



LONDON
METROPOLITAN
UNIVERSITY

Estates strategy Annual Report

2022
—
2023

Contents

Executive Summary	2
Governance	4
Resources	6
Progress and Performance	8
Progress against key performance indicators	
Approved projects status and timelines	
Carbon and Environmental Management Plan (CEMP) update	
Estates Strategy Forward Look	14
Future Project Sequencing	
Financial Report	18
Financial control	
Financial performance of approved projects	
Current programme budget estimate	
FY23–24 draft capital budget	
Appendices	
Appendix A	24
Current masterplan arrangement – March 2023	
Appendix B	25
Estates Strategy Steering Group and Carbon and Environmental Management Group Terms of Reference	
Appendix C	27
Capital Budget breakdown per project	
Appendix D	30
Project Sequencing Graphics	

Executive Summary

Huge advances in mobilisation have been made in the first year of the approved Estates Strategy. A new delivery team has been recruited, the question of the future location for the School of Art, Architecture and Design has been answered, the masterplan was updated and intensive planning work is underway to ensure that disruption to core University activities is minimised as construction develops.

A system of oversight and governance, chaired by the Vice-Chancellor, has been successfully established for both the delivery of the Estates Strategy and the Carbon and Environmental Management Plan.

There are currently sufficient resources for the delivery of the programme of approved projects and initiatives, although some of these have slowed slightly as the team and processes have been developed and recruitment of appropriate skills continues to represent a key risk for the foreseeable future.

Progress against 11 of the Estates Strategy's fourteen key performance indicators is at or exceeding target for the first year of operation. Areas of particularly high performance include Functional Suitability and Carbon Emissions Reduction. Performance has been slightly below target for Building Condition, as the existing infrastructure deteriorates more quickly than the benefits of investments can be realised. However, mitigation plans are in place and continued availability of facilities has been maintained.

10 substantive Estates Strategy projects have been approved and commenced with physical delivery anticipated over the next two years; the first of those to complete will be the Nursing Simulation Centre which will be ready for the commencement of teaching in September 2023.

In period, an options appraisal was completed and the new locations for the School of Art, Architecture and Design (AAD) was approved at the Board of Governors in January 2023.

As a result of developments in the University, the masterplan arrangement (appendix A) has also been updated and approved at the Estates Strategy Steering Group in order to include Nursing, the School of the Built Environment and AAD's presence at Goulston Street, Accelerator Building and Holloway Road.

Scenario modelling for the future sequencing of projects is currently underway via three planned iterations to ensure that delivery meets the new and emerging priorities. Each iteration will be generated as further insight is gained through exploratory planning and works. The final iteration is expected to be completed in September 2023 and will give a framework for the delivery of the remainder of the programme. This sequencing consideration will be undertaken simultaneously with the delivery of current projects and will not slow overall completion of the Estates Strategy by 2031.

The reduction in carbon emissions appear to be three years ahead of plan and, whilst advances have been made in control of energy, the emissions figures do also reflect periods of campus inactivity as a result of COVID lockdowns and transition back to campus.

The full carbon saving effects of major investment in infrastructure are not expected to accrue until FY25/26, although £1.75 million of interventions are planned for the next financial year with an expected carbon saving of approximately 250 tonnes of carbon dioxide equivalent (tCO₂e).

An updated strategy cost estimation suggests an increase in funding will be required from £150 million when assessed in March 2022 to £182 million when assessed in March 2023, excluding inflation. The main drivers for the increase are new projects (£16.5m) and inflation to date (£22m.) This reported growth in costs does not take account of cost mitigation activities and opportunities for future capital funding grants.

The projected total Estates-related capital budget for financial year 2023/24 is £34 million. Approximately £9 million of the total sum will be expended on completing already started projects, with approximately £16 million spent on new projects that move the University forward, and the remaining £9 million will be spent on backlog maintenance and carbon reduction.

Governance

A system of oversight and governance, chaired by the Vice-Chancellor, has been established for both the delivery of the Estates Strategy and the Carbon and Environmental Management Plan. There are clear inter-dependencies between both activities but, in separating their governance, cross-scrutiny and a membership body of suitably competent and interested stakeholders for each strand has been created.

The Board of Governors have direct oversight via annual reports to the Finance and Resources Committee, and more frequent reports to the Senior Leadership Team.

Beneath the Senior Leadership Team a senior and subject-specific overseeing group, chaired by the Vice Chancellor, meets on a quarterly basis. The Estates Strategy Steering Group (ESSG) receives progress reports, approves projects and budgets, sets guidance and direction and acts as an arbiter in the event that conflicting and unresolvable decisions arise at project steering group level.

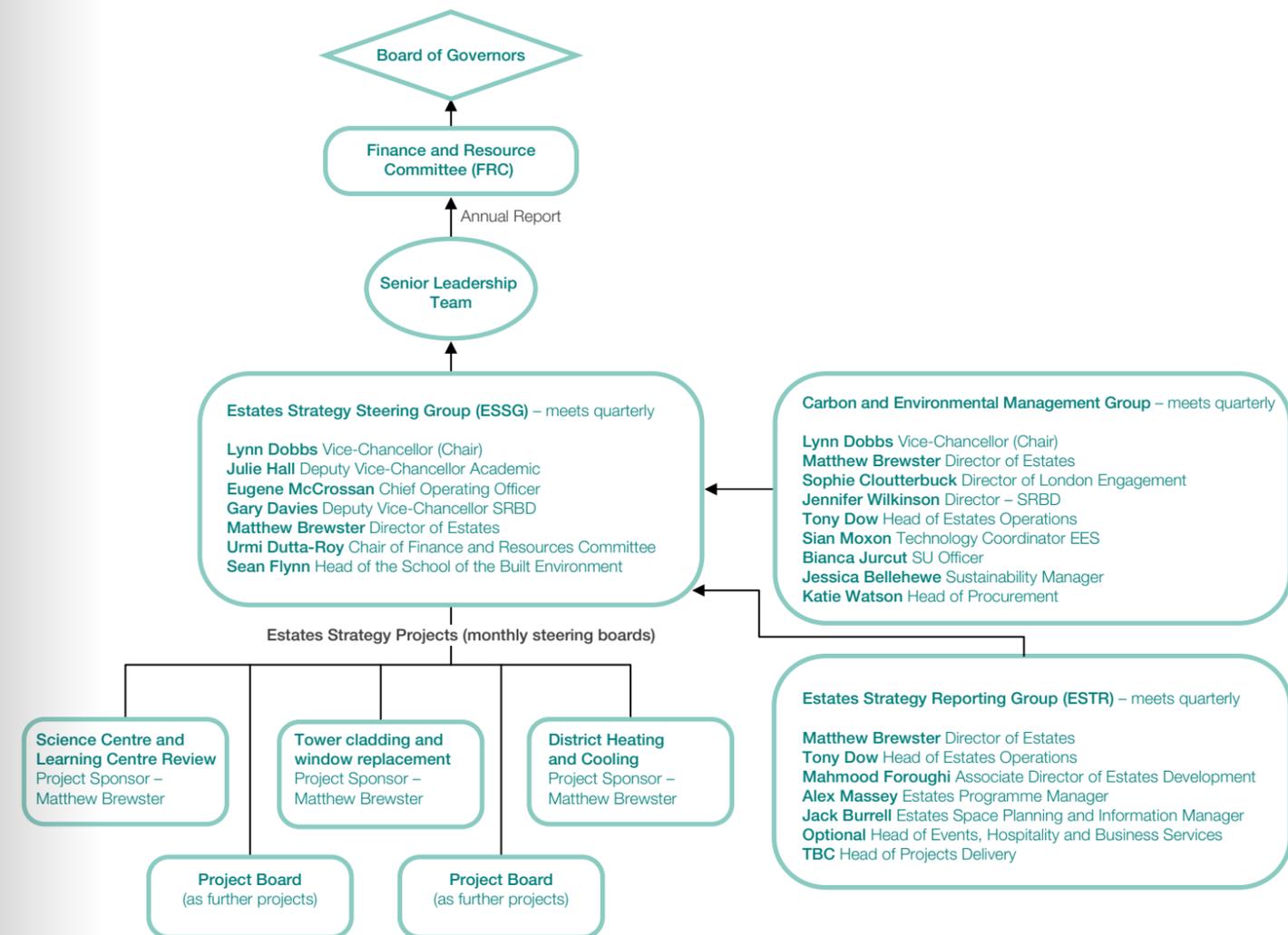
The Estates Strategy Steering Group is served by the Estates Strategy Reporting Group (ESTR), which is responsible for collating measurement of progress and developing delivery plans.

