

**Imperial College  
London**

**PEOPLE  
PLACES  
SPACES**

ESTATES OPERATIONS

December 2021

# We're getting a Gormley

**Inside ▶**

**Dangoor Plaza  
official opening**

---

**One life, one day**



# Welcome

**We collectively wished and hoped for better in 2021. Have we got that?**

As this year end draws closer and we look forward to 2022, it's worth taking a moment to reflect.

This term alone there has been much to think about. The pandemic has not disappeared; although our students have returned. I thank you all for adhering to College's safety measures to keep them, our keyworkers, and all those who have since returned to campus safe.

It's been busy, with many projects underway or nearing completion, supported by our cleaning teams working harder than ever to ensure COVID compliance measures are maintained.

Beyond Estates, Imperial academics continue their vital research and work in relation to the pandemic, that can, and will improve all our futures, and I am immensely proud of all your work in providing them with the best possible environments in which to do so.

In our Estates Forum on Thursday 16 December, we'll also be reflecting. Our Heads of Department will be presenting some of the many Estates highlights and achievements of 2021.

The College is continuing its review of how we will work in the future. The surveys you completed and reports from the focus groups you took part in have all been provided to the review group working on this. My thanks again for raising your voices and sharing your views.

Looking to the future, College has developed a new set of Values and Behavioural standards to help improve and modernise. In support of this, it is setting some mandatory training requirements known as 'Imperial Essentials'. I'll be talking more about this at the forum, and you can also read about this on pages 3 and 4.

I look forward to seeing as many of you at the forum as possible.

There's a little box on its way to you all. It's a small gesture of thanks, and I hope it gives you a smile for this festive season.

*Enjoy the festive season  
Nick Roalfe*

## Contents

NEWS	2	<b>Welcome and Content</b> <i>Thank you to our contributors this edition</i>	PLACES	12	<b>Upgrading physics</b> <i>Photos: Dan Weill</i> <b>Just another day</b> <i>in Maintenance and Customer Services</i>
	3	<b>News round-up</b> <i>Tim gets his day, Goodbye Denis, prizewinners, substation online, food waste disposal, and College Behaviours and Values</i>		14	<b>Investing in property</b> <i>Photo: Dan Weill</i> <b>Chand takes care of Estates</b> <i>The Investment Property Office and Estates relationship</i>
	5			15	
PEOPLE	6	<b>Celebrating long service</b> <i>Sangita Kerai on her 25 years.</i>	SPACES	16	<b>Separating Silwood</b> <i>Photo: Dan Weill</i> <b>Goodbye reactor</b> <i>Photos: Mark Keeping and Peter Wilkinson</i>
	7	<b>Employees of the Quarter</b>		17	
	8	<b>One life, one day - Jame Carvalho</b> <i>Meet the Logistic Stores Operative</i> <i>Photo: Dan Weill</i>		18	<b>Cover Story: We're getting a Gormley</b> <i>Photos: Thomas Angus, Nic Dent, Julie Neville</i>
	9		19		
	10	<b>Getting on with their studies</b> <i>A round up of Exam success and those still studying</i>	20	<b>It's all about you!</b> <i>plus</i> <b>Diversity dates, holidays and events</b>	

### Alternative format

This magazine is available as a downloadable PDF on our website at: <https://www.imperial.ac.uk/estates-facilities>



Estates.Communications@imperial.ac.uk



020 7594 8326

## Goodbye Denis



**Denis Murphy, Head of Health and Safety within Estates Operations retired in October.**

Friends and colleagues attended Eastside, South Kensington on Friday 22 October to say farewell. Denis clocked up 20 years service at Imperial, with a longer association, and recently was awarded a long service award.

Denis's role is being covered on an interim basis by Head of Fire Safety John Field. Jonathan Ryan has been promoted to Fire Safety Manager.

### Other staffing news

The posts of Head of Building Operations and Property have recently been advertised.

The hunt is on for a new Project Manager in the Projects Delivery team.

In the same team Tom Louvre was appointed as Estates Capital Programme Manager in July, while Bruna Santandrea is now Estates Projects Programme Manager.



## Prizewinners

**Winners of the £50, £25, and £10 gift vouchers in our August quiz were the first three correct answers received: John Field, Conor McNally (Faculty of Engineering) and Angela Williams.**

**Answers:**

**Q1: When did AccessAble carry out the first full survey of the College?** 2012.

**Q2: Name our energy utilities bureau?** Energy Intelligence Centre (EIC).

**Q3: How did Mark Curley start his career with Imperial?** On a Youth Training Scheme.

## Tim gets his day

**It's been a long and winding route to the Great Exhibition Road Festival for Assistant Building Manager Tim Flint. But in October, he finally got to play his part in the success of this year's event.**



Tim's journey first started in 2019. Nick Roalfe and the then Head of Building Operations Richard Farish requested volunteers to assist in the 2020 Festival preparations. Aimee Buirski would lead with Tim supporting, using a model set up by previous Assistant Building Manager Zia Rahman.

When Aimee announced maternity leave, Tim was asked to step up as lead.

In March 2020 as we entered lockdown the festival, set for July, was thrown into uncertainty, and Tim found himself planning for unknowns; when it might be held – perhaps later in the year, and maybe on a smaller scale.

Eventually it was decided to cancel. But that wasn't without work having been put in – meetings with organisers, risk assessments, parking, power supplies and so on.

This year as the situation around the pandemic remained uncertain organisers made the decision to take the 2021 event largely online delaying until October.

Much of Tim's work involved planning the use of new permanent external sockets and power supplies, and although the festival was to be very different, they would be ready for the future.

