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Director’s Introduction

The key objectives of the Estates Department were set out in the 2015/16 Operating Plan.

These were built around the University’s Strategic Priorities: People; Place; and Purpose.

To deliver against these strategic priorities we set out some ambitious plans in our five-year Business Plan to develop our People, the Campus Masterplan, Capital Development projects, manage our strategic Estate assets as well as improving processes, performance and efficiency.

I hope that it will be clear from the Annual Review that much of this has been achieved.

As in previous years, 2015/2016 saw further investment in the Department. A number of new colleagues have joined, bringing fresh ideas and new skills.

During 2015/16 the Department led and managed £68m investment in the Estate. We delivered some significant projects which enhance facilities and improve the customer experience. The Garscube Learning and Social Space (GLaSS) at Garscube was completed in January 2015 and was been named the Mary Stewart building and new pilot teaching rooms were completed in summer 2016. We supported our research colleagues with the £26m Imaging Centre of Excellence (ICE) starting on site and new research laboratories were completed in the Rankine, James Watt South and West Medical Buildings.

The Department supports the University to achieve its carbon targets and in April 2016 the £23m Combined Heat and Power project was completed. This was an excellent example of effective collaborative partnership working between the Department and with research colleagues and contractors.

During 2015/16 a major focus for the Department was preparing for redevelopment of the Western Infirmary site which the University took possession of in April 2016. Since then we have started detailed investigations, anticipating that demolition will commence in early 2017. We also submitted planning applications for both the Campus Masterplan and the Learning and Teaching Hub to Glasgow City Council. This followed extensive consultation between the University and our West End neighbours.

The Department continues to becoming increasingly skilled and focused on delivering capital projects and operational maintenance, focused on the essential needs and requirements of the University. Our ambitions for 2016/17 are captured in our Operating Plan and our longer-term strategy is set-out in our five-year Business Plan http://www.gla.ac.uk/media/media_500238_en.pdf

Ann Allen
Director of Estates
People are at the heart of our Department.

In 2015/16 the Leadership Team grew and developed whilst throughout the Department there was strong focus on developing capacity, skills, capabilities, communication and Health and Safety to ensure we were equipped to deliver upon major investment projects, operational priorities and the sustainability agenda.

We built on existing skills and talent, complementing this with new appointments, welcoming colleagues with new skills and fresh ideas which have allowed us to fulfil emerging business and service needs.


We also developed a new financial management model working in partnership with University Services Finance Office. New appointments in Finance include: Head of Finance, Financial Analyst and Finance Assistant.

We developed a new five-year People Plan focused on four key themes: Organisational Design; Organisational Culture; Authentic Leadership and Effective Management. The Plan fully embraces all of the principles set out in The Glasgow Professional and the Leadership Behavioural Framework and will be a touchstone of how we work going forward.

The Department strongly promotes Performance and Development Review (PDR) and engages actively in the process in which colleagues are expected to focus on development as much as performance. We place a strong emphasis on the completion of all mandatory training and this forms part of the PDR assessment. We have also developed our own individual approach to “grand-parenting” which has been highly successful.
An important route for growth and development is through the provision of secondments which are proving particularly effective in the Department. During 2015/16 over 10% of colleagues benefitted from a secondment with even more taking up opportunities to lead or participate in University or University Services-wide projects. We will continue to identify and support secondments in 2016/17.

We employ five Apprentices; four full-time modern Apprentices and one adult Apprentice. All have been successful in completing their studies and have built a portfolio of valuable work experience.

Particular congratulations must go to Grant McGillivray who won the 2016 Harland Roberts Award, presented by the Association of University Engineers, which recognises the most promising engineering apprentice in the University sector.

2015/16 saw completion of the TeamEB (Phase 1) project. TeamEB is our Continuous Improvement project whose purpose is to identify and test initiatives and ideas to improve effectiveness, efficiency and value to the customer, operating on the principles of establishing a “Right First Time” culture throughout the Department. 2016/17 will see the project’s work streams being further developed and tested.

We had positive colleague engagement in the University’s bi-annual staff survey with 89 people participating. There was improvement in many areas from the 2014 survey results, much of which was due to the work undertaken by the Colleague Forum on behalf of the Department. There were clear areas where further improvement is required and we will ensure these are a focus going forward.

The Colleague Forum continues to play an active role in improving communication across the Department. It is recognised however that there is always more to do and this work will continue in the year ahead. In 2015/16 we held five all-staff events which included two staff social events and three all-staff briefings as well as our programme of informal staff meetings. We continue with a programme of monthly bulletins to ensure colleagues have the opportunity to remain informed about matters that affect them.
Jess was succeeded by Liam King, undertaking a degree in Philosophy and Chris Clelland who is studying for a Masters in Real Estate.

Iain Mackinnon and Chris Roden joined us as part of the Ambitious Futures Programme, a cutting-edge graduate programme which provides work experience in the stimulating world of business in the University sector.

