



UNIVERSITY OF
CAMBRIDGE

Estate Management
Annual Report 2016 – 2017



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Executive Summary

Welcome to the first Estate Management Annual Report



Jason Matthews, Director of Estate Strategy

It is with great pleasure that I write this foreword to the first Estate Management Annual Report during my tenure covering the financial year 2016/2017.

This year has been a challenging time for the Higher Education sector across the United Kingdom. Brexit has produced an environment of uncertainty which has made business planning difficult as no one really knows what the future holds.

However, there is no uncertainty in acknowledging the increased competition within the Higher Education sector. This increased competition is requiring many Universities to review their operations and seek greater value from their assets in order to support their academic goals.

This value is not necessarily financial driven, although creating greater efficiency and effectiveness is critical. Value is seen as enhancing the student experience as well as making University estates more enjoyable to work in for all members of staff.

With an eye on the future, there is still much work to be done. The potential capital project pipeline is substantial, as well as the ongoing requirement to maintain the University's estate. The Estate Management team is geared up to continue to support the academic priorities through the provision of services across development, projects, facilities and asset management.

Additionally, Estate Management has facilitated the publication of the Strategic Framework that outlines the University's requirements for its estate.

Over the next few pages you will read about many of the achievements the Estate Management team has made that have significantly contributed to the ongoing success of the University of Cambridge.

Finally, I would like to thank all our stakeholders, both internal and external, for their continued support.

Jason Matthews

Director of Estate Strategy

Strategic Framework for the Development of the Estate

The Strategic Framework was approved by the General Board and University Council in November 2016¹. It seeks to ensure that the University estate supports the University’s mission by developing and managing the estate so that it will:

- be an expression of the University’s academic excellence, with high quality places and services, in order to contribute to the University’s and the City’s competitive advantage;
- support productivity by delivering a positive experience for students and staff;
- be developed sustainably;
- deliver value for money, and generate additional income, to improve the University’s financial position.



Model to Assess Estate Decisions

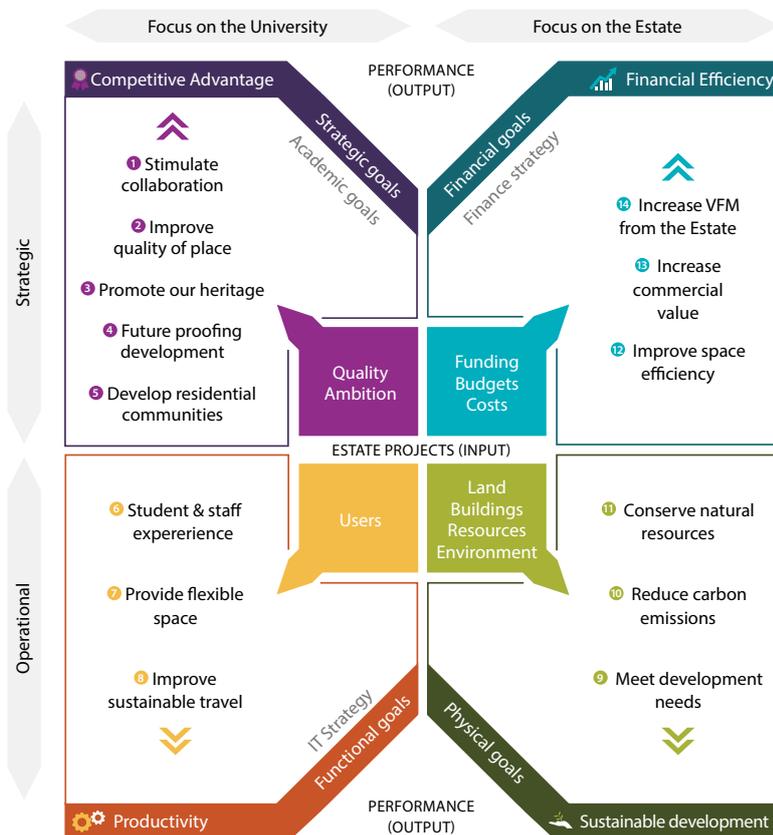


Image adapted from den Heijer (2011)

A number of estate-specific goals are identified for these four performance areas, and strategies are articulated to achieve each goal. Some of these are novel within the University; others draw on examples of current good practice and seek to apply them more widely and systematically. Rather than specifying targets and actions to be applied uniformly across the University, the intention is to establish a framework for future decision-making and articulate proposals for further work that will inform plans for improvement.

1. A copy of the report is available on www.em.admin.cam.ac.uk/strategic-framework.

rEMap Transformation Programme

rEMap is Estate Management’s transformation programme, instigated by Jason Matthews, Director of Estate Strategy. The programme is tasked with ensuring the division is as effective and efficient as possible in order to:

- **become a more efficient and effective division**
- **provide greater transparency through better information**
- **respond to University and market demands**
- **become more customer focused**
- **provide a response to the Strategic Framework**

The areas of work were determined by staff forums, management workshops and from actions in the Strategic Framework which was published in November 2016. These ideas were formed into mission boards and became the starting point for the programme’s work. The programme adopted a Vision, Mission, Objective, Strategy and Tactic (VMOST) tool to help identify its direction and objectives.