Individual estates strategy projects are overseen by Project Steering Groups, chaired by the Director of Estates as project sponsor.

The Carbon and Environmental Management Group receives reports from all parts of the University that are engaged in environmental and sustainability work, ensuring heightened levels of coordination and awareness throughout the Institution.

The flowchart in Figure 1 gives a graphic representation of the reporting framework. Memberships and terms of reference are contained within Appendix B.

Figure 1. Governance organogram for the Estates Strategy Steering Group and Carbon and Environmental Management Group



Resources

Over the year since approval of the Estates Strategy and against the backdrop of a very difficult recruitment market, the Estates Development, Property and Space team has grown to an establishment of one Associate Director, one Head of Projects Delivery, one Senior Project Manager (vacant), one Project Manager and one Projects Coordinator. This team is supplemented by five capitalised Senior Project Managers and other specialists. This structure is shown in Figure 2.

The recruitment market for specialist skills and particularly construction/development project management is very volatile, and considerable time and energy has been spent on this activity. There have been five recruitment campaigns for the establishment Senior Project Manager role with three offers being made and two acceptances that reneged within two weeks of their start date. Salary levels being offered are commensurate with the inflating market benchmarks for the HE sector, but candidates have leveraged higher salaries from their existing employers using the London Met offer. Headhunting and recruitment campaigns continue.

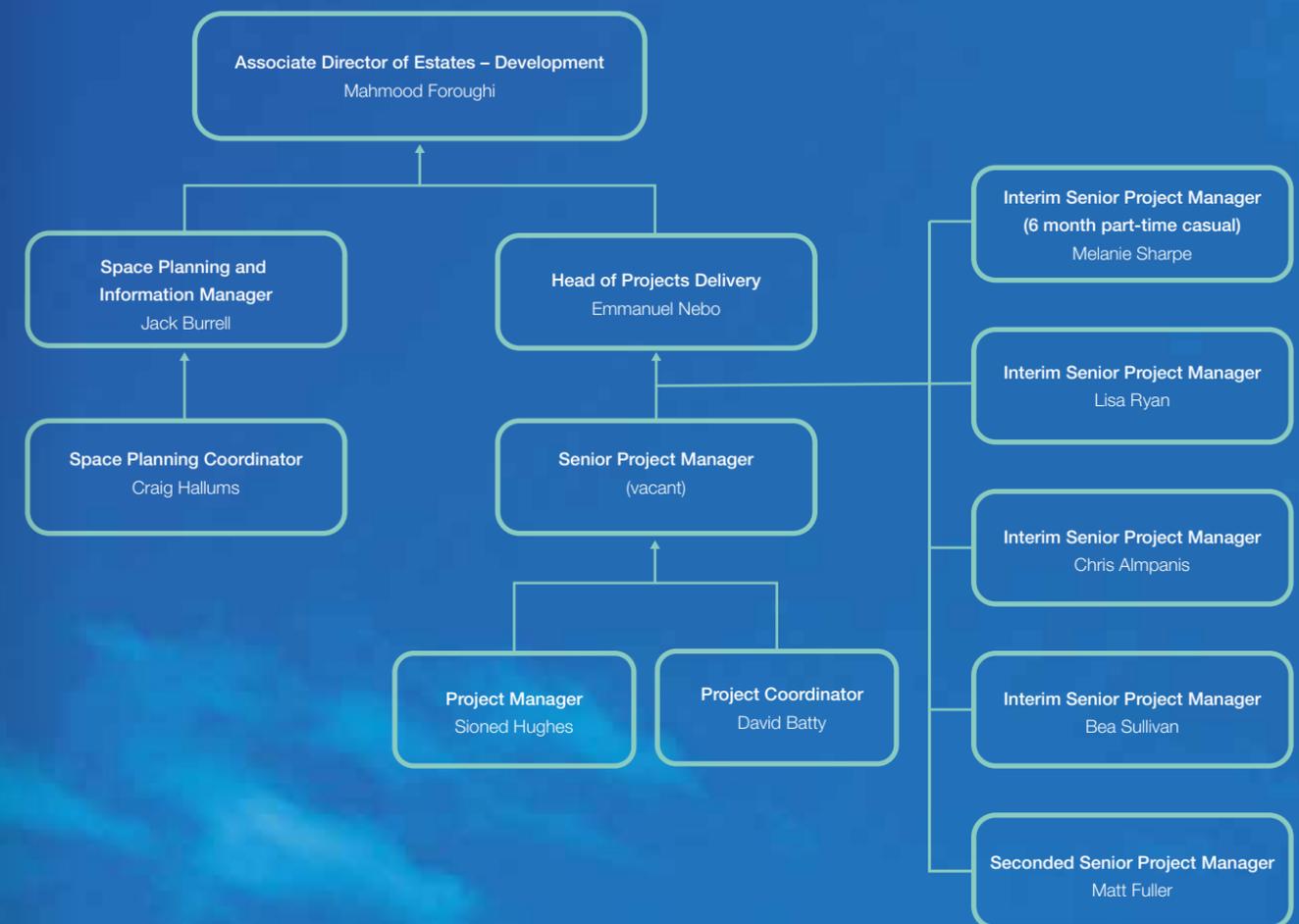
Delivery of the Estates Strategy is a whole departmental activity and engagement and contributions have been strong across the whole of the Estates Department.

