

## Estates and Environment Committee

19/51 A meeting of the Estates and Environment Committee was held on Thursday 10<sup>th</sup> October 2019 at 9.30 am in HBS Rm 101

**Present:**

Deputy Vice Chancellor, ( <i>Chair</i> )	Professor Gavin Brooks
Head of School (Built Environment)	Professor Chris Harty
Director ULCS and University Librarian	Stuart Hunt
Head of School (Biological Sciences)	Professor Rob Jackson
Environmental Representative	Dr Jess Neumann
Director of Estates	Janis Pich
Finance Business Partner	Rachel Savin
Chair of the Committee for Infrastructure in Learning and Teaching	Professor Katja Strohfeldt
Head of Institute (Institute of Education)	Professor Cathy Tissot
Environmental Representative	Rory Williams-Burrell
RUSU President	Molli Cleaver

*In Attendance:*

Strategic Estates Manager	Nigel Frankland
Energy and Sustainability Manager	Dan Fernbank
Health and Safety Services Director	Jenny Mcgrother
Staff Engagement Manager	Santosh Sinha
Campus Services Director	Lucy Virtue
Strategy and Space Management Director	David Wallace

Senior Governance Officer ( <i>Secretary</i> )	Caroline Redzikowska
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*Apologies for absence were received from:*

Dean of the Henley Business School	Professor John Board
Maintenance Services Director	Stephen Boon
Environmental Representative	Professor Andrew Charlton-Perez
Head of School (Mathematical Physical and Computational Studies)	Professor Ben Cosh
RUSU Environment and Ethics	
Head of Timetabling and Room Booking	Julie Pendleton
Director of Campus Commerce	Matthew White
Projects Director	Nigel Wingfield

19/52 Memorandum from University Secretary regarding Declarations of Interest, Terms of Reference and Risk Register

The Committee received and noted the Memorandum. The Committee considered the Corporate Risk Register in relation to those items which they considered were relevant to their remit.

In particular, the Committee consider the following items and asked that amendments set out below be made:-

Risk Number	
9	Academic Planning and Resource – Estates Insufficient funds for significant capital project requirements
The mitigation actions should be clarified, this is about the funding available for the Capital Programme, rather than the delivery of individual projects. The Director of Estates had already asked the Risk Management Group to change the mitigation actions. The Committee asked that a further amendment be made to acknowledge the current cash flow issues and that other solutions were being considered	
10	Academic Planning and Resource – Estates Inadequately maintained buildings and estate infrastructure
<p>Reference to the Estates and Facilities Committee should be changed to the Estates and Environment Committee</p> <p>The Committee discussed the potential impact of inadequately maintained buildings. It was noted there was now a significant backlog of maintenance which could result in increased health and safety risks.</p> <p>The Director of Health and Safety Services acknowledged the risk but was aware that maintenance funding was prioritised to compliance and health and safety issues. This approach had shown, looking at historical records that the greater risk was likely to be to business operations rather than health and safety.</p> <p>The Director of Estates advised that whilst it was possible to underfund maintenance for a small number of years, it was not a sustainable position in the long term. Funding was being directed to health and safety and compliance requirements but the estate was now at a point where the staff and student experience was beginning to suffer.</p> <p>The Chair acknowledged the need to prioritise and confirmed that compliance was the top priority for the Planning and Change Group. UEB was aware of the issue.</p>	
8	Academic Planning and Resource – Estates Failure to have sufficient space to support growth of the University
<p>Reference to the Space Sub Committee should be removed. The Sub Committee's responsibilities now sat with this Committee.</p> <p>Reference to the T &amp; L Space Committee should be removed. The relevant Committee was now CILT – Committee for Infrastructure in Learning and Teaching</p> <p>Space was a clear and present issue and required increasingly creative ways to solve space issues. The current space allocation was placing restrictions on growth</p> <p>The Committee noted that whilst technically there was sufficient space within the estate, it was not being used as efficiently and effectively as could be. In the absence of funds to create new space, the current space needed to be refocused and repurposed to accommodate the changing needs.</p> <p>Space for growth was a significant challenge in the light of the above. In considering new teaching activities, the relevant Committees would need to consider whether space was currently available in practical terms.</p> <p>It was agreed that the current mitigation wording should be reviewed by the Director of Estates and the Strategy and Space Management Director.</p> <p>The Committee noted that the Teaching and Learning Risk Register showed the risk as red. The Committee considered that the scoring should be higher than as currently in the Corporate Risk Register.</p> <p>It was considered that the Inherent likelihood and the impact should be both be scored at 9, whilst the residual likelihood should be scored at 9 and the impact at 8.</p>	
12	Academic Planning and Resource – Estates Failure to deliver capital project to timeline and to budget Reduce both inherent and residual likelihood by 1 as Library has now completed

19/53 Membership and Terms of Reference

The Committee noted and approved the Membership and Terms of Reference subject to minor amendment and welcomed the new Members of the Committee.