To provide a clear roadmap of the programme, the illustration to the right has been developed.



The roadmap shows the ‘Time for Change’ at the start and leads onto a group of initiatives under the ‘Fixing the Fundamentals’ banner.

Some of the projects in these areas will improve how the division store and share information, provide a better understanding of its processes, improve how it manages its stakeholders and introduce a new intranet that will provide a hub for information to be found and shared.

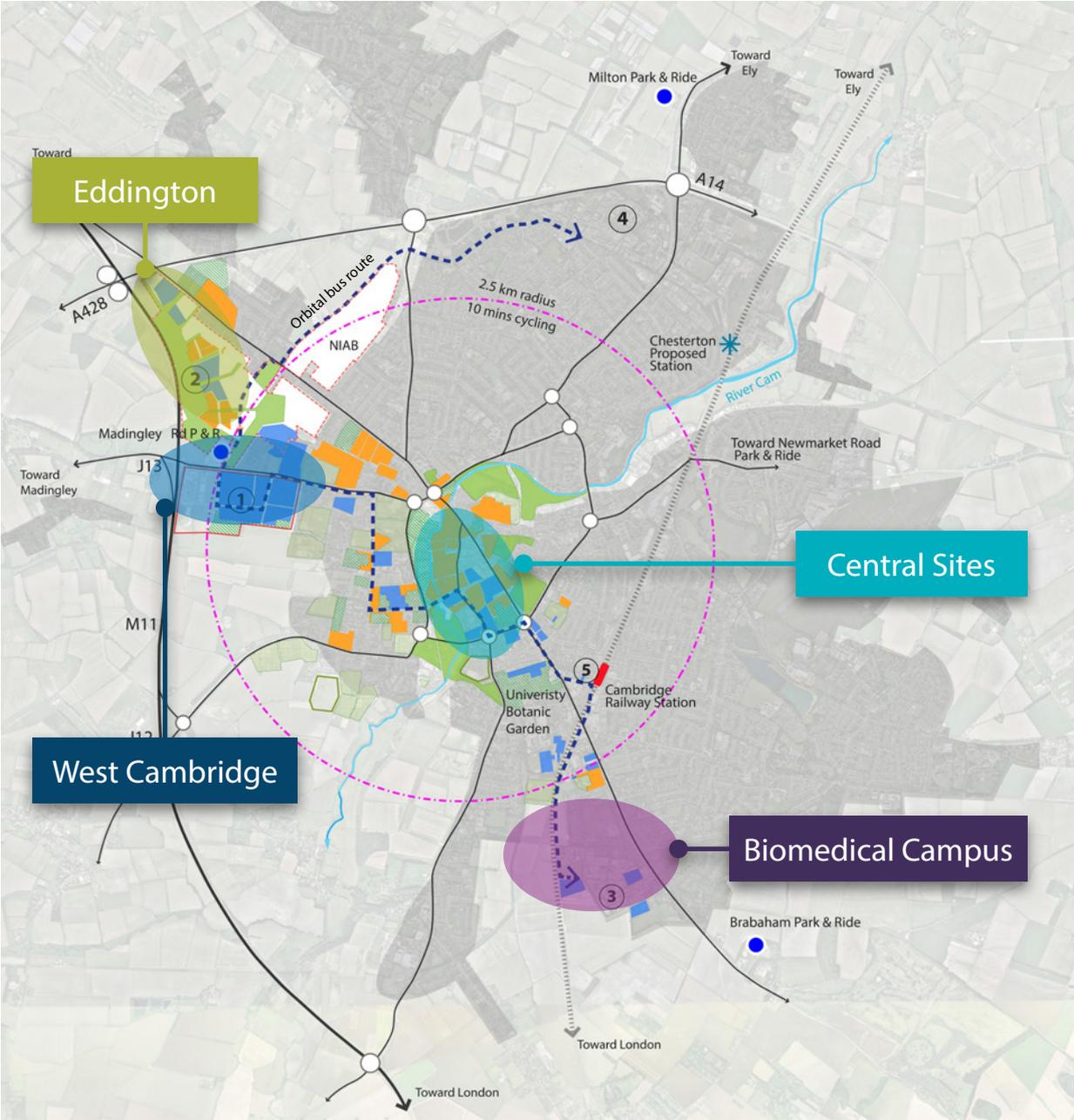
Along the journey rEMap has identified some areas Estate Management needs to improve. The start of the Culture Action Plan will improve how Estate Management works and will commence with a staff survey later in the year.

rEMap has also highlighted the need to improve the service provision to all its customers and this will be looked at as the programme progresses.

The final area on the journey contains the activities needed to support the Strategic Framework. These include actions such as undertaking staff and student surveys about the Estate and improving space utilisation of the estate.



