciences (£55m)**
The project has been developed to the end of stage two Detailed Design. The reactivation of the project will be considered as part of the overall Capital Programme in early 2011.
- **35 Berkeley Square (£3.5m)**
Relocation of existing Library to a new facility on the ground floor is complete.
- **115 Queens Road (£420k)**
Refurbishment of Student Accommodation.
- **Clinical Research Imaging Centre (CRIC) (£6.4m)**
The Creation of a New Imaging Centre at the St Michael's Hill Hospital which will house a 3D Scanner. Facility due to open in December 2010.

LOOKING FORWARD TO 2010/2011

Over the next year, Capital Projects will be responsible for the delivery of the following projects:

- **National Composites Centre (£16m)**
7,700m² of purpose built facility to house research into Composites Material. In partnership with industry, this facility provides numerous challenges due to its strict budget requirement, tight programme and technologically advanced installation.
- **Langford Veterinary Surgery (£7.6m)**
A single storey veterinary facility, consisting of five operating theatres, intensive care unit and diagnostic suites with CT scanner. Project now on site.
- **33 Colston Street (£8m)**
The provision of 121 student bedrooms in the heart of the city.

- **Queens Road Building (£13m)**

Stage two Detailed Design complete for the first phase of the Strategic Brief. It will provide new and improved changing facilities for the swimming pool and accommodation for the International Foundation Centre.

In addition to the above projects, the following projects are either at Feasibility or Design Stage:

- Wills Memorial Library Improvement Scheme (£2.3m)
- Learning Street ASSL (£1m)
- Earth Sciences Refurbishment of Laboratory Space (£10.8m)
- Learning Street Computer Centre/Careers and Student Union (£1.1m)
- 1 Priory Road: ESRC DTC
- Review of Drama and Music in Victoria Rooms
- Interface Analysis Centre move to Physics
- Medical Sciences, Faculty Offices and Laboratories

Internal Audit Report by Mazars – October 2009 – Key Finding:

‘This area is, by its very nature, subject to major financial and reputational risk and, as such, is needful of a strong system of internal control. We are pleased to report that our work on a sample of projects directed by the Capital Projects Team reflected that overall controls are working well at present’.

‘During our review, we did not identify any specific Value for Money issues that we need to bring to the attention of the Audit Committee’.

SUSTAINABILITY

STAFFING

Sustainability currently employs seven full time staff and three part-time staff. The team continues to ensure that, through practical action and strategic input, the University reduces utility costs, meets its own environmental goals, and complies with legislation.

Areas of work include: energy, water, waste and transport management; compliance with environmental legislation; influencing procurement and construction/estate development.

We also contribute to the University's corporate responsibility work, and work with partners such as student interest groups, the NUS, and the Environmental Association for Universities and Colleges.

UTILITY BUDGET

This budget is made up of electricity, gas, oil, water, sewerage and waste disposal costs. Sustainability is responsible for the utility budget for all academic and administrative areas. The halls of residence and a number of small costs centres such as the Sports Centre, Fenswood Farm and Coombe Dingle, hold responsibility for their own utility budgets.

Sustainability models the budget month by month accounting for changes in weather conditions, estates operations, energy saving activities, and shifts in academic activity. We have been working more closely with the users of energy-intensive facilities this year to hone our understanding of the role they play in shaping the budget. Each month therefore there is a revision of the out turn to reflect these variances.

The out turn for the Sustainability Utility Budget (UTIL) for 2009/10 was £6,383k plus wages compared to a budget of £7,200k plus wages. Key factors in the reduction in out turn this year are, lower than expected electricity contract settlement, VAT recovery, energy/water efficiency measures, upgrade of infrastructure and new buildings opening later than initially expected.

The overall out turn for all cost centres on utilities (gas, oil, electricity, waste, water and sewerage) is £7,986k (includes halls and other costs centres).

We are currently researching the best-value ways of procuring energy over the coming years, in what is likely to be an increasingly volatile and expensive market.

KEY PERFORMANCE INDICATORS

Carbon Emissions

Our Carbon Management Plan aims to put the University's building stock on a path consistent with a reduction in energy consumption of 80% by 2050, from a 2005/6 baseline, entailing an absolute reduction of 15% by 2016, and a 35% reduction by 2020. Investments planned for measures consistent with delivering this target will deliver a net cost saving in-period.

Progress to Date

	05/06	06/07	07/08	08/09	09/10
Total CO ₂	47,945	44,656	46,612	47,228	46,422

This demonstrates a 1.5% reduction between 05/6 and 08/9 and a **3.2% reduction between 05/6 and 09/10**.

High Performance Computing is responsible for 1,400 tonnes of the total, so the underlying reduction 05/6 to 09/10 is 6%.

Water Consumption

To reduce water consumption by 10% by 2016 from a 2007/8 base year, and to do this cost neutrally or better within period.

2007/08 = 476,300 cubic metres

2008/09 = 430,544 cubic metres

2009/10 = Data not yet available

A 10% Reduction Between the Years

This is due to awareness raising activity, replacement of direct to drain cooling systems and site infrastructure upgrades (reducing leakage). Not all data is in for 09/10 but we are on course for a further reduction.

The current target within the Sustainability Policy will need revising in light of this performance.

Waste Reduction

To cut waste to landfill to 30% from a 2007/08 baseline by 2016, by increasing re-use, recycling and resource recovery.