19/54 Minutes of the last meeting – 24 June 2019

The Minutes of the last meeting on 24 June 2019 were approved as a correct record.

19/55 Matters arising19/39 Lake Safety Review

The Director of Estates advised the Committee that RUSU had been consulted and the Coroner's report had also been considered. The Coroner had made no additional recommendations. The Review had been presented to UEB.

19/44 SAGES Space Tour

The Committee noted that the suggestion regarding whether continual improvement could be a more effective way of supporting Schools, rather than waiting until a larger piece of work became necessary had been referred to the Chief Strategy Officer & University Secretary and the Planning Group by the previous Chair of the Committee.

19/48 Strategic Green Space

The Strategic Estates Manager advised that a Walking Routes leaflet had been developed jointly with the Parish Council and would soon be available.

19/56 Chair's Action

The Committee noted that since the last meeting, Chair's action had been taken in respect of the following matters

- i) Request from CILT – Closure of Study@TOB2 Space (Spur A TOB2)
- ii) Security SLA – Annual Review – Approved - no changes
- iii) University Heating and Cooling Policy – Approved - minor revision

19/57 Greenlands Water Source Heat Pump – Outline Proposal

The Committee received and noted the Outline Proposal for the installation of a water source heat pump at Greenlands.

Since the last report, further research had been undertaken and the current proposal now utilised the University's new business change process.

The proposal would provide for a new low carbon heating solution for Greenlands, which would replace the current oil fired heating system (which would be consolidated and retained for back up).

In looking for alternative solutions, other options had been considered including:- ground source, biomass, air source and electric. Some feasibility and design work had been carried out and it was considered that water source could be a cost effective option.

If adopted, a water source option would :-

- Reduce the backlog of maintenance
- Reduce air pollution and cut carbon emissions
- Reduce the risk of using oil heating as there was increasing pressure to find alternatives
- Increase resilience – the oil system would be retained but would only be used as a back up system.

The project was now paused pending identification of external funding sources. Such sources could include EPC contracts which involved a third party funding the project with the University and the funder sharing the benefits of supply.

Approval was now sought for the development of a full business case and submission of the case to the Planning and Change Board.

Following discussion, the Committee agreed that a full business case should be developed and submitted to the Planning and Change Board. In so doing, the Committee noted :-

- The cost of the project c.£2m was not insubstantial and was not something the University could countenance at the current time, there being no allocated funding. To proceed, external funding would need to be secured and the project would need to be off balance sheet.
- Considerable further consultation would be required, as would specialist legal and financial advice, particularly with regard to EPCs
- Some funding was available in existing budgets for initial consultancy fees, but it was not certain if the funding would be sufficient.
- There were only a few examples of the technology being used in the UK, the National Trust in Anglesey being the most similar. There were, however, more numerous examples in Europe where the technology was more common.

The Committee agreed that the business case should:

- Include a Risk matrix
- Make it clear that there could be wider benefit to the consultancy beyond the current project as lessons could be learned for future initiatives
- Where possible, be strengthened with regard to the potential costs of the project consultancy for full business case development
- Provide greater clarity and explanation regarding the choice of water source over ground source and other options where the technology was more mature.
- Include further exploration of performance based contracts

It was agreed that the Chair could approve the initial proposal paper under Chair's action once the necessary changes had been made.

**Action: Energy and Sustainability Manager**

#### 19/58 Annual Environmental Sustainability Report

The Committee received and noted the report which set out progress, achievements and challenges in relation to with the University's sustainability targets.

##### Carbon

Carbon reduction was at 40.4% against a 45% target for July 2021. Projected carbon reductions to July 2021 were between 43% - 45%, against a 45% reduction target. Cumulative savings under the current 5 year plan were approximately £3 million. Whilst this was less than the anticipated £4.9 million, as a result of less revenue being available for investment, the cumulative savings since 2011 were approaching £30 million.

