UNIVERSITY OF LEEDS
Facilities Directorate Senior Management Team

Report of the meeting held on 20 November 2014

1. Director's report
   1.1 VCEG discussions: The group received copies of the VCEG agendas from 7 October to 11 November 2014, and were updated on the following issues:
      a) USS consultation on pensions;
      b) Living wage;
      c) Leeds Enterprise Partnership.
   1.2 Integrated Planning Exercise 2015:
      a) Guidelines will be issued shortly for the University's IPE for Services 2014/15. The purpose of the IPE is to confirm strategic priorities and the operational plans to deliver them, and to evaluate the effectiveness and efficiency of services. The submission deadlines are:
         • Financial submission: Thursday 8 January 2015,
         • Updated strategy: Tuesday 13 January 2015.
      b) FD Heads of Service will produce a vision statement/executive summary for their areas, plus supporting narrative to articulate how services’ strategic measures will deliver the University’s core strategic goals and the. Lynne Cubbon will provide support for developing the strategic plans for each service and the FD, and in identifying appropriate performance measures which align with the strategy.
      c) The financial plans should deliver the phased net bottom line improvement of £1.2m (a commitment in the FD’s February 2014 IPE submission). A key issue for the FD is the risk associated with the projected increasing size of the estate versus the flat GRBS budget.
      d) The draft FD IPE documentation will be reviewed by FDSMT prior to submission.
   1.3 FD Strategic Plan:
      a) The Estates and Facilities Strategy is being updated for publication in March 2015. The document will include elements from the FD IPE submission; Capital Programme and Masterplan outputs; and performance data linked to faculty and service strategies.
      b) In order to define the FD’s Service Level Agreements and Key Performance Indicators, processes for FD services need to be developed which are:
         • driven by customers’ needs;
         • designed in consultation with key customers, and
         • monitored and tested to enable continuous improvement.

2. Estates Planning and Information report
   a) An update on the Capital Programme will go to University Council on 27 November.
   b) The EMR data collection is underway.

3. Facilities Management Integration report
   Various workstreams are ongoing, including
   a) Addressing the potential impact of capital and maintenance projects on stakeholders (reviewing the membership of Communications for Capital Projects Group; production of newsletter on the multi-storey car park scheme; and redesigning generic hoardings for use on major capital projects).
b) Wider University liaison (including SES Directors, LUU Exec).
c) Assessment of current provision of FM support provided in faculties (proposed work on service co-ordination and integration was endorsed by FMG in October, but clarity is needed on consistency of processes and accountability – particularly in relation to compliance issues).
d) There is a need for a development project to update the FD website.

4. Finance report
a) Existing schemes in the Capital Programme are under review due to significant cost pressures. Opportunities to mitigate are being explored.
b) A business case for the relocation of the Facilities Directorate is being developed for Capital Group.
c) The contract for the software to help to deliver ISO 9001-14001 and 18001 for Sustainability and Health and Safety has been awarded to Qualsys.
d) Sec Plus are the new supplier for cash collection from January 2015, and will include change orders for café bars so cash will no longer be held in University House.

5. Commercial Services report
a) Discussions are ongoing with LUU regarding the management of the precinct (clarification of roles and responsibilities) to support space challenges arising from the LUU refurbishment scheme;
b) The Edge membership sales for students remains strong (the target of +500 memberships in comparison to last year’s sales has been exceeded) but staff sales are lower than target so a number of interventions will take place to drive new sales.
c) Initial discussions regarding an ‘innovative teaching space’ working group have taken place. Dennis Hopper suggested using a lecture theatre in Roger Stevens as a pilot for re-designing a tiered lecture theatre using innovative technology.
d) A feasibility study is underway for a 1.5km closed loop cycle circuit at Bodington sports ground. British Cycling have confirmed a capital contribution of £400-500k to support the project.

6. Residential Services report
a) The job description for the Head of Security is being revised and reviewed prior to recruitment. Malcolm Dawson is Acting Head of Security in the interim period.
b) Residential Services are taking over the maintenance of the University’s Central Village residence as Downing are unable to deliver the service levels required.

7. Estate Services report
a) The multi-storey car park scheme will be on site before Christmas. Leeds City Council planners and the highways department have asked for further validation of headline car parking numbers. A full review of the University’s parking permit allocation process and pricing is underway.
b) Phil Dougill has taken up the role of Property Manager and is based in the Estates Planning and Information office in the Estates Building.

8. HR, Training and Development/Equality and Diversity/Well Being
The Facilities Directorate has obtained re-accreditation for Investors in People.

9. Sustainability
a) The Revolving Green Fund bid has been submitted;
b) The internal Carbon Management Plan update is almost complete and data has been re-baselined;
c) The Sustainability Strategy is due for completion by the end of November.
Associated action plans have been developed and are being finalised for publication alongside the strategy.

10. **FD Financial Performance report**
    The FD has a favourable variance of £0.7m compared to the Q1 forecast, approximately half of which related to timing on residential and commercial capital schemes, along with additional income for conference and function activity.

11. **Equality and Inclusion Framework**
    a) The group received a copy of the University’s Equality and Inclusion Framework 2014-19, which includes the following 4 priorities:
       - To develop a University-wide culture which promotes equality and inclusion;
       - To integrate and embed equality into all aspects of University business;
       - To attract, retain, support and develop an excellent workforce from across the world;
       - To ensure a world-class student experience through inclusion and academic excellence.

    b) FDSMT will be provided with a report on the University’s Equality and Inclusion Committee following each meeting;

    c) Information on gender segregation will be circulated to the group;

    d) Following government changes to the DSA which aims at rebalancing the responsibilities between government funding and institutional support, the additional costs of specialist accommodation for disabled students will no longer be met by the DSA.

    e) A Facilities Directorate Inclusion Action Group is being formed which will be chaired by Ian Robertson and attended by nominated senior managers (to be agreed in consultation with FDSMT) from at least the following areas: Residential, Commercial, Estates, Finance, HR, and Sustainability. The group will meet 3 times per year and will report their activity to FDSMT and the University’s Equality and Inclusion Committee.

12. **FD Fundraising and Charitable Activities**
    Bev Kenny and colleagues are setting up a mechanism which will focus on two organisations which will benefit from fundraising and charitable activities across the FD. The intention is to maximise on shared impact and collectively support targeted worthy causes. All FD staff will be invited to nominate one local and one national charity to be supported in 2015, from which a shortlist will be drawn up. The winners for each category will be selected by the Sustainability Steering Group.