Launch of the Second Generation Technical Consultancy Framework

20th May 2009
Presentation: 15.45 – 16.30
- Introduction to University of Leeds
- Estate Services
- Capital Programme
- Aims for 2nd Generation

Questions: 16.30 – 16.45

Refreshments: 16.45
Origins

1831 – Leeds School of Medicine

1874 – Yorkshire College

1884 – Merge of The Leeds School of Medicine and The Yorkshire College

1904 – The University of Leeds Established
Key Facts:

- One of the UK’s largest Universities with 30,500 students from over 130 Countries
- 8,000 staff, third largest employer in Leeds
- Member of the Russell Group
- Annual research incomes exceeds £101 million
Financial Position

Our 2007/08 total income was £460m, an increase of 9% on the previous year:

- Funding Council grants £153,099
- Tuition fees and education contracts £109,132
- Research grants and contracts £101,207
- Other operating income £84,811
- Endowment income and interest receivable £11,929

Total income £460,178
Our Estate

- One of the largest self contained city centre University campus in the Country

- Large amounts of property to the West and North of the City and farmland in Tadcaster

- Approximately 569 properties, covering 1,232 acres
Vision

“Our vision is that by 2015 our distinctive ability to integrate world-class research, scholarship and education will have secured us a place among the top 50 universities in the world”.
How does this translate for Estate Services?

“Provide first class facilities based upon customer first, value for money and continuous improvements”

“By delivering first class facilities the service will contribute to ensuring an exceptional student experience”
We have big plans for the Estate.

“Amazing research and inspiring education has taken place here for over a century. By investing now, we will ensure this happens for another 100 years” - University of Leeds Vice-Chancellor, Professor Michael Arthur

- The Strategic Development Framework will see £350 million invested in the campus over the next 10 years.

- The overarching vision is to provide staff and students with a world-class campus and is integral to Leeds’ ambition of securing a place among the world’s top 50 universities.
Estate Services

Management Structure

Director of Estates
Robert Stebbin

Deputy Director
(Technical Services)
Steve Gilly

Estates Planning and
Information
Michele Troughton

Finance and
Procurement
Paula Lister

Deputy Director
(Facilities and Business Support)
Madeleine Aziz-Brook

Capital Development
Brian Ford

Project Services
Peter Preston

Engineering Services
Simon Gough

Health & Safety
Granville Chesterman

Sustainability
Keith Pitcher

Maintenance & Operations
Stephen Winter

Business Support
Sophie Hodges

Cleaning and Waste
Management
Janet Wills

Security & Support Services
Steven Exley

Media Services
Central Teaching Space Support
Liz Britain

Design
David Howarth

Repographics
Sharon

Chatners

Video

Multimedia
David Howarth

Customer Services
Lisa Mitchell

* Campus & Gardens
  * Sports Grounds

* Grounds and Gardens
  * Paul Kitson

* Maintenance and DLO

* Maintenance Contract Management – Gary Smith
  * Mechanical
  * Electrical
  * Plumbing
  * Building
  * Painting
  * Joinery
  * Handyguy
  * Stores
  * Locksmiths

* Office
  * Dave Coombes

* Helpdesk
  * Lynn Dyson

* IT
  * Manoor Butt

* MultiFunction
  * Peter Bolger

* Cleaning Operatives
  * Kevin Banks

* Mail
  * Haminder Kalyan

* Printing
  * Joyce Stead

* Porters
  * David Cornfield

* Office
  * Jane Baddiley

* Security
  * Kevin Banks

* Facilities Management
  * Chris O’Connor

* Technical Services
  * Team 1 (Residential)
    * Ashley Black
    * Paul Crouch

* Technical Services
  * Team 2 (Academic)
    * Paul Crouch

* Technical Services
  * Team 3 (Academic)

* Estates
  * Centra/SMS
    * Andy Walton
    * Paul Chilton

* Design
  * David Howarth
Capital Development
- Core objective is to deliver the capital programme
- Internal project managers delivering schemes over £3 million or of a specialist nature
- In-house clerk of works managing quality on-site

Projects
- In-house design team delivering architectural and engineering expertise
- In-house interior designer delivering services to all projects