The University has been able to secure the required external consulting and contracting resources required to develop the projects, although the number of competitive fee and tender returns has been reduced at times as a reflection of the general skills and capacity shortage within the construction industry.

The University has recently appointed a new Sustainability Manager, Jessica Bellehewe, and support for Energy and Carbon Management is derived from the University's Total Facilities Management provider CBRE, and energy broker TEC.

There are currently sufficient resources for the delivery of the programme of approved projects and initiatives, although some of these have slowed slightly as a result of delayed mobilisation of the team and recruitment continues to represent a key risk for the foreseeable future.

Fig 2. Estates Development, Property and Space – staff resource



Progress and Performance

Good progress has been achieved in period with the recruitment of a new delivery team and inclusion of new projects to support the new Nursing courses (new £9m Nursing Simulation Centre, due to deliver in September 2023) and School of the Built Environment (new School Centre due to be delivered in September 2025) that had not been envisaged at the time of the Estates Strategy approval.

In period, an options appraisal completed, and the new locations for the School of Art, Architecture and Design (AAD) were approved at the Board of Governors in January 2023.

As a result of developments in the University, the masterplan arrangement (Appendix A) has also been updated

and approved at Estates Strategy Steering Group in order to include Nursing, the School of the Built Environment and AAD's presence at Goulston Street, Accelerator Building and Holloway Road. The new masterplan arrangement is shown in the Looking Ahead, section of this report.

Progress against key performance indicators

Progress against 11 of the Estates Strategy's fourteen key performance indicators is at or exceeding target for the first year of operation, as seen in Figure 3.

Areas of particularly high performance include:

KPI 2. Functional suitability – as a result of the refurbishment and installation of classroom capture technology in 80 classrooms, enabling enhanced digital provision and flexibility of classroom use.

KPI 5. Reconfigure and refresh general teaching spaces – for the same reasons as KPI 2.

KPIs 13 and 14. Carbon emissions – very positive decreases in carbon emissions, but it should be noted that the current reporting period of August 2021 – July 2022 did include periods of COVID lockdown and low campus footfall. Nevertheless, this reduction in emissions was also supported by good energy conservation practices.

Performance against the following key performance indicators have not met target for the following reasons:

KPI 1. Building condition – the percentage of building stock that was in Condition B fell as a result of an accelerating deterioration in key building systems, particularly cooling in the Tech Tower and Learning Centre. Elements of the campus-wide heating and cooling project, with an estimated cost of £700k, have been brought forward to address these urgent issues.

KPI 10. Create a heart of the campus – slower progress has been made than originally expected as planned resources were redirected to creating the Nursing Simulation Centre. Completion of the Main Entrance and Independent Learning Space projects by September 2024 will see significant progress made in the next reporting period.

KPI 12. Percentage of control systems linked to digital sensors – progress has been slower than planned due to unexpected issues with the system's networking capacity which are now being addressed and progress should recover over the next period.

Fig 3. Performance against KPIs

On or above target Within 5% < 5% below														
1. Building Condition	21/22	22/23 Score	22/23	23/24	24/25	25/26	26/27	28/28	28/29	29/30	30/31			
Percentage of university estate in HEFCE Category B or above (Target 90%)	45	36	45	45	45	45	60	60	60	60	90			
2. Functional Suitability	21/22	22/23 Score	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31			
Percentage of university estate in Band 1 (Target 65%)	36.4	46	38	45	45	55	55	55	60	60	65			
3. Utilisation	21/22	22/23 Score	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31			
Utilisation rate of 42 across all teaching spaces	13.3	18.4	15	15	30	35	37	39	40	42	42			
Supporting the Evolving University	21/22	22/23 Score	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31			
4. Create school centres (percentage completion)	15	15	15	15	15	40	60	80	100	100	100			
5. Reconfigure and refresh general teaching spaces	0	23	15	20	40	80	80	100	100	100	100			
6. Establish teaching space for nursing and the built environment (percentage completion)	0	0	0	100	100	100	100	100	100	100	100			
7. Reconfigure learning centres and libraries (percentage completion)	0	0	50	100	100	100	100	100	100	100	100			
8. Improve wayfinding (percentage completion)	0	10	10	10	30	50	80	90	100	100	100			
9. Create a new entrance (percentage completion)	0	0	0	0	0	0	0	0	50	50	100			
10. Create a heart of the campus (percentage completion)	0	0	20	30	30	30	30	30	30	30	50			
11. Create new hybrid working hubs for the professional services offices (percentage completion)	30	35	35	35	35	35	35	100	100	100	100			
Digital campus	21/22	22/23 Score	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31			
12. % of control systems linked to digital sensors	10	20	25	50	75	100	100	100	100	100	100			
Carbon reduction	21/22	22/23 Score	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31			
13. Corporate strategy targets – reducing carbon emissions (kg Co2) per sqm of built estate	41	33.24	40	39	38.11	Beyond life of current corporate strategy								
14. Carbon net zero – total scope 1 and scope 2 emissions measured in carbon tonnes	3200	2766	3100	3000	2900	2509	2200	1600	1100	800	0			

Approved projects status and timelines

10 substantive projects have been approved with physical delivery anticipated over the next two years; the first of those to complete will be the Nursing Simulation Centre which will be ready for the commencement of teaching in September 2023.

There have been slight delays against original programme for three projects due to re-allocation of project management resources to new, emerging projects, bottlenecks in procurement and legal services and the presence of the nesting peregrine falcons slowing external surveying of the Tower. All of the issues have been resolved, and good progress is now being made.

Figures 4 and 5 describe the current timelines and status for all currently approved projects.

