1. **Director’s report**

1.1 **VCEG discussions**: The group received information/updates on the following issues raised at recent Vice-Chancellor’s Executive Group meetings:

   a) Student number planning 2012;
   b) Update on year end result;
   c) Fixed-term contract negotiations;
   d) Strategic Development Fund status update.

1.2 **Integrated Planning Exercise ‘kick off’ meetings**: Dennis Hopper and Paula Lister will hold separate meetings with Heads of Service in early November to review last year’s IPE submission and to discuss objectives, targets, challenges, pressures, opportunities, change developments etc. Benchmarking will be required to justify the FD’s position, particularly for recurrent costs e.g. energy. Further meetings will be scheduled towards the end of November to include the discussion of detailed financial submissions for each service. The deadline for the submission of the final FD IPE documents is 2 December.

1.3 **FD Space and Sustainability Strategies**: A FD-wide Space Strategy needs to be developed, incorporating individual service needs and issues. A Sustainability Strategy also needs to be developed, and it is hoped that at least one Green Impact Team will be established in each service.

1.4 **Carbon Reduction Campaign**: The campaign was launched on 17 October (see Appendix 1). FDSMT were asked to identify members of their teams who will be willing to act as ambassadors and take a proactive stance for the campaign.

2. **Commercial Services report**

   1) A membership capacity model is being developed for The Edge to ensure that increasing demand is successfully managed. Membership sales are slightly ahead of forecast for August and September;
   2) Leeds Varsity was held on 5 October at Headingley Stadium and was attended by circa 10,000 spectators. Despite losing the overall competition by 7 matches, the University of Leeds recorded its highest number of wins (23) and won the rugby final.

3. **Estate Services report**

   1) A revised planning application has been submitted for St Marks, and planning for Bodington is targeted for submission in the 3rd week in November;
   2) Wilmott Dixon have advised that they will end their MTC contract at the end of October and will not tender for the new contract;
   3) Louis Hynes joined the Projects Office as CAD Development and Support Officer at the beginning of October;
   4) The first Systems and Processes Working Group meeting has been held. Representation will be reviewed as input is needed from the Residential and Commercial areas.

4. **Campus Support Services report**

   1) Feedback from Trinity College suggests that they see little advantage in a joint contract for waste management. Dennis Hopper will feed this back to the Shared Services Steering Group in December. The group were asked for feedback on any other areas of the FD which could be included in the waste management contract which is due to go out to tender. Steve Gilley agreed to explore opportunities with LGI;
2) The CTS refurbishment programme 2012 is being drafted, with a view to developing a wider ‘student experience’ plan in respect of teaching space enhancement. Utilisation rates have been requested for the 111 rooms which are currently in the programme, and it was noted that an allocation for DDA works would be helpful;

3) A draft FD Strategic Management Plan has been produced for comment by FD Management Group and their teams.

5. **Residential Services report**
   1) The University’s Council approved proposals to close the Bodington site in January 2013, and to lease rooms in the City Campus Development and the Tannery. Meetings are being held with staff at Bodington about the site closure;
   2) Quality standard assessors for Visit Britain have awarded Storm Jameson Court a 4-star campus accommodation award.

6. **Planning and Information report**
   1) The accommodation database annual update is now in progress. The current database has been circulated for relevant staff to update and return;
   2) The Capital Programme was confirmed by the Deans at Capital Group in October, prior to submission to Council in November for approval.

7. **Finance report**
   1) Michael Hayes has been appointed as the new Deputy Procurement Manager, based in the Estates Building from 7 November;
   2) The FD reporting system to central Finance has changed for the 2011/12 financial year. Finance Management Information Packs are now submitted for each of the 4 services, plus a consolidated view.

8. **HR/Training and Development/Equality and Diversity/Well Being report**
   1) The group briefly discussed the draft FD staff survey questions, and were asked to feedback any further comments following the meeting, for JO to incorporate and issue a revised draft.
   2) The group asked for practical management advice re: the new agency worker regulations which came in on 1 October. The 12-week qualifying period ends in December, but University-specific guidance has not yet been received from central or local HR. JO will speak to Heads of Service separately outside the meeting to clarify any issues, and will deal with the implications on a case by case basis.
   3) JO asked the group to ensure that she is included in discussions/correspondence pertaining to the employment of consultants.
   4) An update on the IiP assessment has been produced for circulation to FD staff (see Appendix 2).

9. **Financial management accounts**
The group received a summary paper on the financial performance across the FD to the end of September 2011. PJL noted that the format of the table was now in line with the central Finance consolidated financial information pack, and asked for feedback if the previous more detailed format is preferred.