Engineering Services
- Technical review of all designs
- Management of the service infrastructure
- Development, management and checking adherence to technical standards
Health and Safety

- Offer advice on all safety matters affecting employees of Estate Services
- Ensuring that works undertaken, commissioned or managed by Estate Services for our customers are carried out in a safe and healthy environment for all employees, students, members of public and contractors
- Undertake audits of contractors onsite

Site Wide CDMC

- Act as lead CDMC and manage the coordination of health and safety considerations for a range of capital projects
- Liaise with key stakeholders in Estates to manage health and safety
Maintenance and Operations
- Ensuring that the Estate is maintained in a safe condition and in compliance with statutory regulations and associated approved codes of practice and guidance
- Planned maintenance and reactive repairs
- Asset Management

Sustainability
- Manage and develop the University’s sustainable development programme
- Waste management and recycling
- Transport Planning
Cleaning and Waste Management
- The cleaning staff are responsible for the day to day cleaning of all areas within the University buildings.
- Collection and removal of litter and leaves from the campus, mechanised sweeping of roads and pathways
- Pest Control

Security and Support Services
- Operate a 24-hours a day, every day of the year service.
- Provide crime prevention advice, patrol the campus, investigate crimes, and respond to alarms and emergencies
- Transport movement

Portering
- The University is supported by a dedicated core of portering staff.
- Duties include mail sorting and distribution, unlocking and locking of designated buildings, stationery and printing distribution and an element of security and enquires points in designated buildings
Estate Planning
- Management of university space, to ensure that it is fit for purpose and meets the university’s developing needs.
- Room numbering

Estate Finance
- Management and processing of estate related invoices

Estate Procurement
- Management and undertaking estate related procurement
Non Estate Departments

ISS – Information Systems Services
- Provide information systems and support for the University

Disability Services
- Provide advice to University departments and external partners to ensure that the specific requirements of disabled people are incorporated in all projects.

Central Procurement
- Provide support to Estates Procurement

Central Health and Safety Team
- Provide support to Estates Health and Safety
- Provide fire officer services
In summary who will you be liaising with at the University?

**Appointment:**
- Capital Development Team
- Projects Team
- Maintenance & Operations

**Design:**
- End User / Stakeholders
- Health and Safety Services
- Site Wide CDMC
- Engineering Services
- Interior Design

**Design cont:**
- Sustainability
- Maintenance and Operations
- Cleaning and Waste Management
- Security and Support Services
- Estates Planning
- Estates Finance
- Estates / Central Procurement
- ISS
- Disability Services
- Fire Officer
In summary who will you be liaising with at the University?

**Construction:**
- End User / Stakeholders
- Health and Safety Services
- Site Wide CDMC
- Engineering Services
- Interior Design
- Maintenance and Operations
- Security and Support Services
- Estates Finance
- Estate / Central Procurement
- ISS
- Fire Officer

**Post Contract:**
- End User / Stakeholders
- Engineering Service
- Maintenance and Operations
- Cleaning and Waste Management
- Portering
- Estate Planning
- Estates Finance
- Disability Services
- ISS
- Fire Officer
End User Contacts (Faculties):

Faculty of Arts – Paul Marshall
Faculty of Biological Sciences – John Wheeldon
Faculty of Business - Tamsin Barrow
Faculty of Education, Social Sciences and Law - Patricia Compton
Faculty of Engineering – Barry Gilbert
Faculty of Environment - Jacqueline Goodall / Jerry Lee
Faculty of Mathematics and Physical Science – Derek Mills
Faculty of Medicine and Health – Julie Howard
Faculty of Performance, Visual Arts and Communications - Azim Abadi
End User Contacts (Sections):

Residential and Commercial Services – Ian Robertson
Sport and Physical Activities – Stewart Ross
Student Union - Lesley Dixon
Recent and Current Projects
Ziff Building – Student Services Building

The Marjorie and Arnold Ziff building homes student services, provides teaching space for languages, part-time and continuing students and international foundation year students.