Said Tim: "Connecting to permanent supplies required the support of Maintenance, and assistance from Building Operations' James Blackman and Guy Fairhurst for arrangements in the main College entrance. The event also required support from the wider Maintenance team, Building Operations, Soft Services and Health & Safety. Big thanks is in order to them all.

"We now have a new blueprint for the hybrid event and the ability to scale up or down in the future. Ultimately it was nice to see it through and I am pleased that it was well-received, we were able to adapt but there was a welcome familiarity revisiting an event that was born pre-COVID."

Assistant Building Manager James Blackman gets to pick up the baton for 2022 with Tim's support.

# College Values and Behaviours

Imperial is committed to improving our working culture and helping build a positive and enabling environment for all.

By defining core Values and Behaviours to guide our community and embedding them in our daily working lives we can better understand what is expected of us, recognise and reward positive behaviour, and actively address poor conduct. There are five, and they are linked to and support Imperial Expectations.

## Respect

We treat each other fairly and appropriately, with kindness and respect, valuing each person's individual experience, perspectives and contribution.

## Collaboration

We work together, cultivating an inclusive and impactful College community.

## Excellence

We aim for quality in everything we do, taking



pride in our work, delivering impact (making a positive difference) through our passion and commitment.

## Integrity

We act in a principled way, being honest and open, checking, challenging and changing our practices and behaviours.

## Innovation

We become inspired by possibilities, venturing into the unknown with open minds and having the courage to embrace change.

[Full details can be found on the main College website.](#)

# The food waste gobbler

A new food waste disposal facility located on Ayrton Road outside the Sherfield kitchen on South Kensington campus is in operation.

The equipment allows waste in the kitchen to be removed using a vacuum directly to the tank outside. The equipment is both easy to use and to clean. This will save time, reduce the number of containers that require washing and reduce manual handling. Food waste can be tipped directly into the hopper eliminating the need for further containers to hold the waste.

There is a hopper attached to the tank's container that provides for food waste to be processed from other catering outlets.

The tank holds 10,000 litres which should mean it only needs to be emptied once every three weeks. and the waste is processed at an anaerobic digestion plant where good use is made of it to produce gas and electricity.



# Substation online

Wednesday 22 September was a big, if unheralded day, for White City campus. UK Power Networks (UKPN) announced 'full energisation' of the new primary substation - power was now available!

The requirement to secure sufficient electrical capacity to support the White City campus development was the key driver in the College's decision to engage with UKPN in the construction of a new primary substation beneath the elevated section of the Westway as it passes over the campus. That decision, made in September 2013, was the start of a process that has included several years of technical and legal negotiations with UKPN, and additionally, with Transport for London who needed to ensure that access to carry out future maintenance of the Westway would be fully protected.

*People, Places, Spaces* highlighted the story of this, and the role of Head of Strategic Infrastructure Roy Dickerson in the December 2020 edition.

The full scope of the construction which began in February 2019 was not confined to the campus. New feeder cables rated at 132,000 volts have been installed from the source of supply at Willesden National Grid substation, almost three miles away, and sections of the Willesden substation also required modifications to accommodate the new connection.

The final stage was an extensive period of commissioning carried out by UKPN's in-house commissioning team.

The first College building to benefit from the new supply source will be the School of Public Health now being constructed on the White City north campus, followed by more buildings in the future as the south campus development progresses over the next few years.

# Imperial Essentials Mandatory training

Every member of staff across College is required to have completed the six Imperial Essentials Compliance training topics to ensure College compliance with statutory and regulatory requirements by the end of next May.

If you are new, you are expected to complete this training within your six month probation period.

Existing staff must also complete this training if they have not done so in the past two years ie. since 30 June 2019 and every two years thereafter. The exception is Month One Safety Training, providing you have completed the new version introduced three years ago.

In Estates we are planning a collective departmental focus on the training required each month from now until May. Director Nick Roalfe said: "I would like Estates Operations to become the first 100 per cent compliant division."

Nick and his Heads of Departments will be monitoring the completion of this training and managers will receive monthly training reports on their team's progress.

Nick said: "Managers will be allowing dedicated time for their teams to take each module, and will do everything possible to assist every member of staff.

"If you need to borrow a laptop or device to take home to work on, or perhaps a room booked for you and colleagues to focus on the training together, or ring-fenced time on your shift arranged, they will help make that happen.

"Each month you'll be reminded of the module that must be completed through the weekly newsletter, although ideally, we'd like you to complete all training sooner."

If you want to know more about Imperial Essentials training, and our timetable listed below, or require other support, please contact your line manager in the first instance. For further enquiries you can contact [Angela Williams](#).

● December/January	Fire Safety awareness. 90 minutes
● December/January	Month One Safety Training. 90 minutes
● February	Safeguarding. 90 minutes
● March	Data Protection Awareness. 90 minutes
● April	Information Security Awareness. 90 minutes
● May	Equality and Diversity. 2 hours

# A quarter of a century

The Estates Operations' Long Service Recognition Scheme celebrates those serving 10, 15, 20, 25, 30, 35, 40 or more years, and those who are retiring.



A close-up on Sangita Kerai, who in November celebrated 25 years with Imperial.

It's been a quarter of a century since Sangita took the clerical job that began her career at Imperial. It was

part-time, and temporary, "I didn't think I'd be here for long", but the role within the Department of Medicine at the Royal Postgraduate Medical School at Hammersmith Campus opened the door into a different world as it merged with Imperial.

At the eve of a new millennium Sangita had started a role in Estates as Assistant to the Campus and Environmental Manager. It wasn't long before safety became of interest having completed the NEBOSH General Certificate, and moving to the main College Safety Department in 2000, as Departmental Administrator, where she remained for the next 18 years.