Fig 4. Approved projects timeline

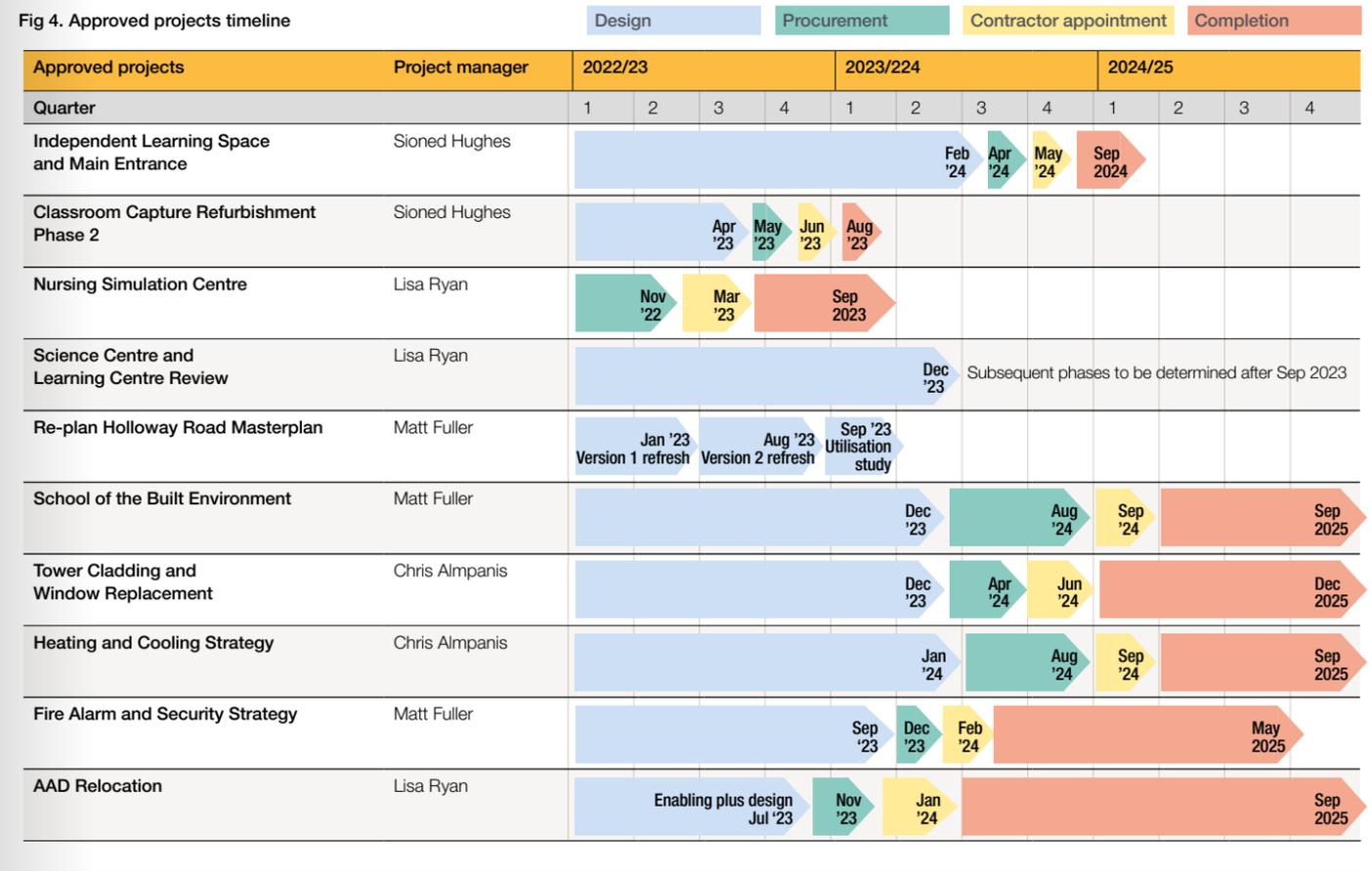


Fig 5. Approved projects updates

Approved projects	London Met Project Manager	Project Update
Independent Learning Space and Main Entrance	Sioned Hughes	<ul style="list-style-type: none"> Feasibility design and surveys are underway. Two-month delay to completion being forecast due to procurement delays.
Classroom Capture Refurbishment Phase 2	Sioned Hughes	<ul style="list-style-type: none"> Tenders being issued 11 May 2023. Target Start on site 19 June 2023. One-month delay due to IT programming.
Nursing Simulation Centre	Lisa Ryan	<ul style="list-style-type: none"> Works commenced in w/c 17 April 2023. Roof replacement temporarily downgraded to repairs.
Science Centre and Learning Centre Review	Lisa Ryan	<ul style="list-style-type: none"> Three-month 'pause' whilst design impasse with stakeholders is unlocked. Design team exploring additional options.
Re-plan Holloway Road Masterplan	Matt Fuller	<ul style="list-style-type: none"> New layout approved at ESSG April 2023. Utilisation study required to establish general teaching requirements.
School of the Built Environment	Matt Fuller	<ul style="list-style-type: none"> Interim location agreed with works to complete by June 2023. Final location agreed in P-block. Scoping scheduled for August 2023.
Tower Cladding and Window Replacement	Chris Almpanis	<ul style="list-style-type: none"> Design Teams on-board. Surveys underway but peregrine falcons slowing progress.
Heating and Cooling Strategy	Chris Almpanis	<ul style="list-style-type: none"> Design Teams procurement complete awaiting final contract signature. Enabling works brought forward for Learning Centre (£700k)
Fire Alarm and Security Systems	Matt Fuller	<ul style="list-style-type: none"> Operational Requirements document completed. Security Strategy development underway.
AAD Re-location	Lisa Ryan (plus others)	<ul style="list-style-type: none"> Seven workstreams established and commenced. Design and legal work commenced.

Carbon and Environmental Management Plan (CEMP) update

The reduction in carbon emissions appears to be three years ahead of plan and whilst advances have been made in control of energy, the emissions figures do capture periods of campus inactivity as a result of COVID lockdowns and transition back to campus. It is expected that emissions rates will rise again over the next reporting period (August 2022 to July 2023) due to full occupation of the campus, increased footfall and a cold spring. However, it is envisaged that the trajectory of reduction in carbon emissions will remain ahead of target.

The full carbon saving effects of major investment in infrastructure are not expected to accrue until FY25/26 although £1.75 million of intervention are planned for the next financial year with an expected carbon saving of 250 tCo2e.

Water

The University's water supplier has changed, in period, to Wave (a trading name for The Energy Consortium, a pan-HE sector energy brokerage) to take advantage of lower unit rates giving a saving of approximately £10,000 per annum.

Consumption in the previous year has returned to pre-pandemic levels as footfall increases and students and staff make use of the free piped water coolers across campus.



Waste

Total volumes of waste have increased from 116 to 336 tonnes between 2021 and 2022 as campus activity has increased and the development projects are likely to increase that total further.

Recycling rates, however, have increased to 60%, which fits with the trajectory to reach the CEMP objective of 75% of all waste being recycled by 2026. The progress made has been as a result of changing the supplier to enable new initiatives such as:

1. A new reporting and analytics platform
2. 'SustainAble' waste containers, aimed at hard-to-recycle items such as crisp packets and confectionary wrappers
3. 'Vegware' waste stream for recycling of hot food containers from University catering outlets
4. Waste paper disposed of through our mixed recycling stream being recycled into second-life paper
5. Coffee ground waste being separated from food waste and offered to students for re-use such as home fertiliser or beauty products

Food

The University has been working with the catering contractor, Gather and Gather, who have undertaken a number of sustainability initiatives including:

- Introduction of Meat Free Mondays
- Increased range of vegan and vegetarian products
- Use of 'Vegware' for items such as food containers and coffee cup lids
- Plastic-free days
- Food waste recycling

Biodiversity

Peregrine falcons returned to the Tower Building during March this year, successfully nested, and laid eggs from which two chicks hatched. The chicks are currently thriving in their nest and can be seen from the live Falcon Cam via the University's website. In July of 2022 ducks returned and hatched 13 ducklings in the inner courtyard.