The Estate 2016/17



Map courtesy of AECOM

Meeting the University's Development Needs

Aligned to Goal 9 of the Strategic Framework for the Development of the Estate 2016.

West Cambridge



Image courtesy of Grimshaws

The Civil Engineering Building received Planning Approval in March 2017, starting on site May 2017.



Image courtesy of Jestico and Whiles

A new planning strategy was agreed with the City Council to advance Cavendish III and the Shared Facilities Hub ahead of any outline approval. Both schemes progressed significantly through to RIBA Stage 3 with positive pre-application discussions concluding positively ahead of imminent planning submissions. The design was praised by Cambridgeshire Quality Panel.



Image credit David Barbour

The Chemical Engineering and Biotechnology building was completed.



Image by Jan Pyrgies from Cleanroom Solutions limited

Clean Room fit out at Cambridge Graphene Centre



Image courtesy of AECOM

The West Cambridge Masterplan, submitted in June 2016 progressed through public consultation leading to the design team progressing a number of amendments ready for resubmission towards determination.



Image courtesy of Jestico and Whiles

Shared Facilities Hub progressed to Stage 3 with a planning submission pending.

Central Sites



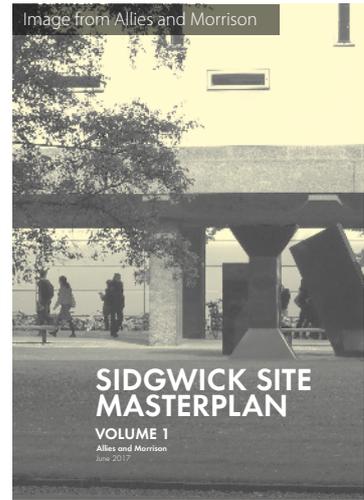
In March 2017 EM and the Fitzwilliam Museum started discussions with Historic England to remodel the Museum site.



Kettle's Yard continues to undertake a major redevelopment and refurbishment.



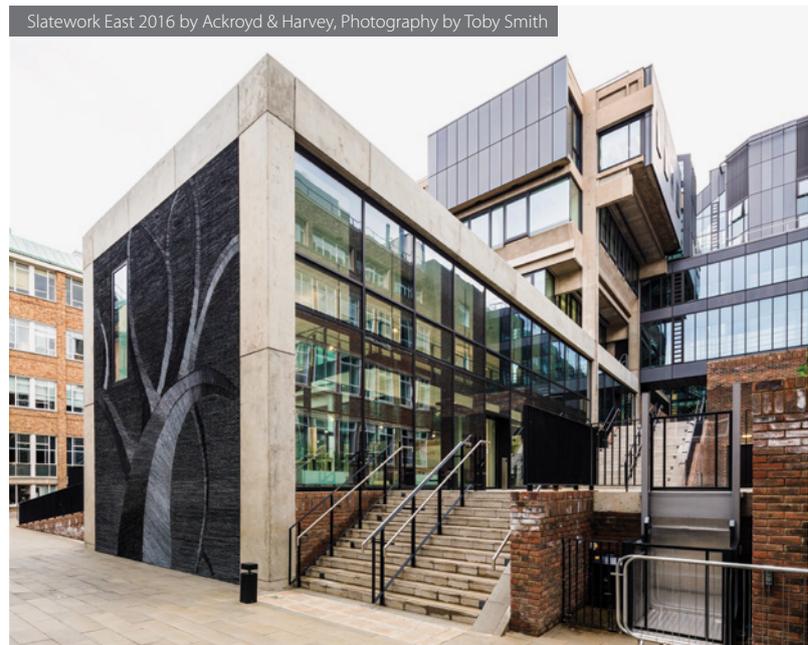
Old Press and Mill Lane Sites Masterplan is progressed with College partners.



The Sidgwick Site Masterplan was published in June 2017.



Cambridge Judge Business School's Simon Sainsbury Centre moved towards completion.



The University of Cambridge opened the 'new' David Attenborough Building, the first phase of regeneration of the New Museums Site, in June 2016. Home to the Museum of Zoology and the new Cambridge Conservation Campus, the building has much improved environmental performance.

Biomedical Campus

Image courtesy of Fairhursts Design Group



Project Atria gained planning consent in November 2016.

Image courtesy of Addenbrooke's



Strategic land purchase and planning consents helping future-proof the research demand in August 2016 and February 2017.

Image from RH Partnership



Project Gemma completed on site in February 2017. Nearby, Project Capella constructed on site to near completion.

Photography by Joe Ackers



In February 2017 refurbishment of the Clinical School Offices was completed providing new flexible education space.

Eddington

In 2016/17 the North West Cambridge Development continued towards the completion of the first phase which will see over 700 residential units complete along with complementary community facilities and amenities.

Arch Marks Barfield Architects. Image Morley von Sternberg.



The Primary School won a RIBA East Award and was officially opened by the Vice-Chancellor in September 2016.