She said: "I learnt a lot about health, safety, team working, communication and most importantly got to know a lot of people across the whole College, at all levels while working with Ian Gillett, the Safety Director." Ian retired in 2014 and another senior safety colleague Julia Cotton has moved on, but she has been and remains Sangita's mentor. "I owe them both and other safety department colleagues for their support both at work and personally."

As a single mum juggling two children with her full time career, she took a promotion in 2015, becoming a Safety Advisor, on top of her departmental administrator job. In 2018 she moved to Estates Operations as Health and Safety Advisor (Facilities) under the watch of Denis Murphy. Denis retired in October, and currently Head of Fire Safety John Field is acting as interim Head of Estates Health & Safety.

Sangita's the person you contact when you want to go down into the tunnels or up the Queen's Tower, (safely of course). She didn't hesitate to agree to allow London Fire Brigade teams to use the tower for their training. No surprise that she was free that weekend to coordinate!



Sangita is also the one looking over your shoulder if your chemical cabinet isn't up to standard, or if slippery moss is building up on steps of a building you manage, and who is determined to build on lessons learned from safety errors. For that reason she has initiated a new champion role within the Maintenance team to encourage greater awareness of health & safety generally, and specifically to keep it high in colleagues' awareness.

More recently she has had responsibility for ongoing COVID safety around campus. She said: "It's been a tough time for everyone, but I would like to particularly praise our Maintenance and Soft Services teams who have been predominately present on campus throughout the pandemic."

Just for good measure Sangita is currently studying - you can read how she and others from Estates are getting on with their studies on p10.

## Walking

Family is everything to Sangita and when she's not with her children and extended family, she can often be found taking part in distance walking challenges, including 26 miles for Breast Cancer in 2016 followed by an attempt at a 100km South Coast challenge in 2017.

"Unfortunately I only managed 55km of that, after gaining numerous blisters in the first few miles into the walk. As much as I kicked myself for not completing the challenge, in hindsight it was a fair distance and we (three of us) still managed to raise £5K for charity."

She was undeterred. "My charity walks didn't end there, as I did a 10 miles walk for Diabetes in 2019 and plan another one next year!"

# Employees of the Quarter



## Steve Hullock and Brian Kelly

● Awarded jointly. Nominated by Sarah King, White City Campus Manager.

Both are praised for their team work, support of Sarah as their manager, communication ability and support of everyone on White City campus and especially for their recent innovations. These include development of the Traffic Management Policy on the campus to make things safer for all, and the development of a tracker system for all permits across the campus.



"Building Manager Brian (left) and Assistant Building Manager Steve (top) support the changes essential to the development of the campus, and the objectives of building projects on the site, whilst balancing the need of students and staff, ensuring safety is a key focus and that disruption and inconvenience is minimised.

"Brian was generous with his time and information to help Steve's induction when he was new and Steve is always ready to stand in for Brian on the campus and in the Invention Rooms whenever needed."

## Siddhartha Gurung Customer Services Centre Operative



● Nominated by Julie Bryant, Customer Service Centre Manager.

"Since joining us in January 2020 Sid has proven himself to be a valued member of the Customer Services Centre; his professionalism and attention to detail has been evident from the start, and is frequently commented upon by our users both within and outside of the Maintenance Department. Sid is always happy to help, and to go the extra mile to ensure that our customers are kept informed and receive the best service possible from our maintenance providers. "I'd like to thank Sid for his efforts, which are greatly appreciated."

## Steve Walker

● Nominated by John Field, Head of Fire Safety.

Fire Safety Advisor Steve's



nomination was for his proactive role in finding solutions to problems, especially during the lockdown, such as developing online training for the Fire Wardens.

"He has also worked to raise college standards regarding compliance and the Fire Risk Assessment document. This was even prior to the British Standards Institute updating the guidance and new acts coming through which will require this."

Steve was also an Employee of the Quarter in 2020.

“WE'RE A GREAT TEAM,”



## One life, one day - Jame Carvalho

**Jame Carvalho is a Stores Operative in the Logistics department. Logistics joined Estates Operations this summer.**

We meet for a coffee in the café in Sir Alexander Fleming building on South Kensington campus, grabbing a table by the window, writes Jan Carberry.

“We’re a great team,” says Jame, “and Paul is a great manager,” referring to the head of Logistics, Paul Kirton. He’s not just saying it, you can tell from his enthusiasm as he talks, and his

body language, that he really means it. The team he is talking about is his immediate one in South Kensington stores in which he works, adding that’s not to deny the others in White City and Hammersmith campuses. It’s just he’s worked closely with Abdell (Guenouni), Bawan (Rahman) and Janos (Bozo) for many years. They are good friends, both in work and outside and really enjoy working together.

Jame has been at Imperial since 2008, although Tupe’d over from the previous contractors VWR

International in 2019 when their services were brought in-house, temporarily under the Finance department.

Logistics teams are now newly under the Estates Operations umbrella within the Building Operations Team.

As Jame tells me more about the stores, how they operate and how they coped during COVID and when his manager was sick too, we digress.

### Portuguese heritage

He tells me about his Portuguese heritage, and the area in Stockwell, south London, known as Little Portugal in which he grew up.

I discover that he went to the same secondary school as my

husband, and where my mum was school cook, although not at the same time. It turns out his Dad was a chef – and cooking is one of Jame’s hobbies. He shows me photos of some of the mouth-watering dishes he’s created.

Having swapped Instagram details, so I can continue to drool over his recipes, we turn back to the subject of work and Jame takes me through a typical day in stores with that same infectious enthusiasm. First there’s the main delivery of lab consumables from the supplier that arrives before 9am opening. Booked in, unloaded and entered on the system to replenish the stock.