The Estates Department are working with a number of students to bring the roof gardens back up to their pre-pandemic condition. Gardening clubs, seminars and wellbeing sessions will resume in those spaces.

Awareness

The Green Impact scheme continues to run; over the past five years we have implemented over 1,220 positive actions in offices and at home and trained 41 students as auditors in accordance with IEMA standards.

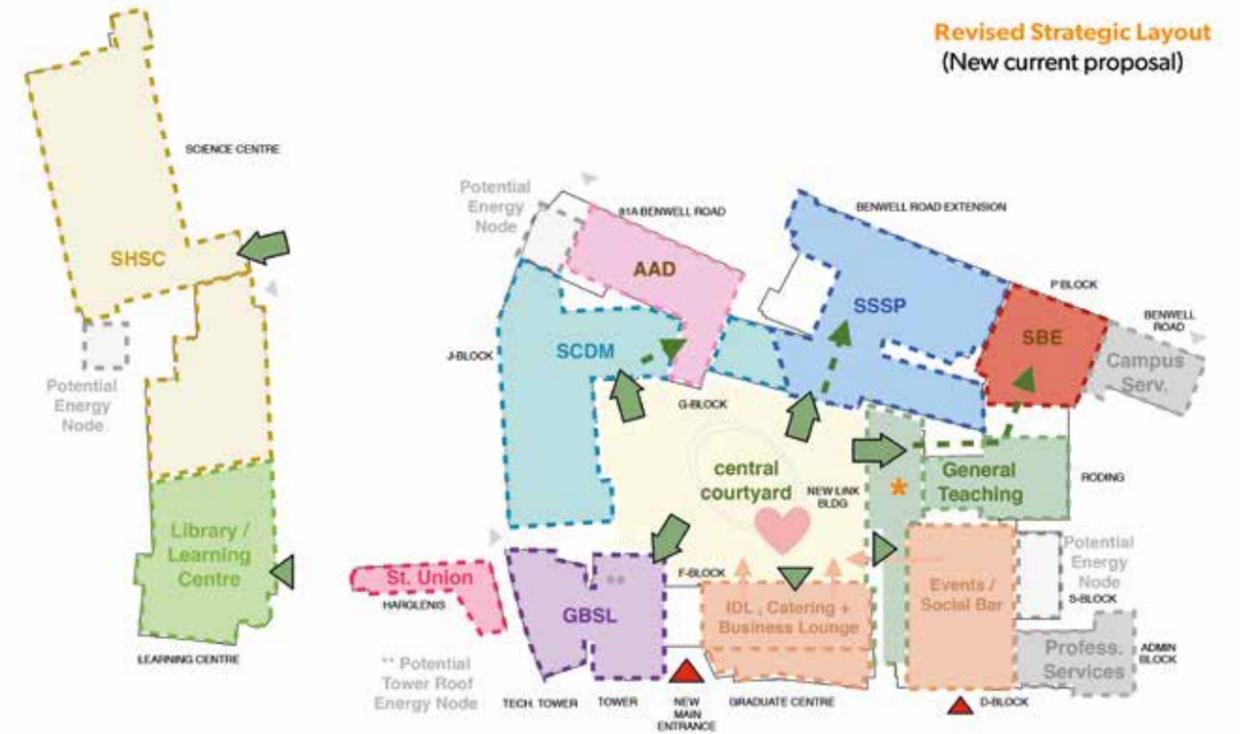
The first London Metropolitan University and Islington Council Net Zero Carbon Steering Group meeting took place on 6 December, with the University's Head of Estates Operations in attendance in order to explore opportunities for working together to reduce borough-wide emissions.



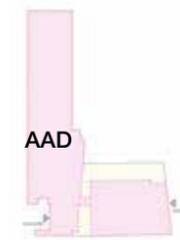
Estates Strategy Forward Look

The masterplan has been updated to take account of recent University developments including projected growth in student numbers. The principles of creating School Centres, which at Holloway Road are clustered around the central courtyard, with heart of the campus features being maintained as shown in the following Figure 6.

Figure 6. Current masterplan arrangement – March 2023
Holloway Road campus



Holloway Road campus



Aldgate campus



Shoreditch campus (working campus title)

Future project sequencing

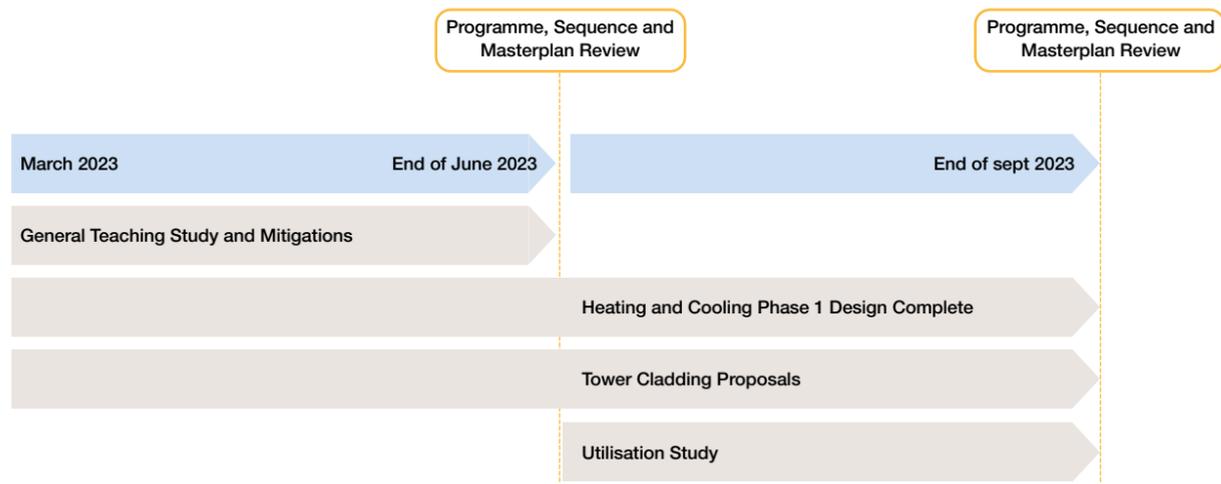
University developments including an increase in student numbers and a new masterplan arrangement since the Estates Strategy was approved, have necessitated a reconsideration of the sequence in which projects should be delivered. Recommendations for the future sequencing of projects that meet the new and emerging corporate priorities are currently underway via three planned iterations. This sequencing consideration will be undertaken simultaneously with the delivery of current projects, and will not slow overall completion of the Estates Strategy by 2031.