Internal Architects Saunders Boston. Image Jamie Scott Long



In July 2017 the Office of Postdoctoral Affairs fit out is near completion.

Architect Maccreanor Lavington and Witherford Watson Mann. Image credit Mike O'Dwyer.



Courtyard of the first homes.

Architect R H Partnership. Image credit Richard Chivers



Swirls Court a post-graduate student complex was completed in May 2017 and opened in the new academic year in a lease to Girton College.

Architect Maccreanor Lavington and Witherford Watson Mann. Image credit David Grandorge



In July 2017 Eddington welcomed its first residents within the one and two bedroom apartments. Internal living space of one of the first homes.

Maintenance of the Estate

The total expenditure in respect of Building Maintenance for the financial year 2016/17 was £20.7m. £9m of this was related to the Major Maintenance and Repair Plan and £11.7m was for routine planned and reactive maintenance.

An Asset Prioritisation Model has been developed in collaboration with Environment & Energy to aid planning and budgeting for combined projects with energy and carbon saving opportunities. The Model offers a transparent tool for illustrating the scheduling of works to align with the Capital Plan.

The Estate Strategy envisages the Capital Plan removing many dysfunctional buildings and consequently maintenance and repair work to attend to poor condition in affected properties, with an estimated value of £21.5m, being deferred.

Environment & Energy

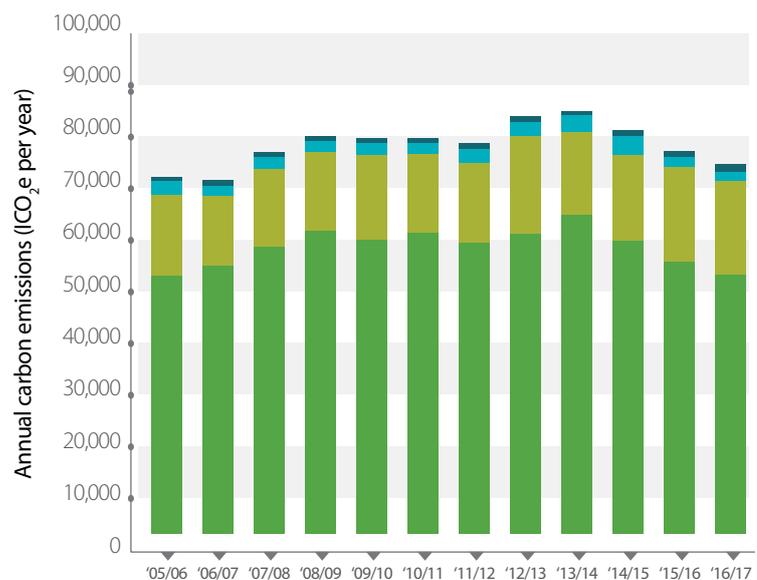
Aligned to Goal 8, 10 and 11 of the Strategic Framework for the Development of the Estate 2016

The Environment & Energy (E & E) section is responsible for the delivery of the overarching aims set out in the Environmental Sustainability Vision, Policy and Strategy. To support this work, E & E is developing and implementing a range of strategies, policies and plans focused on issues spanning the environmental sustainability agenda. E & E organises itself into three collaborative teams; energy and carbon, travel and transport, and environment.

Energy and carbon

As well as managing the procurement of utilities for the operational estate of over 350 buildings and dealing with regulatory compliance requirements, the team also manage a significant investment in energy efficiency, renewable energy and infrastructure enhancement projects. In 2016/2017 E & E had its most successful year to date, investing £2.9m in projects to reduce the Scope 1 and 2 carbon emissions ('direct' emissions, primarily building energy-related) by 2,300 tonnes and energy costs by £550,000.

Scope 1 and 2 carbon emissions



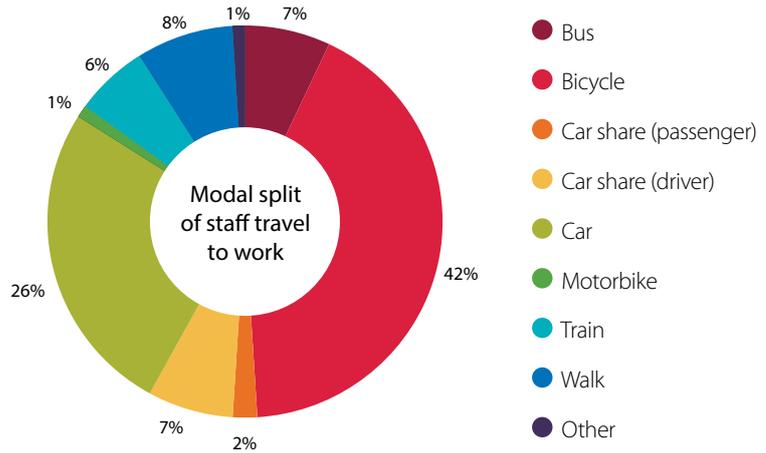
Alongside reducing the Scope 1 and 2 emissions, E & E is also working to tackle the Scope 3 (indirect) emissions from sources such as business travel and procurement.