2007/08 = 2,021.48 tonnes

2008/09 = 1,977.18 tonnes

2009/10 = 1,923.86 tonnes

A 5% reduction in waste produced over the last year compared to the base year has been achieved. This reduction is due to new recycling systems for plastic and food waste, awareness raising via the Green Impact Awards and specific campaigns, and consolidation of waste collection systems.

51% of our office waste is recycled and this has been borne out by waste audits. Waste campaigns to get more recycling in offices are planned.

12.5% of our waste is hazardous and is disposed of via incineration (either our own or a third party).

Waste data has been some of the hardest data to collect, as many waste streams are based on 'per disposal event' rather than on weight. Over the last two years we have collected more accurate data and included new waste streams.

The current targets in the Policy also need to reflect these changes of moving from waste to landfill to waste 'arising' as this more accurately covers all our waste. An amendment to the Policy will be tabled in the near future.

SUCSESSES

Transport

- Implementing a new Bus Service from the Stoke Bishop Halls to the Precinct for September 2010. This will be run jointly with the UWE.
- A total of £70k worth of funding has been obtained from Bristol's Cycling City and City Transport (BCC). This money has been spent on street cycle parking, lockable bike sheds, bike hoops and bike maintenance workshops.
- Successfully ran the Stoke Bishop Car Club Scheme, with the objectives of reducing the number of student cars being brought to the University. One car club car was located at the Stoke Bishop Halls of Residence and free memberships were given on request to students. Staff were also able to take advantage of the scheme and received a 50% reduction in membership costs.
- A new Car Sharing Scheme was introduced in June 2009. Membership has grown by 52% compared to the previous system of car sharing and as a result car sharing has increased to 94 active car sharing teams (May 2010).
- The 'bike surgery' maintenance sessions have taken place each month from September 2009 to July 2010. The surgery was run jointly by the student's Bristol University Sustainability Team (BUST) and Sustainability. The 2009/2010 surgery was again extremely popular attracting hundreds of staff and students. BUST was awarded a UBU Environmental action award for their involvement with the bike surgery.
- A bike and walk BUDi scheme was launched in 2009.
- A new on-line map has been produced showing all car parks.
- A new University Map and Travel Guide have been published.
- The staff travel survey was undertaken in 2009 and received a 49% response rate.

Energy

- Approval by UPARC of an updated Carbon Management Plan, compliant with CIF(2).
- Implemented £131k worth of Salix funding for energy saving projects, payback of just over two years, saving 556 tonnes of carbon dioxide. The lifetime savings of the technology is £776k and 6,600 tonnes of carbon dioxide.
- A re-appraisal of VAT rates for electricity consumption on the Precinct, based on our space-type analysis, saving £240k in-year.
- Good housekeeping changes have been made across the Estate, including reduced cooling and humidification parameters for ASU's and changes to chiller operation at Dorothy Hodgkin Building.
- The Voltage Optimisation project has been tendered and the first installation is due in September 2010.

Waste

- Provided more recycling facilities leading to a 22% reduction in the number of refuse bins needed at the University. Saving £15k a year.
- Reviewed hazardous waste leading to procedural changes in operation, for example animal bedding disposal changes have saved £40k.
- Better management of the incinerator has lead to longer operation and more hazardous waste being disposed via this route, rather than expensive third party disposal.
- Introduced plastic recycling.
- Introduced food waste collection and recycling in six halls of residence, diverting 33 tonnes of food waste.

- Organised the 'Big Give' with Student Community Action, collecting unwanted goods and belongings at the end of the summer term at the halls of residence, collecting three tonnes of materials for charity for free, saving on skip hire.

Environmental Management System

- The University has started to implement an Environmental Management System to manage its environmental legislative compliance. Using the ACORN system the University has achieved stage three of five phases. The target for completion of all five phases is Christmas 2010. We will be the first Russell Group University to have such a full system.

Engagement and Training

- Successfully running the Green Impact Awards engaging with staff and students within 50 departments, leading to over 1,350 environmental actions. Green Impact is now being run at 22 other Universities, with a further 15 joining in 2010/11, providing £11k of income for the University of Bristol. Also attracted £1k worth of sponsorship for the awards.
- Training of over 60 staff members on better waste management.
- Training 40 students to carry out carbon and green impact audits.
- Helped the Student Union achieve a Silver standard in the 'Sound Environmental Impact Awards'.
- Supported student projects including a bike maintenance workshop, Food-Coop and Allotments in halls.

Green Buildings

- ACCIS has achieved a BREEAM 'very good rating' rating.
- 35 Berkeley Square refurbishment has achieved an excellent rating.
- The Langford Vet School New Building and Queens Road Building refurbishment are both likely to achieve excellent at design stage assessment.

NEXT STEPS

- Continue implementation of 14-point plan for carbon management.
- Full implementation of the Voltage Optimisation Project – potential savings £550k per year at a cost of £1.5m.
- Provide new capital bids for energy saving projects with paybacks under seven years.
- Collection of data from new metering enabling better investigation of energy usage within buildings.
- Review of heating systems to identify efficiency savings.
- Expand the Green Impact Awards to cover 60% of the University and sell into the Higher Education Sector.
- Roll out of an Environmental Management System and achieve full accreditation.
- A major energy and environmental campaign to be run in the halls of residence to save 10% of energy and improve recycling to over 30% of waste produced.
- Food waste trials in the Precinct – a major source of waste (15% of overall University waste).
- Composting of food waste from the Hawthorns.
- Furniture and equipment reuse web site launch.
- Campaign in the academic departments to encourage more recycling.
- Reorganisation of waste in the halls to improve recycling rates.