Each iteration will be generated as further insight is gained through exploratory planning and works. Figure 7 shows the planned process and dependencies that will support the project sequencing iterations.

The final iteration is expected to be completed in September 2023 and will give an agreed framework for the sequence of all future projects. This baseline will inevitably vary further, with the agreement of ESSG and SLT, as the University develops.

The current and initial iteration is based on a logical sequence of moves that create decant space to enable future construction. This sequence, depending on the overall scoping of the additional teaching spaces within the new Link Building, suggests that the works may create a deficit of teaching spaces in a range of 13 to 22 classrooms through the peak years of construction. Additionally, the logic of this sequence produces an unsupportable peak annual expenditure of approximately £70 million in the earlier years. Various options including creating temporary teaching space, increasing timetabling efficiency and levelling the delivery programme are being explored. These options will mitigate both the loss of teaching space capacity and unsupportable peaks in annual expenditure and be incorporated into future iterations of the project sequence.

Figure 7: Planned process and dependencies supporting the project sequencing iterations



Financial Report



Financial control

Strong financial controls have been established with project and programme costs being measured and scrutinised on a monthly basis and reported to the Estates Strategy Steering Group quarterly.

Cost control has been exercised on a project-by-project basis through monthly cost reporting by externally appointed Quantity Surveyors. The cost plans, change controls and implications are scrutinised at individual project boards and then further at Project Steering Groups. A gateway approvals process based on the RIBA Plan of Work is established ensuring that projects only progress to the next stage of development once all project objectives including financial performance are met.

The Associate Director of Estates (Development) presents monthly reports of the whole programme's financial performance against cash flow forecast to the Director of Estates and Associate Director of Financial Reporting. Once agreed with the Chief Operating Officer these figures are incorporated into the University's Financial Management Reports.

Financial performance of approved projects

The in-year expenditure drawdown for all approved Estates Strategy projects is showing a slowdown of circa £1 million from £6.8 million to £5.8 million (Estates Strategy projects only) against forecast due to delays in three projects. Delays due to system bottlenecks and environmental considerations are resolved and progress is being recovered.

Current programme budget estimate

The total capital/ cash requirement to complete the Estates Strategy programme was re-calculated on the anniversary of the Estates Strategy's approval in March 2023 to take into account additional projects, inflation, receipt of capital grants and effects of savings against future Calcutta House and Annexe rental payments.

The net movement suggests an increase in funding required from £150 million when assessed in March 2022 to £182 million when assessed in March 2023 excluding inflation. The main drivers for the increase are new projects (£16.5m) and inflation to date (£22m). The inclusion of inflation in future years suggests that the total funding required has the potential to reach £198 million by 2030.

All efforts will be made to bring expenditure in line with the University's ten year plan using the following levers:

- Value and cost optimised scoping and design for the remaining projects.
- Receipt of future capital grants. Infrastructure/ carbon reduction initiatives and Office for Student (OfS) support for future healthcare and STEM subject development present strong multi-million grant funding opportunities.

Risks to the quantum of expenditure include:

- Inflation, including changes in the geo-political environment, for example the war in Ukraine has driven strong inflationary and supply pressures.
- New University initiatives and changes in structure.

The strong financial controls, review and gateway approach to programme approvals means that the University is able to avoid over financial commitment and remain in control of total programme expenditure.

FY23–24 draft capital budget

The projected total Estates related capital budgets for financial year 2023/24 are £34 million. Appendix C contains the budget breakdown per project. Approximately £9 million of the total sum will be expended on completing already started projects with approximately £16 million being spent on new projects that move the University forward and the remaining £9 million will be spent on backlog maintenance and carbon reduction.



Appendices

Appendix A
Current masterplan arrangement
March 2023

Appendix B
Estates Strategy Steering Group and Carbon
and Environmental Management Group
Terms of Reference

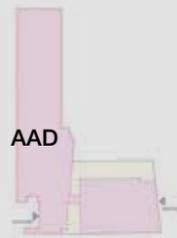
Appendix C
Budget Breakdown per project

Appendix D
Project Sequencing Graphics





Holloway Road campus



Aldgate campus



Shoreditch campus (working campus title)

Statement of primary responsibilities of the Estates Strategy Steering Group (ESSG)

The Steering Group's main responsibility is to oversee and give direction on the development and implementation of the Estates Strategy, in line with the University's Corporate Strategy.

Terms of Reference of the Estates Strategy Steering Group (ESSG)

1. The Estates Strategy Steering Group (ESSG) has the following responsibilities:

- Providing oversight and monitoring of the delivery of the strategy, ensuring the Vice-Chancellor and Chief Operating Officer can report effectively to the governing body.
- Ensure consistency with other University sub-strategies.
- Give direction on the sequencing of projects and interventions;
- Updating the University with progress;
- Allocating resources to individual projects;
- Monitoring the delivery of the projects;
- Cultural change;
- Consistent and strong leadership.

2.0 Quorum

The meeting is quorate when at least four members attend.

3.0 Reporting

The Estates Strategy Steering Group (ESSG) will report to SLT.

4.0 Frequency of meetings

The Estates Strategy Steering Group (ESSG) meets quarterly and will normally be scheduled for 90 minutes. Additional meetings or cancellations will be at the discretion of the Chair.

5.0 Method of operation

The Director of Estates will administer on behalf of the group.

6.0 Membership of the Estates Strategy Steering Group (ESSG), January 2023

Membership Category	Member	Term Expires
1. Group Chair: Vice-Chancellor	Lynn Dobbs	Ex-officio
2. Director of Estates	Matthew Brewster	Ex-officio
3. Deputy Vice-Chancellor Academic	Julie Hall	Ex-officio
4. Chief Operating Officer	Eugene McCrossan	Ex-officio
5. Deputy Vice-Chancellor SRBD	Gary Davies	Ex-officio
6. Chair of Finance and Resource Committee	Urmi Dutta-Roy	Ex-officio
7. Head of School of the Built Environment	Sean Flynn	Ex-officio

Appendix B
Carbon and Environmental Management Group
 Terms of Reference

1.0 Statement of primary responsibilities of the Carbon and Environmental Management Group (CEMG)

The Carbon and Environmental Management Group’s main responsibility is to oversee and give direction on the University’s Carbon and Environmental Management Plan, enabling the development and implementation of projects designed to meet the University’s corporate strategic goal of being Carbon Net Zero by 2030.