Travel and transport

Staff and students need to get to and from various sites every day; both in their commute and in moving around during the working day. It is recognised the impact this has, both on the environment and for individuals' well-being, and that's why E & E is striving to make a range of sustainable travel choices more accessible through initiatives such as the Universal bus service (where University card holders benefit from a flat £1 fare) and the pool bike schemes for staff around the estate.

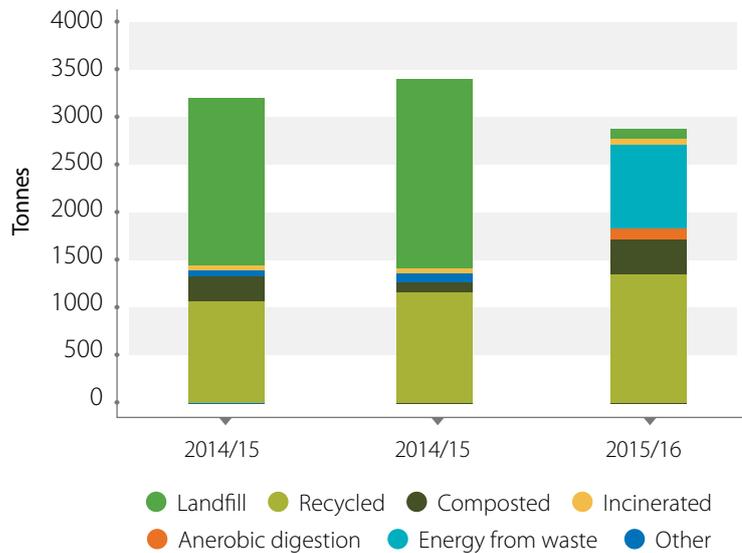
In 2016/2017, 74% of staff travelled to work using sustainable travel modes indicating great progress in this area, but more needs to be done to encourage healthier, more sustainable travel choices to, and at, work.

To that end E & E is in the process of finalising a new Transport Strategy which will underpin a range of measures aimed at enhancing travel choices.



Environment

As well as energy and travel, the University has committed to challenging targets in areas such as waste and recycling, biodiversity, food, sustainable construction and more. The Environment team has a very broad remit, much of which involves working with colleagues across the University to progress these issues. Highlights of the last year include:



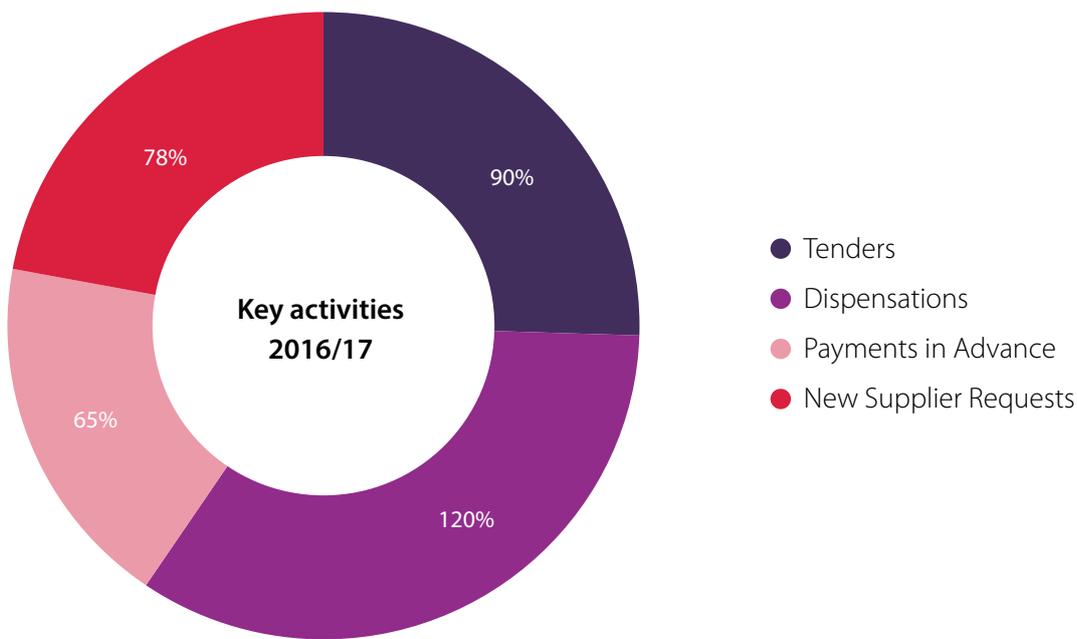
- Working with Facilities Management on implementation of the new zero waste to landfill contract, and on the promotion of recycling.
- Working with the Catering Service on Development and implementation of the new Sustainable Food Policy.
- Working with over 30 departments and colleges to improve their environmental performance through the 'Green Impact' awards scheme.
- Establishment of the Ecological Advisory Panel.
- Successful first year of the Carbon Challenge competition.
- Appointment of a dedicated Sustainable Buildings Advisor.