I didn’t know that people open an account with the stores on ICIS which they ‘top up’ as they spend, allowing them to come to the stores and buy single units of consumables, rather than bulk quantities. Things such as solvents, flasks, petri dishes and gloves.

They are busy throughout the day as technicians, researchers and students come along to collect items bought through purchase orders. “I enjoy working with our customers, and have good relationships with them ” says Jame. “I’ve made some good friends through work, there’s often a drink together after work at Eastside. Over the years we’ve built ggreat relationships with colleagues across various

faculties and enjoyed many social events outside our department. We’re not just a Logistics hub but a social one!” This has even included holidays, notably a city break to Berlin.

Then of course, there are other deliveries throughout the day.

“At least 150 a day or more,” he says. These range in size or type, and can include such things as incubators or fridges.

The stores use a system called Passmail, so everything is booked in, and given a unique barcoded label to track it once it has arrived at College.

The goods are coordinated to various established drop-off points from where they can be collected. “Temperature sensitive goods are prioritised,” Jame says, and if necessary they will arrange storage until they can be collected.

The team also provides a portering service for a number of the departments or buildings.

### Frightening times

During lockdown College was providing ‘welcome packs’ for those coming onto campus. The team were receiving pallets and pallets of hand sanitisers, wipes, masks etc. Volunteers were putting the packs together in the Senior Common Room at South Kensington and so the deliveries had to be moved there as

“That made me blush”

“Jame’s comment made me blush, he’s the one who deserves recognition,” comments Manager Paul Kirton. “His was a truly amazing undertaking during lockdown. When I returned from sick leave, he’d not only looked after the team but they’d taken in excess of 1,000 deliveries, covering every building, campus-wide. It then took another six months to get everything to their rightful owners, and not a single item missing.”

supplies were needed. They also set up a storage facility in a clean room in the basement at SAF, and still receive requests for welcome packs from the store.

Jame reflects: “It was a busy and in some ways also frightening time for us. Paul had been taken ill just before lockdown, and was off for some time. We were on site throughout, stepped up and got on with things, we’d never let him down, we are a good team.”

The stores are open until 5pm – but inevitably someone will turn up at five minutes to five to collect something, or a delivery will arrive that has to be sorted.

When he does set off for home it’s on his Lexmoto sports bike. Currently home is with his in-laws as he and his partner put themselves in a strong buyers position for property hunting.

Soon he hopes there’ll be room again to enjoy his other hobbies, playing acoustic guitar, and music production on his turntables and mixing equipment, and the odd bit of art.

Let’s hope that new home doesn’t need too much DIY when they move in.

## Meet Logistics

A big welcome to all our new colleagues in Logistics

● **Manager:** Paul Kirton

● **South Kensington:**

Team Lead, James Cobb, Stores Operatives, Jame Carvalho, Slavo Jaenec, Abdell Guenouni, Bawan Rahman.

● **Hammersmith:**

Team Lead. Piotr Siciak, Stores Operatives, Mark Brooks, Jeremy O’Sullivan, Christopher O’Sullivan, Stephen Barry.

● **White City:**

Team Lead, Steven Rigg, Stores Operatives Shane Campbell, Oscar Lappan, Ian Philips, Janos Bozo.

# Getting on with their studies

In July 2020 we met with colleagues across Estates Operations who were studying or about to begin studies. All were fully funded through Estates sponsorship or apprenticeships. Here we catch-up with them and their progress.



## Oluseyi Oduntan

● Oluseyi, Health and Safety Advisor (Construction) has completed his Level 3 Leadership and Supervision course training with a Distinction! Olu said: "I am grateful for the College funding the training which I have found really beneficial in enhancing my management and soft skills."

## Charlie Pearcey

● Charlie has the honour of being the first Estates Maintenance Technician to have completed the Level 3 Leadership and Supervision course. Not only that, he did so with a Merit. The qualification opens the way for career progression in a first-line management role.

Charlie said: "I found the course enjoyable and interesting, although challenging fitting in around work and days off filled with my children aged two and three. A special thanks to my colleague Ben who took some of my workload when I was on my course and gave me time to study and complete assessments."



## Mark Reader

● Controls Engineer Mark earned a Distinction in the level 3 Leadership and Supervision. No small achievement if you consider that he is a busy dad to young

children and moved house in the middle of it all! When the one-year two days a month course went online only he admits he did find it hard: "It was a way of learning I had never experienced before."

Best bits for Mark were the lessons he learned on personal organisation and communications and he is using those new found skills already, adding: "The



support for their continued professional development. Applications are considered by the Sponsorship Panel which is made up of the Director, Heads of Departments and Learning and Development. Decisions are made jointly by the panel to provide a fair and transparent approach.

If you have 12 months service by 31 March you are eligible to apply for up to 100 per cent funding towards a qualification or professional membership. Funds are limited and not all applications are successful or receive 100 per cent funding.

project management part has proved very relevant to my day job."

He took the course partly because in the past he had a manager's role in which he feels he failed. He said: "I feel equipped now to succeed in the future."

## Tim Flint

● Assistant Building Manager Tim has achieved the Institute of Workplace and Facilities Management (IWFM) Level 4 Diploma in Facilities Management.



Tim said: "Thanks are in order to the department for supporting my studying and professional development and to Building Manager Joanna Fownes for supporting me in achieving this qualification."

## Sangita Kerai

● Sangita, Health & Safety Advisor (Facilities) is currently studying for her Diploma Level 6 Applied Health and Safety to obtain GradIOSH (Institute of Occupational Safety and Health) status, and so far has successfully completed the first of three modules.