2.0 Terms of Reference of the Carbon and Environmental Management Group (CEMG)

The Carbon and Environmental Management Group (CEMG) has the following responsibilities:

- To define and establish the university’s sustainable development goals.
- To provide oversight and direction to the University’s achievement of sustainable development goals.
- To provide oversight and monitor progress against the University’s approved carbon reduction KPIs as defined by the Corporate Strategy and Estates Strategy.
- Ensure coordination and oversight of the university’s activities relating to sustainability and environmental impact.
- To approve University policies related to carbon and environmental management goals.
- Ensure consistency with other University strategies.
- Ensure progress is reported effectively to the University’s Governing Body.
- Ensure effective communication plans and behavioural change plans are developed and implemented.
- Ensure sufficient and appropriate resource allocation to achieve our sustainability and environmental goals.
- Effect the required cultural change.
- Provide consistent and strong leadership in the areas of sustainability and environmental management.

3.0 Quorum

The meeting is quorate when at least four members and the Chair or delegated Chair attend.

4.0 Reporting

The CEMG will report to the Estates Strategy Steering Group

5.0 Frequency of meetings

The Carbon and Environmental Management Group (CEMG) meets quarterly and will normally be scheduled for 90 minutes. Additional meetings or cancellations will be at the discretion of the Chair.

6.0 Method of operation

The Director of Estates will administer on behalf of the group.

7.0 Membership of the Carbon and Environmental Management Group (CEMG), January 2023

Membership Category	Member	Term Expires
1. Vice-Chancellor, Chair of CEMG	Lynn Dobbs	Ex-officio
2. Director of Estates	Matthew Brewster	Ex-officio
3. Head of Estates Operations	Tony Dow	Ex-officio
4. Director of London Engagement	Sophie Cloutterbuck	Ex-officio
5. Director of SRBD	Jennifer Wilkinson	Ex-officio
6. Technology Coordinator EES	Sian Moxon	Ex-officio
7. SU Officee – VP Education	Bianca Jurcut	Ex-officio
8. Director of Markeing and Communication	Deon-Nadine Butler	Ex-officio
9. Head of Procurement	Katie Watson	Ex-officio
10. Sustainability Manager	Jessica Bellehewe	Ex-officio

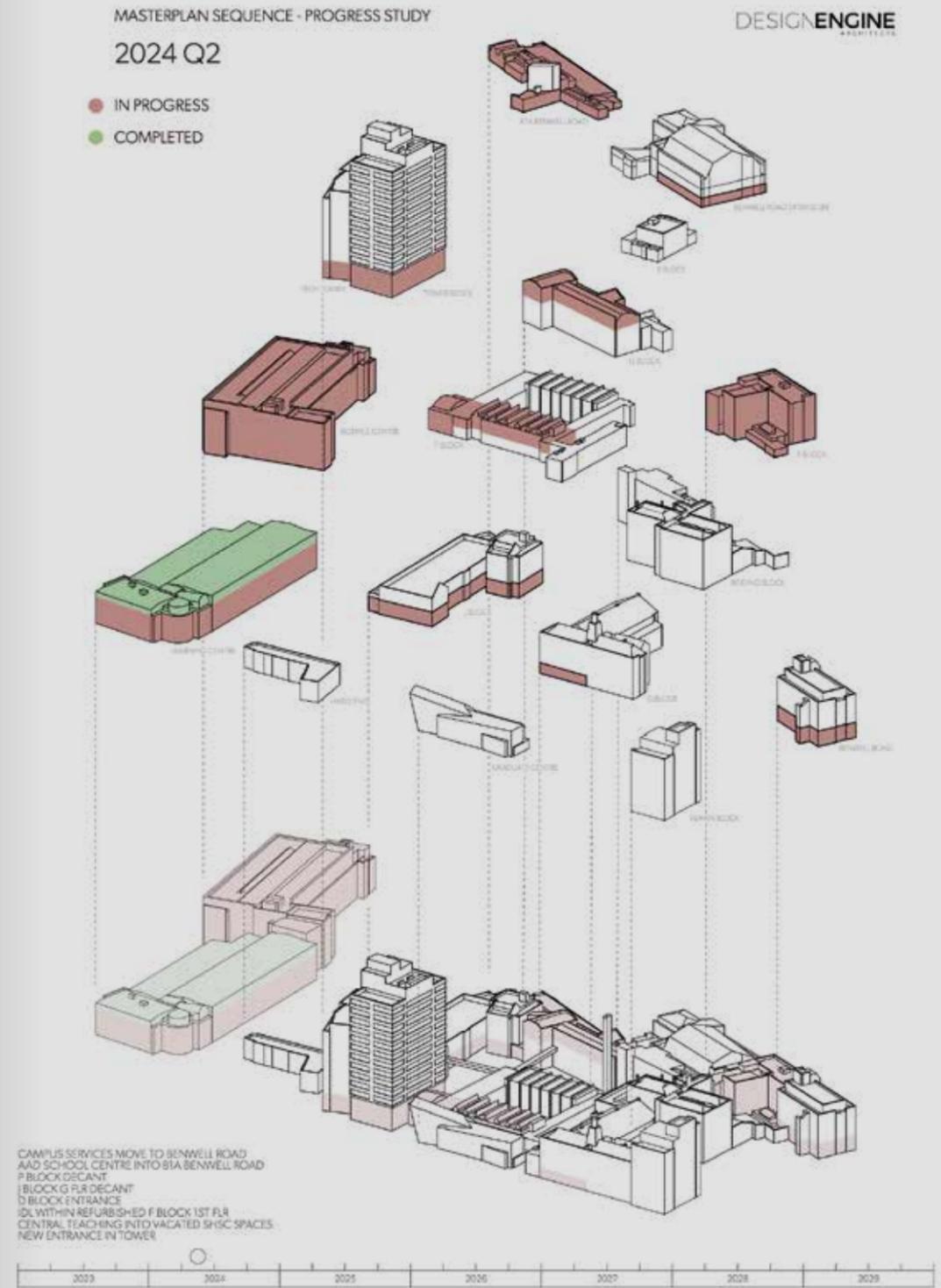
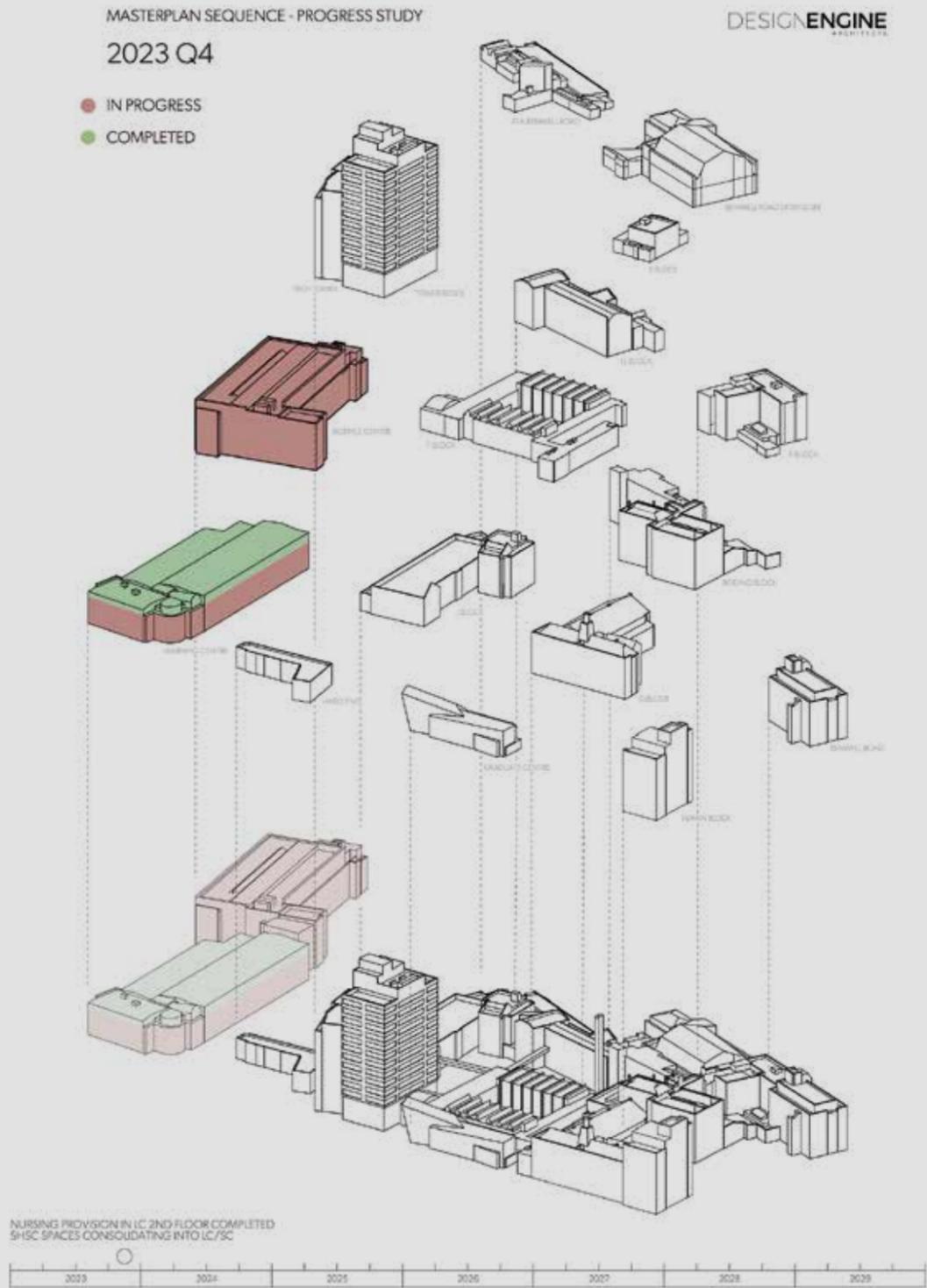
Appendix C
Capital Budget breakdown per project