Procurement

Aligned to Goal 14 of the Strategic Framework for the Development of the Estate 2016.

Providing a specialist layer of procurement specific to construction and maintenance, the Procurement Team within Estate Management supports and approves all procurement exercises over £25k. The process spans the whole life cycle from identification of needs, through to the end of a contract. All of the central procurement activity supports EM's corporate strategy and priorities giving structure and governance so we are audit ready. As a critical friend, Procurement looks at risks and offer commercial rigour.

The University's building programme is ambitious in scale: the Capital Expenditure Plan (CEP) contains building projects with approximately £3bn of project costs, of which around £750m is currently prioritised. The programme is driven by growth in operational activity, the need to relinquish or redevelop space that is not fit-for-purpose, and to achieve academic/administrative integration and collaboration.



Key activities 2016/17

In addition, Procurement facilitated the delivery of a framework for the delivery of the Capital Programme. The base contractual relationship is the New Engineering Contract, which embodies a collaborative approach. Within the NEC there are various ways in which the commercial relationship can be structured as well as giving flexibility to choose the role of the design team, meaning the team can be novated or retained.

Historically the University has adopted a single approach to the delivery of projects and this has in some instances caused issues. However, on the whole, this has served the University well. As Procurement moves forward it will be reviewing a wider number of options and will be assessing them against the project objectives and drivers.

Capital Framework



Response from Contractors & Consultants

410 Interested
216 Qualified = **49** Awarded
78 Shortlisted

REDUCED
Supply chain

235 > **49**

= { More control
Better relationships and
VALUE FOR MONEY

Procurement Timeline just

12 months =

Pre-agreed terms:

NEC Commercial Relationships

Lump Sum <i>Option A</i>	Target Cost <i>Option C</i>	Cost Reimbursement <i>Option E</i>
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Framework delivery cost of

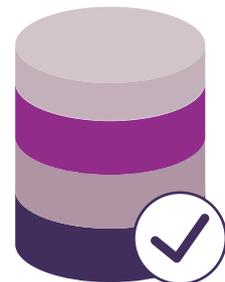
LESS THAN £140K

But will deliver **£500m-£800m** in the next 5 years

Evaluated data of

3.85GB

Equivalent to **800 SONGS** on iTunes, a **BLOCKBUSTER DVD** or **80 HOURS** of web browsing



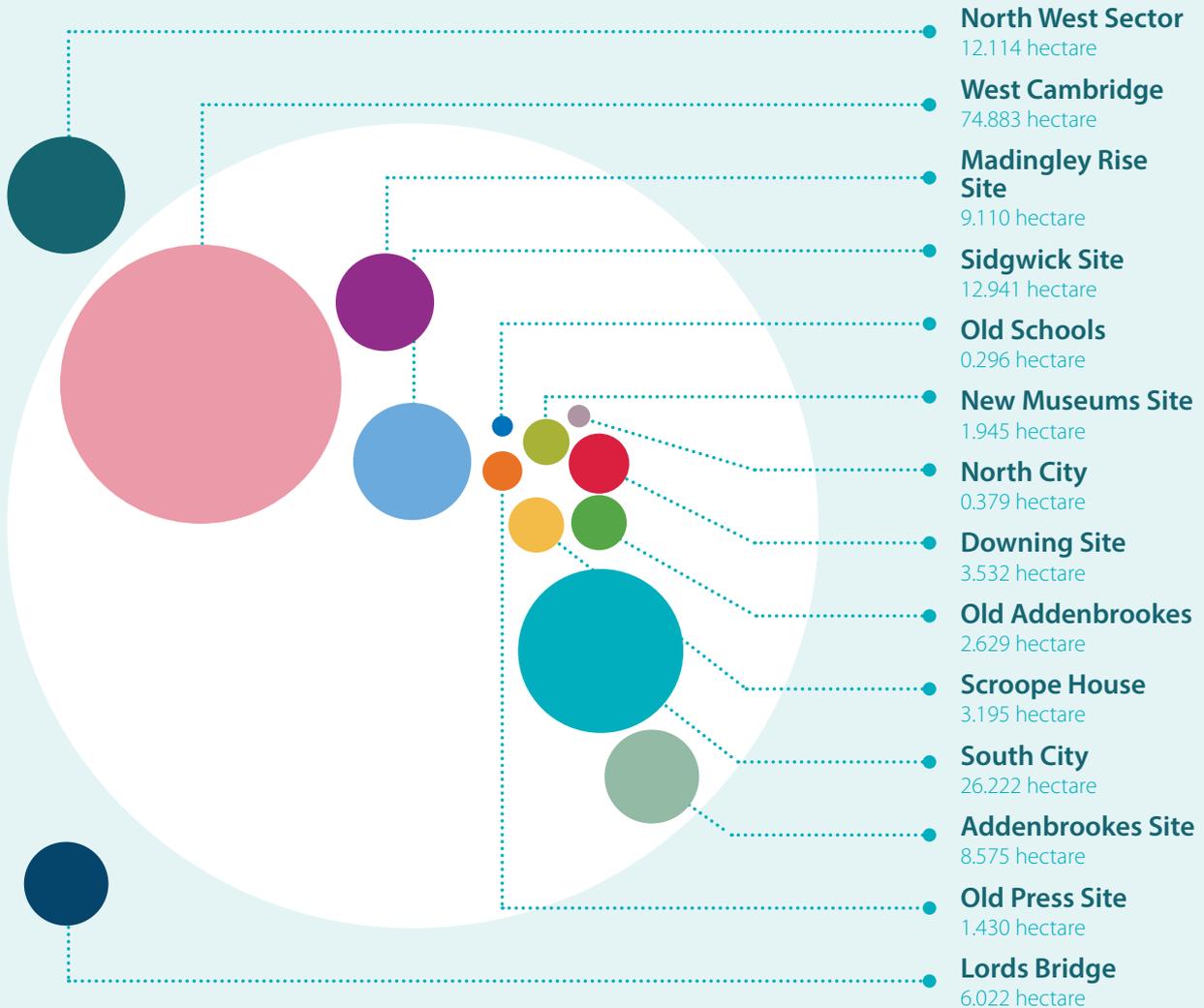
Looking ahead into next year, EM Procurement will be looking at Constructionline which is the UK's most connected and progressive procurement and supply chain management service. This will help to simplify procurement tasks, reduce risk, keep pace with legislation and achieve more reporting. It will also allow procurement to deliver supplier performance improvement opportunities by recording tender activities, greater supplier relationship management and added value.