The Committee noted that planned building closures as a result of the construction of the new HLS building had been factored into the calculations. The Strategy and Space Management Director advised that he would liaise with the Environment and Sustainability Manager and provide further information regarding planned closures to assist with target setting and monitoring

## Action Strategy and Space Management Director

The solar panels fitted to the Edith Morley building were performing well above expectation and continued energy efficiency such as IT upgrades and the rationalisation of the University's central servers, had delivered almost 100 tCO<sub>2</sub> and £45,000 of annual savings.

- Business Travel

Emissions had grown by a further 8.5% year-on-year and now accounted for 33% of the University's total carbon footprint. Work was on going in conjunction with Meteorology to better understand the data.

Water

Water consumption reductions were significantly less than previously reported and were currently at 16% against the 2011/12 baseline. This was the result of a combination of faulty meters, some large leaks, and the opening of the TVSP Gateway building. Halls water consumption has fallen 7% year-on-year.

There had not been as much attention on water consumption as energy. Going forward there would be more focus on water consumption and lessons would be learned from the problems that had been identified. It was anticipated that there would be improvement over time.

Waste

Waste reduction was well ahead of the per person target standing at a 15% reduction per person compared to a 5% target for 2021. Recycling was more static and was unlikely to meet its target, however this was in part due to the success of reuse schemes which had reduced the need for recycling

The Waste Strategy had delivered £303,400 revenue savings over the last 3 years, including £90,000 from various re-use schemes.

Travel

The next survey was due to take place in January 2020. The Sustainable Travel programme had been significantly reduced last year in order to achieve budget savings. However, path improvements have continued to be made through Maintenance Services, and the cycle skills training had been a particular success.

The Committee noted that there were currently no electric vehicle charging points at London Road and agreed that such a facility could be an asset if space could be found.

The Committee was also advised that the team continued to work closely with RUSU and acknowledged the increasing demand and interest in sustainability from the student body.

### 19/59 Space Released Under VR

The Committee received and noted the report from the Strategy and Space Management Director which outlined the space released under the 2019 VR process and set out a pathway to developing and approving future use of this space.

Three significant pockets of space had been released to be repurposed. These were:-

- The former IML space in Polly Vacher
- 7 staff offices on the 2nd floor of Edith Morley
- Space within the curtilage of SCFP

Proposals to repurpose these spaces would be brought forward to future meetings of the Committee for approval.

### 19/60 Capital Programme Update 2019

The Committee received and noted the report. In particular the Committee noted:-

- The final accounts for RUSU 360 had been concluded
- Shinfield Legacy - it was expected that a planning appeal would be submitted in respect of the land at Cutbush
- Langley Mead SANG - a planning appeal had been submitted which would be dealt with by way of written representations.

19/61 Any other business

The Committee noted the following points under any other business:

- i) Contrary to previous reports, Amazon had agreed to install lockers at London Road and the lockers were now in situ.
- ii) The Director of Health and Safety Services raised the issue of advocacy for the needs of disabled people in relation to health and safety matters.

The Committee noted that Professor Yaqoob, PVC Research and Innovation was the Chair of the Diversity and Inclusion Committee and the UEB D&I champion. The Campus Services Director was a member of that Committee but the Director of Health and Safety Services was not. It was suggested that the Director of Health and Safety Services could request attendance at that Committee

The Chair of CILT advised the Committee that consideration of the needs of the disabled in relation to learning and teaching infrastructure was included in the Committee's terms of reference

- iii) The Strategic Estates Manager advised the Committee there would be an Opening event for the Deardon Allotments (Shinfield) on 23 October 2019
- iv) The Head of the IoE welcomed the works that had been carried out at London Road to improve the entrance areas with sail shades, tables and chairs
- v) Environmental Representative, Mr R Williams-Burrell raised a concern regarding the lack of recycling/reuse of equipment during works to the Russell Building. The Committee acknowledged the concern and the Energy and Sustainability Manager agreed to look into the matter further with the Project Lead Ms L Frost.

**Action: Energy and Sustainability Manager**

19/62 Dates of meetings in the 2019-20 session

Monday 20 January 2020 at 9.30 -11.30am in Edith Morley Rm 126  
 Thursday 27 February 2020 at 9.30 -11.30am in Edith Morley Rm 125  
 Tuesday 28 April 2020 at 9.30 -11.30am in Chancellors Rm 100  
 Monday 22 June 2020 at 9.30 -11.30am in Carrington Rm 201