Building facts
Cost - £14 million
Architects – Farrell & Clark LLP
Contractors – Shepherd
Construction – Design and Build
Where – University Entrance
Completed – September 2008
Earth and Environment

As the home of world-class research into sustainability and climate change, it is fitting that the new Earth and Environment building will be one of the greenest on campus.

Building facts
Cost - £23 million
Architects - Farrell & Clark LLP
Contractors – BAM – Design and Build
Where - Next to existing Earth Sciences building
Work began - July 2008
Work due to complete - November 2009
Key features - Green roof, rainwater harvesting and smart building management to reduce energy consumption.
Charles Morris Hall

The buildings will provide students and out of term-time, conference visitors, with accommodation to rival anything in British higher education.

Building facts
Cost - £27.1 million
Architects - Sheppard Robson
Contractors - Morgan Ashurst - Design & Build
Where - University of Leeds campus
Work began - February 2009
Work due to complete - Summer 2010
Key features - 459 bedrooms featuring floor to ceiling windows to maximise light, contemporary décor and high specification en-suite bathrooms.
Michael Sadler Refurbishment

This has been a 3 phased refurbishment of The historic Michael Sadler Building. The Project is now in the third phase and due for completion September 2009

Building facts
Cost - £7.375 million
Architects – Darnton Elgee
Contractors – ISG Totty – Design and Build
Where – University Main Entrance
Work began – Phased Works Started July 07
Work due to complete – Complete September 09
**Bright Beginnings Childcare Centre**

The new Bright Beginnings Childcare Centre has an innovative twist, having been partly designed by the staff that will work there. Staff input will ensure this state-of-the-art centre provides an exciting and inspiring environment where the needs of the children are paramount.

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**Building facts**

<table>
<thead>
<tr>
<th>Cost</th>
<th>£3.6 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architects</td>
<td>Harrogate Design Group</td>
</tr>
<tr>
<td>Contractors</td>
<td>ISG – Design and Build</td>
</tr>
<tr>
<td>Where</td>
<td>Cromer Terrace</td>
</tr>
<tr>
<td>Work began</td>
<td>March 2009</td>
</tr>
<tr>
<td>Work due to complete</td>
<td>March 2010</td>
</tr>
<tr>
<td>Key features</td>
<td>Spacious play areas, unique covered ‘outdoor’ play areas at ground and first floor level, sensory play room, parent’s meeting room and training area.</td>
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Swimming Pool and Fitness Complex

The state-of-the-art facility will be built next to the current sports centre on campus and will be open seven days a week. It will feature an eight-lane, 25m heated pool, a fitness suite with 200 machines, a sauna and steam room, a small café, spectator seats and changing rooms.

Building facts

Cost - £12.1 million
Architects – S & P Architects
Contractors – Wilmott Dixon – Design and Build
Where – Adjacent to the sports centre
Work began – December 2008
Work due to complete - February 2010
Future Projects
Colour Science and Transformation

- Reconfiguration of accommodation within the Chemistry Building to accommodate Colour Science and Transformation.
- To provide a more integrated/research/teaching facility
- To provide for the refurbishment of shared student areas
- To accommodate the new Transformation research facilities
- Work carried out in 3 phases between February 2009 and November 2010.

Overall budget £7.2m.

St Marks Re Development

- St Marks flats site were constructed in 1979. The flats are currently at the end of their useful life having had one refit in the late 90’s.
- The University now wishes to develop the site with new student accommodation to the latest standards.
- There is a requirement to maximize the site capacity, the scheme will provide between 600 – 700 beds.
- Work to be carried out between February 2010 and July 2011

Overall budget £26.2m.
Institute of Communication Studies

- The existing building which houses Colour Science and overlooks Clothworkers Court.
- The conversion of the Colour Science building will provide 2,200 sqm of accommodation. The benefits of the scheme are:-
  - Provides a modern and stimulating environment in an integrated location
  - Locates accommodation in the most suitable and efficient position
  - Creates a main Institute entrance providing flexibility for student access
  - Programme on site July 2009 to July 2010.

Overall budget £5.5m.

Parkinson, Civil, Mechanical and Electrical Engineering Refurbishment

- The University will be assessing the condition of all the mechanical and electrical services within these building and bringing them up to present day standards with the replacement of all major plant and equipment if necessary.
- Phased programme on site between February 2010 to March 2013.