Lily Kuik joined us from Singapore Polytechnic where she is undertaking a diploma in Architecture. She spent twelve weeks working with the Space Management and Timetabling Team supporting development of our Space Strategy. Lily received the highest marks of anyone in her year.

Caelum Davis, studying Politics also joined us to support development of the Space Strategy, a suite of Inspiring Spaces policies and on developing the pilot learning spaces. Cal represented the student voice, giving invaluable insight into space requirements from a student perspective, injecting his passion into making our spaces more inspiring.

Laura Marion, studying for a Masters in Environment and Sustainable Development was engaged for nine months to support the Business Improvement Team (TeamEB).

The Department is a strong supporter of student interns and in 2015/16 we engaged more interns than ever. We supported the highly innovative Glasgow University Environmental Sustainability Team (GUEST) which provides up to twelve internships annually. In 2015/16 GUEST established a new community garden, installed bee hives at Garscube Estate, established The Bike Hub and worked in partnership with Hospitality Services to improve Sustainability in University catering.

We also continued our support student internships. In 2015/16 Jess McGrellis joined us to build on her studies with a year of practical workplace experiences, supported by colleagues across the Department. She left in the summer of 2016 and having successfully completed her Masters in Urban Studies and went on to join an international firm of property consultants.
It is a pre-requisite that colleagues are able to work safely. 2015/16 saw a major focus on Health and Safety.

In June 2016 David Harty was appointed into the new role of Safety and Compliance Manager and a new Compliance Team was established comprising the Asbestos Manager, two Compliance officers and a Fire Engineer. The team has supported the Operations and Capital Development Teams over the year to improve asbestos and fire safety management.

The highly successful safety initiative ‘Don’t Walk By’ has provided the means for Estates colleagues to highlight unsafe practices and a Programme of workplace Health and Safety Inspections was established, led by members of the Leadership Team, resulting in a significantly improved safety culture throughout the Department.

We launched a programme of safety conversations, designed to focus on continuous improvement in safety and introduced an alert notification system where sharing information leads to improved standards.

Training was also delivered in the new CDM 2015 Regulations in order to ensure legal compliance in safety standards in our projects and operations.
Combined Heat and Power
£23m of investment in new CHP and electrical circuits was completed in April 2016. The scheme delivers heat and power across most parts of the Gilmorehill Campus and was designed with capacity to support some of our planned new development. When fully operational it will deliver significant carbon savings. Whilst there was disruption during the works we are grateful to our Corporate Communications colleagues who ensured there was effective communication with our customers.

Project Team
Convenor: Professor Frank Coton
Project Manager: Chris Hopper
Peter Haggarty
Communications Team: Phil Taylor/Davina Wyper
Finance: Alison Gailey
External Consultant: Buro Happold
Contractor: Crown House Technology

Gilbert Scott Tower Refurbishment
One of the most visible projects was the renovation of the University Tower. The University invested £1.75m in renovating stone work, replacing stairs and renovating the bell. The work took over six months to complete and there was an amazing 3000m² of scaffolding wrapping the tower and spire. It is a clear statement on the value that the University places on maintaining its historic Estate. It was also a feature of one of the most effective April Fools that the University’s Communications Team has undertaken.

Project Team
Project Sponsor: Ann Allen
Project Manager: David Hasson
External Consultant: Pollock Hammond Partnership
Contractor: Conservation Masonry
University Library

The University invested £3.5m in improving facilities and increasing capacity in the Library.

The Library is pivotal to supporting our students throughout their studies and the development has significantly increased workstations and introduced new styles of informal meeting and working space.

Project Team

Project Convenor:
Christine Lowther

Project Sponsor:
Susan Ashworth

Consultancy Team:
Jacobs
Brown and Wallace
William Nimmo and Partners

Contractor:
Taylor and Fraser Ltd
Masterplanning and Transfer of the Western Infirmary

In April 2016 the University took possession of the former Western Infirmary, a 14.5 acre site immediately adjacent to the Gilmorehill Campus. The acquisition provides a unique and exciting opportunity for the University to develop new facilities which will help support the University to grow and deliver world-class facilities.

The property transfer, led by the Department, was a complex piece of work and the University worked closely with the Greater Glasgow and Clyde Health Board for many months to ensure its successful handover to the University’s possession.

The Department also lead the development of the Campus Masterplan. Throughout the year there was extensive consultation with students, staff and the West End community to ensure that the principles previously established in the Campus Development Framework were met. The proposals were approved by Court in April 2016 and submitted to the City Council for planning approval in June 2016.

Project Team
Convenor: Professor Neal Juster
Project Sponsor: Ann Allen
Project Director: Robbie Smith
External Consultancy Team: Aecom, 7N, Arups, Faithful and Gould, Sweetts Partnership
Teaching Space Improvement Programme

As part of an annual programme, £1.5m was spent enhancing teaching and learning facilities with new pilot rooms being created in the Wolfson Medical School, Adam Smith and St Andrews buildings. These will support teaching colleagues who want to work differently with students.