10. **Health and Safety**
The group received a paper on the new protocol on training from Health and Safety Services for information, and agreed that, due to time constraints, consideration of the expansion of SOTER paper will be deferred to the next formal FDSMT meeting on 21 November.

11. **Vice-Chancellor’s visits to schools and services**
The Vice-Chancellor is undertaking a round of visits to schools and services, and is scheduled to make a joint visit to Estates and Campus Support Services on 16 December. The date for his joint visit to Residential and Commercial Services has not yet been finalised.
Facilities Directorate briefing: Carbon Reduction Campaign

**Objective:** To let all staff in Facilities Directorate know about a campaign being run across the University to help lower our emissions and save on our energy bills.

**What is this all about?**
All organisations need to look at how much energy they use – not just because of their energy bills but also because as a country, the UK has to lower our emissions of Carbon Dioxide (CO2) to meet international targets.

We are launching a campaign this month, to run throughout the coming year, to support our efforts to lower such emissions.

**Why are we doing it?**
The University has set a target to cut carbon emissions by 35% by 2020 from their 2005/6 level. This means greatly reducing the amount of energy we use whilst still maintaining our high levels of research and teaching activities.

The money we receive from the Higher Education Funding Council for England (HEFCE) for capital infrastructure depends on us reducing our carbon emissions. That means that the Estate Services budget is directly affected by it. What’s more, our energy bills are set to rise significantly in the coming years if we don’t do anything about it.

The University spends around £10.5m a year on gas and electricity, but we know that we waste some energy. This might be from something as simple as leaving lights on unnecessarily, not closing doors and windows or the inefficient use of equipment.

By raising awareness of the issue, we believe that the University will be in a position to act more responsibly and lower emissions.

**What are we actually doing?**
The first part of the campaign is already under way, using the theme of ‘big numbers’ and the line ‘It all adds up’ to make the point that seemingly small actions can make a significant difference, when carried out by many people.

All over the campus, the number ‘40647’ has been appearing – and the number represents the total number of students and staff on campus as at May 2011, from the University web site.

We have also created a web site [http://italladdsup.leeds.ac.uk](http://italladdsup.leeds.ac.uk) with tips and resources for saving energy, and the opportunity for people to pledge to take action.

**What do I need to know / do?**
Firstly, be aware that the campaign is taking place – and the reasons for running it, as described above.

However, what we are looking for from all staff and students is for all of us to

- look for opportunities to make sure we are using energy efficiently – whether that is turning off unnecessary lighting (night or day!), setting heating slightly lower or even double sided photocopying.
- take the opportunity to visit the web site and consider making some pledges!

**What else can I expect?**
Over the coming months, the campaign will highlight different aspects of our energy consumption. This will start at the beginning of November with a focus on lighting and computer use, and will be followed before Christmas with action on heating and cooling, and doors and windows.

If you have any questions, contact your supervisor or line manager.
Between 19th & 26th July 2011, the IIP Assessor, John Taylor interviewed 130 Facilities Directorate staff to check that the recently merged FD met the national standard for a well managed organisation. After considering the evidence in detail the Assessor confirmed that the FD should continue to be recognised as an Investor in People. Assessment has given us the opportunity to validate whether or not we are maintaining our standards and look at the consistency of management and people development across the Facilities Directorate. The standard is about continuous improvement so whilst the FD meets the IIP standard the assessor included recommendations which will enable us to achieve higher levels of performance.

Areas of strength

- The University is seen by Facilities Directorate staff as a good employer with access to learning and development, opportunities for job progression and long service recognition. The assessor commented that nearly all Facilities Directorate staff enjoyed belonging to the University and saw it as a positive working community.
- The assessor was impressed by staff knowledge and understanding of the University Strategy.
- The majority of staff reviews had been effective and the quality had significantly improved since the last IIP assessment.
- Staff understood how they contributed to a quality student experience and their work area business objectives.

Recommendations for further improvement

- The FD should produce a communication strategy so messages are clear and consistent across the FD.
- Build a positive performance and development culture, developing consistent values, behaviours and approaches, including, offering a clear route of personal development for all levels of managers and supervisors to contribute to leadership effectiveness.
- Consider if the present SRDS process is fit for purpose and most effective for use by operational staff groups across the Facilities Directorate.
- Continue to improve the way change is managed across the Facilities Directorate.

What happens next?
The Facilities Directorate will continue to work with the Investors in People standard and will build the recommendations for improvement into business plans. We will check how well we are doing by asking staff to give their opinions in a Facilities Directorate staff survey later in 2011.

Thank you to all staff involved for contributing and managers who made sure the interviews took place and the supporting paperwork was at hand.