Overall budget £11.5m.
New Law Building

- The new Law Building is proposed as a high quality new build, designed to BREEAM excellent standard.
- The aim of the investment is to enable the School of Law to become an elite institute, ranked among the top 5 UK Law Schools.
- The consolidation of Law on the Western campus amidst other professional disciplines already sited there will help to create a ‘professional campus’.
- Programme on site September 2009 to January 2011

Overall budget £14.0m.

Multi Storey Car Park

- The Universities Capital Development Programme has put considerable pressure on staff car parking.
- The University are intending to build a c600 space multi storey car park adjacent to the Innovation City Leeds Project.
- It is intended the car park will have 8 floors, 2 basement and 6 above ground.
- Programme on site October 2009 to September 2010

Overall budget £10.67m.
Energy Research Institute

- A new Faculty of Engineering building to house energy research
- The new building will relocate poor, inappropriately located and dispersed laboratories in the Houldsworth Building
- The proposed building will be a showcase for energy efficiency and low carbon emissions, designed to BREEAM very good standard, which will raise the national and international profile of energy research at the University.
- Programme for new build on site November 2009 to February 2011.

Overall budget £15m

Innovation City Leeds

- The project includes a £30m ‘Innovation City Leeds’ building and bio-incubator to promote enterprise and innovation in Leeds
- Working in close proximity, companies, academics, entrepreneurs and business support professionals would be able to collaborate and exchange ideas.
- It is envisaged that Innovation City Leeds would dramatically improve the city’s enterprise rates and act as a gateway for building links between businesses in the region
- Programme on site March 2010 to September 2011.

Overall Budget £30m
Second Generation Technical Consultancy Framework
Feedback From First Generation Framework

- Too many companies on the frameworks
- Uneven distribution of work
- No formal management
- No feedback provisions
- Used as an approved list
Second Generation Framework Disciplines:

- Project Managers
- Architects
- Cost Consultants
- Structural and Civil Engineers
- Mechanical and Electrical Engineers
University of Leeds Second Generation Framework Objectives:

- Formal Management system through the use of KPI’s
- Regular review sessions
- Sharing best practice and innovation
- Providing our clients with a quality service and product through fully engaging with all stakeholders
Framework Management

1st Tier – Framework Management Group

Members – University of Leeds & nominated representatives from each discipline

Meet three times a year

Discuss innovation, improved ways of working
Framework Management cont.

2nd Tier – Framework Management Sub Group

Each discipline will form a sub group

They will be self managing, the University will feed issues into the agenda

They will meet 3 times a year prior to the Framework Management Meeting
Framework Management cont.

KPI’s
Contracts covered under the framework:

- Alterations and refurbishment associated with new occupation, changes of use or upgrade of facilities
- Adaptations and extensions of existing buildings
- Infrastructure, landscape and environmental alterations and improvements
- Major Backlog Maintenance
- New build
How do we run projects? – Procurement

- NEC form of contract for Consultants and Contractors
- Consultant appointments by mini tender
- Novation
- Contractors appointment through OJEU
How do we run projects? – Project Management

- Project Process Map
- Project Guide
- Overhaul of the project management system – under development
How do we run projects? – Engineering

- Highly serviced diverse building stock requires robust engineering strategy
- Technical Standards, engineering performance specifications
- Seek advise from in-house knowledge
How do we run projects? – Sustainability

- University standards for sustainable design and construction for major developments - Sustainable buildings design, construction and refurbishment policy
- Increase energy efficiency and reduce carbon emissions
The Challenge
Key Challenges:

- Safely delivering the Capital Programme
- Delivering the Programme within Time and Budget
- Improving Quality and Design Standards
- End User Satisfaction
- Sustainability / Energy Consumption
- Risk Minimization for the University
The Solution

At Tender we have:
- The right budget
- The right programme
- The right scope
- The right design
- End-user sign off
Post-Tender we have:
- 100% health and safety compliance on site
- A team focused on quality build
- All commissioning, manuals and BMS complete
- Clear handover
- A satisfied client
The Framework Pack
Final Thought

Do not forget the student experience
Any Questions