## John Field

● John, Estates Head of Fire Safety and Interim Head of Health & Safety, is taking a two-year MSc in Risk and Safety Management at the University of Portsmouth. The course originally required him to spend 20 per cent of his normal working time studying, and attending the course six times per year in three-day blocks for lectures and workshops. COVID-19 changed the in-person attendance.



John said: "Having attended the first year virtually, attending Portsmouth for the first time in October was a fantastic experience. It felt very odd seeing people in person but being in a classroom and having the confidence to ask questions made for a better learning experience. Portsmouth has a great vibe and for the first time in all my studies, I got to be a real student."

# The full round-up

## COMPLETED:

● Vinay Patel, Maintenance Technician Leading Hand, BMS control systems Theory & Programming course. Successfully completed December 2020.

● Martn Benson, Building Manager, Building Operations, IWFM Level 4 Certificate in Facilities Management.

● Adam Srodzinski, Head of Projects Delivery, Level 5 Operational Management (Distinction).

● Hasan Polat, Assistant Technical Engineer, Maintenance, City & Guilds 18th Edition Wiring Regulations certificate. Successfully completed June 2021.

## AWAITING RESULTS:

● Ben Biniam, Technical Engineer, Maintenance, City & Guilds Steam Plant Maintenance.

## STILL STUDYING:

● Sue Francis, Assistant Building Manager, (on secondment) IWFM Level 4 Diploma in Facilities Management.

● Shenice Lalor, Technical Assistant, Engineering, BEng (Hons) Building Service Engineering Site Management Apprenticeship.

● Stephen Ng, Mechanical Engineer, Engineering, Level 3 in Leadership and Supervision.

● Chand Patel, Property and Estates Manager, Level 3 Leadership and Supervision.

● Luqman Jalloh, Electrical Engineer, Engineering, Level 3 Leadership and Supervision.

● Jack Woodrow, Technical Engineer, Maintenance, City & Guilds 2396-01 Design and Verification.

## NEW MAINTENANCE APPRENTICES:

● Panashe Mwenye, Level 3 BSE Service and Maintenance Engineer.

● Kai Akins-Williams, Level 3 BSE Service and Maintenance Engineer.



## Upgrading physics

1960s labs now fit for a new generation

Monika Kojak was the Project Manager for Estates on a £2.35m refurbishment of physics lab 1905 completed in time for the autumn term. It was part of an ongoing upgrade to the 1960s Blackett building facilities on South Kensington campus.

While the building was a beacon for the best in physics when built, 50 years on, an update was overdue.

Around five years ago, the department started reviewing the practical course, with new experiments and equipment, they needed the lab improved too, and started thinking about how it should be designed. The result is a new first-year teaching space designed by staff and students to meet the needs of the course.

They wanted mobile benching and a movable wall that would provide flexible teaching layouts, including improved sightlines from office into teaching areas. They also wanted to retain and renovate existing features including the classic wooden parquet floor.

The works meant knocking through and altering the position

of internal walls to increase space; improving cooling to the different areas of the laboratory; improving the area that can be blacked-out for optics experiments; rewiring the lab and adding to networking capacity; opening up the area where the technicians are stationed, giving them better lines of site into the lab to improve safety; and providing a dedicated area for electronics.

Now there are two main areas, one for optics and one for electromagnetics work – both of which benefit from good lighting and ventilation for the first time. New desks can carry the heaviest of equipment and have enough power and networking to support the latest technology. There is a dedicated electronics area and hackerspace for making equipment.

An advanced AV system with large multi-touch screens for

PHOTOS: CLASSIC PARQUET FLOORING (INSET) COMPLEMENTS THE HI-TECH SPEC (TOP)

sharing data between peers and with tutors aids the honing of presentation skills. With an emphasis on the future, the lab can readily be reconfigured for housing such things as summer schools, and even the chairs are comfortable (the first thing students asked for!).

During the works, flooding nearly damaged the parquet flooring being renovated. Fortunately it survived and now looks stunning.

Monika said: “The time taken at the outset to focus on the design resulted in only nine minor changes during construction, all the result of unknowns. This is good news for phase two, the process will be faster as we will be using lessons learned and re-using design elements.

“I’m glad to see very happy end users and looking forward to working with the team again.”

# Another day in Maintenance

Monday 11 October 2021. Most of the students have arrived or returned to residences or campus. Just another day. But what does that look like for the Estates Maintenance Team and the Customer Services Centre? We explore the day in numbers.



It has already been a busy morning when at 11.42am Customer Services Advisor Patrice Davenport-Forde takes



and accepts a reactive defects call in the Customer Services Centre (CSC). It is for Hammersmith campus.

It is just one among

**343**  
Total orders

and

**50**  
Building fabric/  
carpentry

orders taken this day.

During the lockdown as many of the College buildings or rooms within them were under or unoccupied, some defects went unnoticed or unreported. Even with Building Managers 'walking the buildings' not everything was picked up. Some things simply go wrong or fail on the switch on.

As soon as the defect is accepted and the details entered, the Planon reporting system takes it through to the correct contract.

This is one of

**94**  
Total in-house orders

for Maintenance today.

Maintenance Supervisor Bill Baggott picks up this one. He determines that the defect can be rectified by the team. The Planon log is updated and the task assigned to Robin Hine as the crafts person.

Robin's comments are updated in the system log at 12.43pm. 'Remove cover plate. Tighten sash lever. Modify and fix cover plates. Complete.' By 12.59pm the log is closed as Technically and Administratively completed.