Over the summer of 2016 we refurbished nine rooms across the Campus as pilot learning spaces intended to shape the detailed design of the new Learning and Teaching Hub.

The design of the rooms is been based on academic and student feedback which identified a need for spaces that better support active learning.

Each room is different: some include technology to support students working in groups, while others have furniture that can be moved or ‘white board’ walls.

All are designed to support flexible, collaborative learning and experience in these rooms will be fully evaluated to inform the design of our new inspiring places.

Garscube Learning and Social Space

There have been multiple investments at Garscube in the last few years and 2015/16 saw the completion of a further £5.3m with the opening of the new GLaSS, Mary Stewart building, providing new Learning and Social Space for both staff and students.
Quantum Hub

The Department was proud to be able to support the new Quantum Hub project through the £6m investment in facilities. These included a new innovation centre, new clean room facilities and relocation of some engineering workshops.

Working within the confines of the existing Estate is challenging but the project was completed with the support of the Quantum Hub and JWNC teams.

Project Team

- **Convenor:** Robert Fraser
- **Project Sponsor:** Professor Miles Padgett
- **Project Manager:** Alan McNeil
- **External Consultancy Team:** ECD Architects, Hulley & Kirkwood, Cundalls Structural Engineers, Thomas & Adamson, Brown & Wallace
- **Contractors:** Clark Contracts and DH Allan

Imaging Centre of Excellence (ICE)

Work started on site at the new Imaging Centre of Excellence at the Queen Elizabeth University Hospital.

The centre, created from £23m of investment, will provide world-leading research in a clinical setting.

Project Team

- **Convenor:** Professor Neal Juster
- **Project Sponsor:** Professor Dame Anna Dominiczak
- **Project Manager:** Paul Fairie
- **External Consultant:** Currie and Brown
- **Contractor:** BAM
Kelvin Hall Phase 1
Working in partnership with Glasgow City Council, Glasgow Life and the National Library of Scotland the University moved the Hunterian research facilities and archives into the new Kelvin Hall complex. This was a £35m project of which the University invested £11.5m and will provide a unique offer for the City.

Project Team
Convenor: Professor Neal Juster
Project Sponsor: Professor Murray Pittock
Project Managers: Martin Munro and Glasgow Life
External Consultant: Gardiner and Theobald
Contractor: McLaughlin and Harvey

St Andrew’s Building Façade
The full 2506sqm frontage of the St Andrew’s Building was repainted using specialist materials, ensuring consistency with our Maintenance Strategy and that the finish matched those in use elsewhere on Campus.

As part of the works package we also improved the landscaping, painted and repaired the bicycle sheds and improved the road markings to enhance the staff and customer entranceway.

Professors’ Square Conservation Works
We undertook an extensive programme of works to maintain and improve this key area as part of the historic Campus building stock. External works included leadwork, roof and chimney repairs, replacement and repair of historic windows and stonework repairs.

Internal works included structural repairs to stairwells and decorative finishes, upgrading of fire doors and installation of emergency escape lighting.
The Estates Department’s primary purpose is to deliver and maintain a world-class Estate which inspires People to Change the World. We conduct our business and provide our services based on the University's core Values: Passionate: Professional: Progressive and aim to deliver Economy, Efficiency, Effectiveness and Excellence in all that we do. In 2015/16 we focused on defining value for money for the Department and this is set out in our Value for Money Statement. We also made significant progress in respect of demonstrating delivery against the principles of Best Value:

Economies
New frameworks were established for all projects between £1m and £10m. These allow bundling of projects to deliver further economies of scale. Working with other Universities we developed specialist frameworks which deliver even greater economies.

A 2014 Contract Management audit identified a number of areas of poor practice and non-compliance in respect of Term Contracts. Since then we have moved all operational contracts onto term contracts, procured through open tender.

Efficiencies
TeamEB has mapped most of our operational processes, identified areas of value-adding time and trialled new ways of working to support a more efficient approach to job management and delivery.

In 2015/16 we developed new models to test the utilisation of teaching space across each day and week. We will use the information gathered to deliver greater efficiencies in future utilisation improvement plans.

We also built intelligence and gathered data which demonstrate how efficiently we use our resources.

Effectiveness
We have addressed resource management, reviewed skills requirements in asset management; project delivery; and finance and have invested in the best people with skills in briefing and delivering projects, writing business cases and shaping investment decisions. We also established a Programme Office to ensure we become increasingly effective in the management and delivery of projects.

We completed a comprehensive review of our job management system; identified areas of risk and put mitigation plans in place. We also updated our MIS system and improved the linkages with the University’s finance platform.

Excellence
During 2015/16 we developed a new Customer Service Strategy as a driver of continuous and as a skills development tool to enable our colleagues to gain greater understanding of how they can contribute to the development of a truly customer focused culture.

We have also begun to measure our performance by defining clear KPIs to enable us to measure and report on our performance.