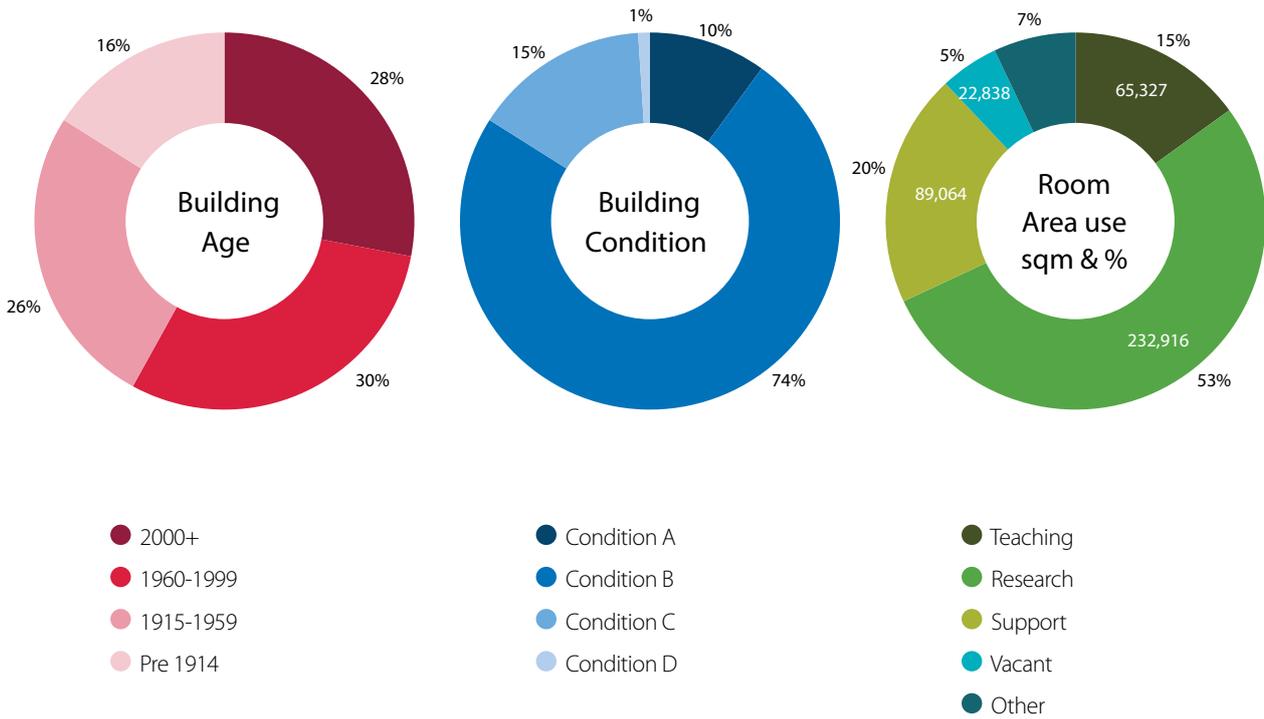
Facts and Figures 2016/2017

Operational Estate



Operational Site Areas

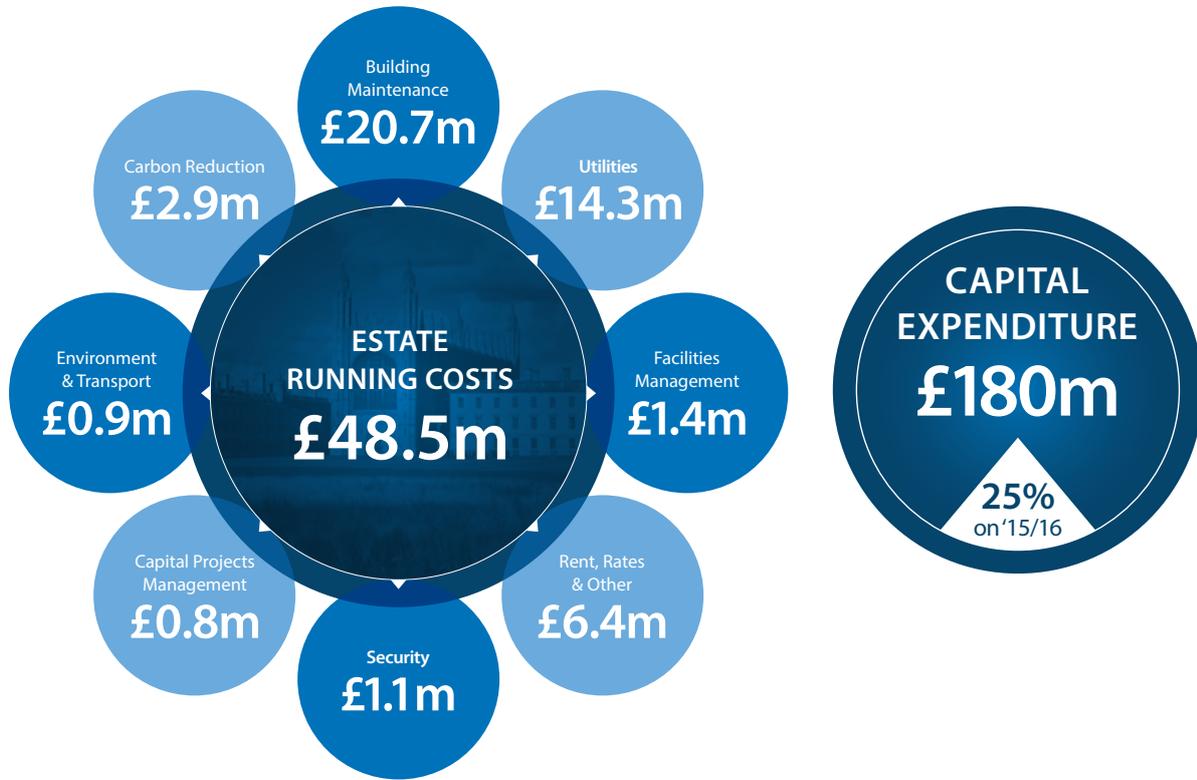




Total headcount
in Estate Management
as at 31 July 2017
 (figures exclude temporary staff and contractors) } = **308**



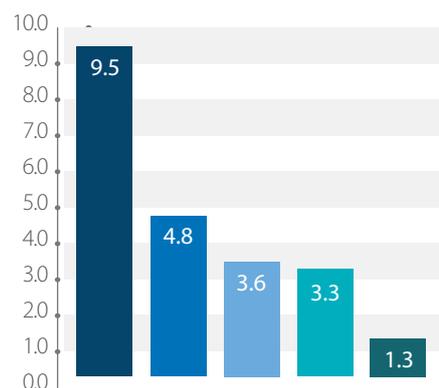
Estate Running Costs (Admin Fund)



Department Costs & Trading Activities



Income from the Estate (£m)



- Rental Income
- Catering
- Conferences
- Residences
- Farm

Estate Services

Maintenance

10,826

Maintenance
repair calls logged



16,202

Purchase order
lines created with
a total value of:

£3.2 million

24,063

Works
orders
were raised



£12 million

of **building projects**
delivered via Building
Maintenance Fund,
Minor Works Fund,
Energy Carbon
Reduction Project

425

Properties
managed by **Accommodation Service**



Security

14,529

Incident reports
Initiated in the **USCC**

5,309

Alarm
activations requiring
an immediate response



4,362

Reported
incidents attended
by security staff



125 Crimes
reported
(0.8% of City Crimes)

2,427

Times **CCTV** used in
support of an incident



34 **VIP visits** and
other high profile
events at which security
staff were deployed

Site Facilities Services

1 million

items of post
are delivered
by UMS to
184 locations across
the city every year



3,500

Car park
permits
are issued annually



2,846

Tonnes of waste
are collected and
recycled or used for
energy resulting in
zero waste to
landfill

193

Buildings
have their
window cleaning
arranged by **Site
Facilities services**



2,775

Catering transactions/sales per day





100%
carbon positive

100%
EMAS

100%
renewable energy

100%
ISO14001

100%
eco-friendly simitri® toner

100%
recycled FSC® stock

Zero
waste
to landfill

Printed by Seacourt - Naturally responsible printing

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