Customer Services Advisor Alvina Carrington picks up one of the

**34**  
Drainage/toilets

defect notifications of the day. This one simply a 'toilet handle not flushing'.

This log, at 12.07pm is again picked up by Supervisor Bill Baggott and this time assigned to Peter Barrett.

At 14.11pm Pete is able to confirm, 'Took panels off, took handle apart and fixed.'

Three minutes later the work is signed off as both technically and

administratively completed.

Of the day's work the spread was across all campuses and many of the residences. The rest of the tally was:



**56**  
Lighting

defects reported as well as



**14**  
Leaks/plumbing

defects and



**15**  
Too hot/too cold

complaints.

# Investing in property

So, that's what they do!

**There's a new kid on the block – the Investment Property Office – but what is it exactly and what is its relationship with Estates Operations? Jan Carberry met with Investment Director Jenny Wilson to find out.**

The Investment Property Office (IPO) is the new iteration of four former College departments that were doing much the same work.

The birth this year of the 'new kid' has streamlined the work of the College Endowment (née Fund), Office of Financial Strategy, ThinkSpace and Commercial Operations departments to create one body which has removed duplication and reduced some of the resulting complexities of dealing with multiple departments.

You might not have known those former departments, or known what they did, but here's what the new IPO does (and its relationship with Estates Operations).

There are two main strands – managing the Endowment Property portfolio and Investment Property portfolios.

## Strand one

The Endowment Property portfolio. This is a unitised trust fund. Most 'unit holders' are heads of academic departments as is the President.

The Endowment Board is empowered act to sell or buy, rent or lease and generally make investments using College properties that are no longer required for core mission purposes with the aim of making a profit for the fund.

Under-utilised properties were

transferred to the Endowment many years ago when it was established to allow their value to be realised. A great example of this was 48 Princes Gardens. This prime Victorian property belonging to the College was being used as a computer store. Converting it to a residential apartment in such a prime location for its rental income was a no-brainer. As the Endowment aims to grow the value of units by 7-8% each year, you can see why.

Unitholders, can decide to leave their funds in the Endowment and (hopefully!) keep increasing their value, or draw-down once a quarter. If the original endowed cash was restricted, say, to fund a Chair in Computing, the department head would only be able to spend the funds on this purpose.

Other units may be unrestricted and the unitholder has much more flexibility on how it's spent, for example the President uses some on the President's Community Fund.

Nick Roalfe is an active non-executive member on the Endowment Property Board whose expertise and knowledge is really appreciated. Actually, he sits on all boards of the IPO. Says Jenny: "We value his insight and input as a real estate professional and he is of great assistance when we have some difficult interfaces at that level."

Difficult interfaces? For example, Nick's relationships across



88 WOOD LANE - ONE OF THE IPO BUILDS

College aided understanding of Silwood Park and the complex physical boundary and interlinked services between the Endowment's estate and the core College estate.

The main difference between Endowment and Investment Property, is that the former can be sold without any impact on the academic mission. Investment Property incorporates activities which are more aligned with College activities, for example, postgraduate accommodation (GradPad) and keyworker housing for staff.

## Strand two

The second strand is the Investment Property portfolio. This is the fund that when finances are realised from it, they can be spent unfettered in any way across the College.

An example of this is the property at 10-13 Princes Gardens. As a listed building it was hard to adapt and therefore use for the academic mission. Said Jenny: "As Nick would tell you, the ceilings were falling in

and it was a problem.

"We were able to strike a good deal with a prep school which needed a new home – and they were willing to spend the £8m capital investment needed in exchange for a 40-year lease with a chunky rent-free period (equal to the money they put into refurbishing). In other words without having to put in any money – capital expenditure – the value of the asset was increased from £14m to £25m."

Over the last decade, lots of Investment Property projects have

been new builds, rather than legacy properties of the College, such as 88 Wood Lane – the terracotta residential tower, (left) Wood Lane Studios and I-Hub at White City, and Clayworks Apartments, North Acton.

## There's the rub

This glimpse at the IPO doesn't take in the detail of the different strands of each portfolio the 16-strong team are employed on. There are three teams that work closely together: Development and Investment, Operations and People, Policy and Risk.

There can of course be rubs between the IPO and Estates, especially when it comes to spec on, say, a new building not for College use. For example, Andy Hammond, Head of Engineering, Energy and Environment, might be insisting on College engineering standards for something while Jenny and her team might sometimes resist. The Estates' viewpoint would be that everything we do should meet our standards, while Jenny's will be that the spec needs to be right for the market to secure an acceptable profit margin.

## Chand takes care of the Estates owned portfolio

This summer as Gary Lloyd retired from heading the Estates Property Team to pursue his own 'Grand Designs' another change was taking place. Chand Patel switched his 50-50 role working for the IPO and Estates to full-time for Estates.

Chand oversees the asset management functions within Estates and manages a portfolio of commercial and residential properties which either provide an income into the Estates budget, or for which we pay rent for as a tenant.

We're a landlord with around 40 leaseholders. For example, the dental and GP surgeries at South Kensington and shops in the Woodward building in North Acton. Chand ensures that the full potential of each property asset is realised that would include keeping voids (properties empty and costing money) and debt to a minimum, maximising rental and capital receipts, covenant enforcement.

He liaises with the consultancy employed to manage our business rates. It's their job to ensure that we are being billed correctly and that properties have been correctly valued (some are not straightforward because of our academic status and related subsidies). He works with other consultants and legal experts as and when needed.

Chand does much the same, although the other way around, for the 30 or so properties of which we



are tenants. Paying rent, negotiating renewals of leases, or surrenders, ensuring that buildings are properly maintained, and so on. Many of our properties at our South Kensington campus are on a long lease from the 1851 Commission, the funding body set up for the Great Exhibition in 1851 from which the science and learning district around Exhibition Road was developed.

