1. **Director's Report**
   A copy of a draft paper on the Strategy Refresh was circulated for information. The paper was discussed at the Sustainable, Effective and Efficient Organisation Annual Theme Review meeting on 20 January.

2. **Commercial Services**
   2.1 James Curtis Associates will undertake annual customer satisfaction surveys at the end of January for Commercial Services (including Teaching Technology Support/Facilities lecture experience, and Print & Copy Bureau).

   2.2 The Random Acts of Kindness initiative has been extremely successful in raising awareness of services and engaging with customers in Catering and SPA. Each week, the social media sites for Good Food at Leeds (Mondays) and The Edge (Fridays) reveal a picture of a prize. Customers who ‘retweet’ (Twitter) or ‘Like’ and ‘Share’ (Facebook) the picture are automatically entered into a draw to win the prize. Prizes have included a sports bag, coffees, trainers, a Christmas hamper, tickets to BBC’s Sports Personality, and a Christmas food hamper.

   2.3 The rider and caravan briefings for the Tour de France will be held in the conference auditorium on 3-4 July, ahead of the Grand Depart on 5 July. The Tour de France lecture series is being launched by Lizzie Armistead (GB Olympic cyclist) on 31 January.

3. **Estate Services**
   3.1 Training on the new asbestos management system, ACMS, begins this month with over 70 FD staff being trained to access the system.

   3.2 The Estates values has been circulated to the focus group for comments. There will be further discussion to review the comments received and finalise the wording of the values.

   3.3 Martyn Spence, Senior Engineering Supervisor in Estates, won the ‘Supporting Health and Safety’ category in the VC’s Awards for Health and Safety 2013, for his work in ensuring that the Estates mechanical isolation procedures are fit for purpose.

4. **Residential Services**
   4.1 The Residential Services Year Beginning meeting is taking place on 30-31 January, with the theme of “Culture for Success”.

   4.2 The annual Residential Services Accommodation Survey will take place in late January. Customer satisfaction surveys will take place later in the year for Cleaning Services and Security Services.

   4.3 St Mark’s student residence will be officially opened by Sir Alan Langlands on 6 February. Ian Robertson will assess whether the proposed industrial action that day is likely to impact on the event.
5. **Finance**
   5.1 A 5-year programme will be developed as a business case for central teaching space, and identification of funding (rather than an annual exercise).

   5.2 The 4-stage investment appraisal process, including a post occupancy evaluation, was approved by Council in November. Templates and guidance are being developed, and external funding opportunities are being considered.

6. **Sustainability**
   6.1 The exhibition on the sustainability strategy which was held in Parkinson Court in December received positive feedback. The ‘story so far’ video is available to view at [http://www.leeds.ac.uk/sustainability/](http://www.leeds.ac.uk/sustainability/)

   6.2 Estates and Security are not participating in the Green Impact scheme this year; all other areas of the FD are represented.

   6.3 A project plan for implementing ISO 14001 is being developed, along with a tender specification for external support for authoring documentation. FDSMT agreed that the procurement of a software solution for monitoring risk, performance and sustainability activities should be implemented immediately.

7. **FD IPE Submission 2013-14**
   The group received a copy of the FD’s financial commentary document, which was submitted for the University’s Integrated Planning Exercise for Services 2013-14, for information.

8. **Financial Management Accounts**
   The group received a summary paper on the financial performance across the FD to the end of December 2013.