Another responsibility of Estates Property is property titles and ownership, for example, as old institutions have become part of Imperial over time, the titles might be in the archaic names. It is Chand's job to ensure the College's ownership records are kept up to date. Added to this there is the unpicking of covenants and title restrictions to, say, make sure we are entitled to alter or even demolish buildings for a planned project. Further responsibilities include planning requests, support on procuring formal valuations for accounting purposes and negotiating and agreeing terms for permissions, such as for the Multi-Use Games Area with Scalespace at White City (photo above).





- The sale of land and buildings, including the Manor House, previously forming part of the College's Silwood Park campus generated a need to separate the infrastructure services that jointly served the College's retained buildings and those buildings that were included in the sale.
- The separation works included gas, water, and fire alarms. However, the high and low voltage (HV/LV) power and IT infrastructure presented the biggest challenge since these largely originated from the Manor House (shown here).

## Learning and development



Just some of the training options available for Estates staff in the coming months are listed below. All are online through Teams, unless otherwise stated.

### ● Staff forum

- 10 March, 11:30-13:00
- 15 June, 13:00-14:30
- 14 September, 13:00-14:30
- 14 December, 13:00-14:30

### ● Records Management and Building Resources

- 3 March, 09:30-10:45

### ● Asbestos Awareness

- 1 February, 09:30-11:00
- 6 April, 09:30-11:00

### ● Iosh Working with Environmental Responsibilities

- 29 March – tbc, 09:00-16:30

### ● Building Information Modelling (BIM) Awareness

- 19 January, 09:00-13:00
- 8 February, 09:00-13:00
- 15 February, 9:00-13:00

For more about any training or sponsorship available please visit the [Estates Learning and Development One -Stop Shop](#).

- The HV/LV scope of works included the provision of a new HV substation and a new LV switchboard, both within their own self-contained enclosures. New LV supplies buried in the ground were derived from the LV switchboard to re-feed existing external, local

## Separating Silwood Park

distribution boards that in turn serve the College's retained buildings.

- The change-over from the existing to new HV/LV supplies was undertaken via a series of carefully planned shut-downs and included bringing to site and connecting temporary stand-by generators to maintain essential supplies.

- Prior to the separation works, 70 per cent of the College estate derived its internet connectivity from the Manor House comms room. To separate the IT systems, fibre cores with a total length of 115km was installed, much of this in new dedicated comms ducts. All of this was undertaken with minimum network downtime.

- The IT works also included creating a new BT demarcation point for PTSN (voice) services and migrating College's voice services.

- Works on the extensive gas and water infrastructure largely involved adapting the existing systems to provide separate metered connections to individual buildings.

REACTOR DEMOLISHED >

## Goodbye reactor



### Demolition of Silwood Park's nuclear reactor is complete.

The Reactor Centre as a department ceased to be on 31 July this year. In *People, Places, Spaces* April 2020 we featured a history of the reactor and the decommissioning plans.

During the demolition two cameras were set up on the security camera poles to the NW and SW of the site to film its final days.

You can view the time lapse videos which are hosted on Vimeo.

[Video 1](#) and [video 2](#)



Imperial College President Alice Gast and philanthropist David Dangoor CBE performed the official opening ceremony for the new Dangoor Plaza, the redefined central area on South Kensington campus.

The opening was held on November 24, but next year it will also have a new focal point, a bronze artwork by the renowned sculptor Anthony Gormley.

While we wait for phase two in the development next summer, here are some facts and figures.

- The new path across the Queen's lawn is what is known as a 'desire path'. It is the route that the public quite literally vote for with their feet, creating their own path as opposed to the one designers and planners want them to use.

The grass from Imperial Road to Sherfield and the library has been well-worn and in constant need of replacement as generation after generation of student has trodden the quickest path to their destination.

Now, thanks to the generosity of the Dangoor family's Exilarch's Foundation to the College they have the path they desire.

- The newly installed path has drainage and additional lighting as well, which will improve circulation around campus when it's dark and wet.

- An extra 275m<sup>2</sup> of green space has been created as part of the transformation, through the removal of parking spaces to make way for pedestrianisation of Imperial College Road. New traffic signage showing 'Shared space' will be in place, with a reduction in traffic speed to 5mph.

- The traffic reduction supports our sustainability aims by reducing the pollution from cars and encouraging the use of public transport.

# Cover story: We're getting a Gormley

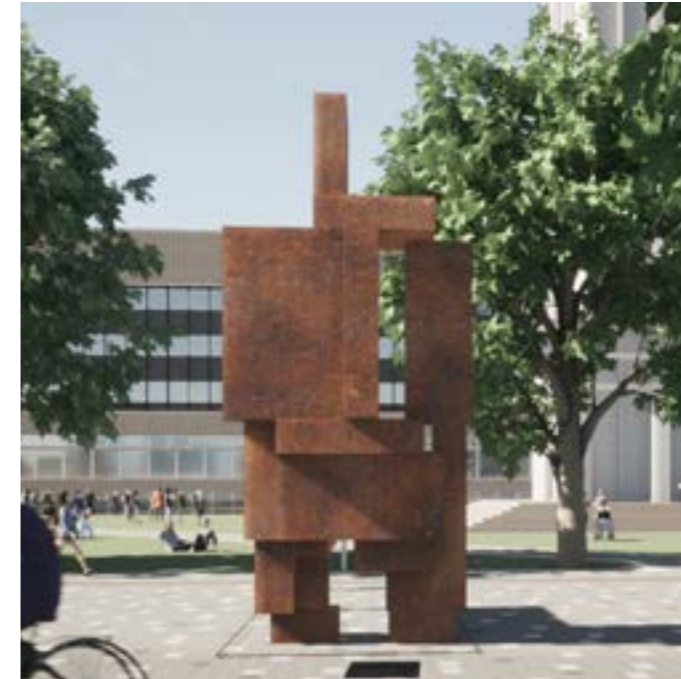


- There is now extra Wi-Fi coverage in outside areas around the lawn through two external Wi-Fi units in the lamp posts while two power pillars provide upgraded coverage for power for any external events taking place on the lawn and Imperial College Road.

- Signage around the lawn details the history of the Queen's Tower, along with wayfinding signage for Dangoor Plaza and campus.

- The stone plinth recognition is three independent stones, two weighing 250kg each and the heaviest a whopping 400kg. All were delivered by a specialist company.

- The project required planning applications to both



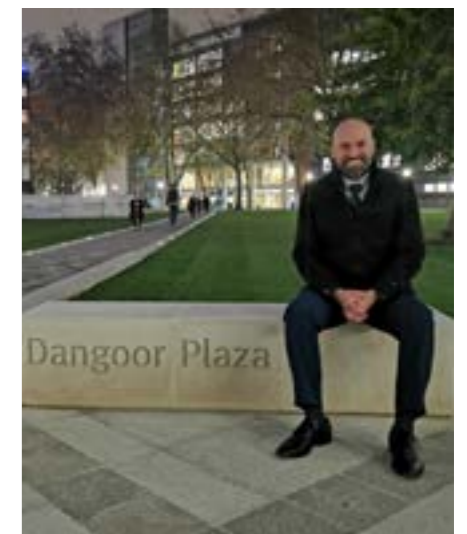
PHOTOS: TOP LEFT: THE OFFICIAL OPENING, LEFT: VISTA OF THE LAWN, ABOVE: ARTIST'S IMPRESSION OF THE GORMLEY STATUE TO COME, TOP RIGHT: THE AREA WHEN THE FORMER IMPERIAL INSTITUTE BUILDING WAS DEMOLISHED, RIGHT: THE NEW PLAZA, BELOW RIGHT: PROJECT MANAGER PACO VILLEGAS RUIZ



the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC), as the dividing line in between the two councils sits in the middle of Imperial College Road. It was a long process, but permission was granted and all conditions have been discharged.

- Soft Services were responsible for replacing 450m<sup>2</sup> of turf on path edges and approximately 1080m<sup>2</sup>

of turf on the main Queen's lawn. Consolidating soil was the biggest challenge, a slow process but one that has to be done correctly otherwise sinking will occur. 80 tonnes of soil was incorporated and 40 tonnes of muck removed. Access challenges meant slow progress laying turf. Normally 13m<sup>2</sup> an hour is a good rate of progress, but for all these reasons, this was reduced to roughly 8m<sup>2</sup> an hour.



# Holidays, celebrations, diversity days and events

● Burns Night	25 January	● World Book Day	5 March
● Holocaust Remembrance Day	27 January	● Holi	19 March
● Lunar New Year	1 February	● World Health Day	7 April
● National Apprenticeship Week	7 - 13 February	● Stephen Lawrence Day	22 April

## It's all about you!

**Your Personal Review and Development Plan (PRDP) is all about you, writes Angela Williams, Estates Learning and Development Officer.**

The PRDP focus is on the previous year's work and achievements, as well as setting objectives and plans for the coming year.

The College Wellbeing Staff Survey identified the need to ensure that all staff are having meaningful two-way conversations with their line managers to discuss workloads, agreeing achievable targets, as well as training and development.

In Estates more than 40 managers and supervisors attended PRDP training/refresher workshops, held during October-November. This was to ensure that they are fully trained in this important process, so that all staff have an equal experience of PRDP.

Managers were also introduced to the AID (Action, Impact and Desired Behaviour) model to provide feedback and recognition plus tools available to help with performance improvements where this need is identified.

On average, a PRDP meeting takes between 45-60 minutes, which is a small amount of time compared to the benefits to both the individual and their line

manager. Benefits are:

- A record of your achievements in the last year
- New clear and measurable targets agreed for the year ahead
- Ensuring your current job description is correct
- Identifying gaps in your knowledge, skills, etc., discuss and agree your development plan
- Ensuring you have the resources to do your job
- Discussing your career development and aspirations
- Discussing any changes since your last PRDP which may require additional support e.g., disability, flexible working, wellbeing, etc.
- Providing your manager with feedback.



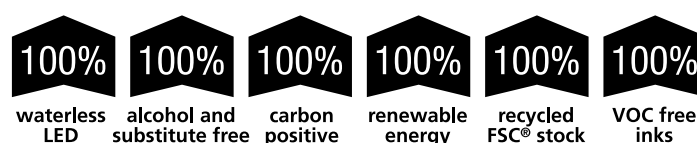
In addition, the new [Learning, Development and Wellbeing One-stop shop](#), includes a wide range of resources such as guides, videos, self-assessment exercises and courses, to help you get the best out of your PRDP.

### Sustainability Statement

This magazine has been produced using methods which support our values on sustainability. It is printed on 100% FSC certified recycled paper, using 100% waterless offset printing which is 100% alcohol / VOC free. It has been produced in a carbon positive factory, using 100% renewable energy, with zero waste to landfill.

**Imperial College London Estates Operations is committed to the environment.**

**This document is printed using processes that are:**



Zero  
waste  
to landfill

Printed by **seacourt** – proud to be counted amongst the top environmental printers in the world