Omitted due to commercially sensitive information

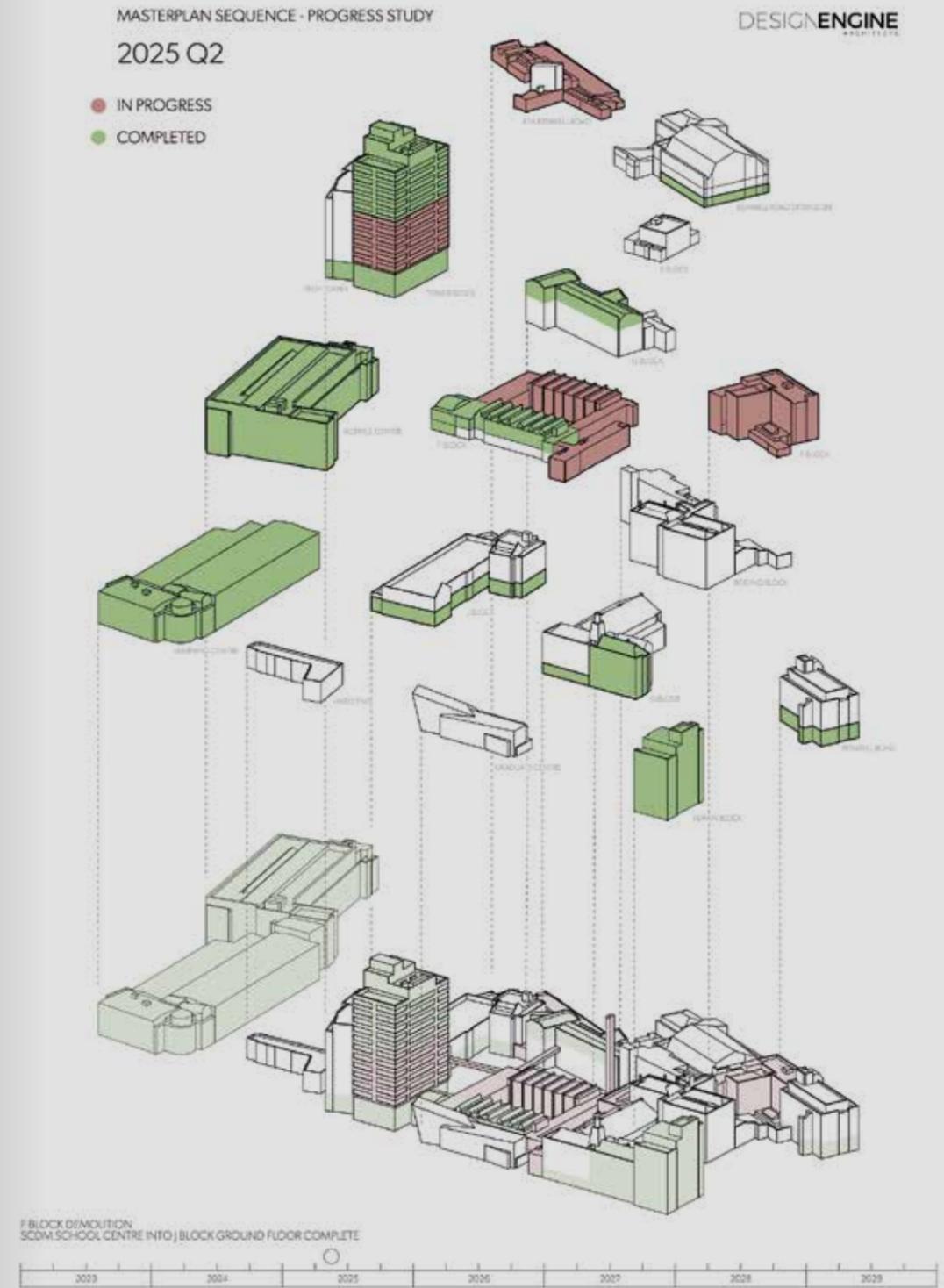
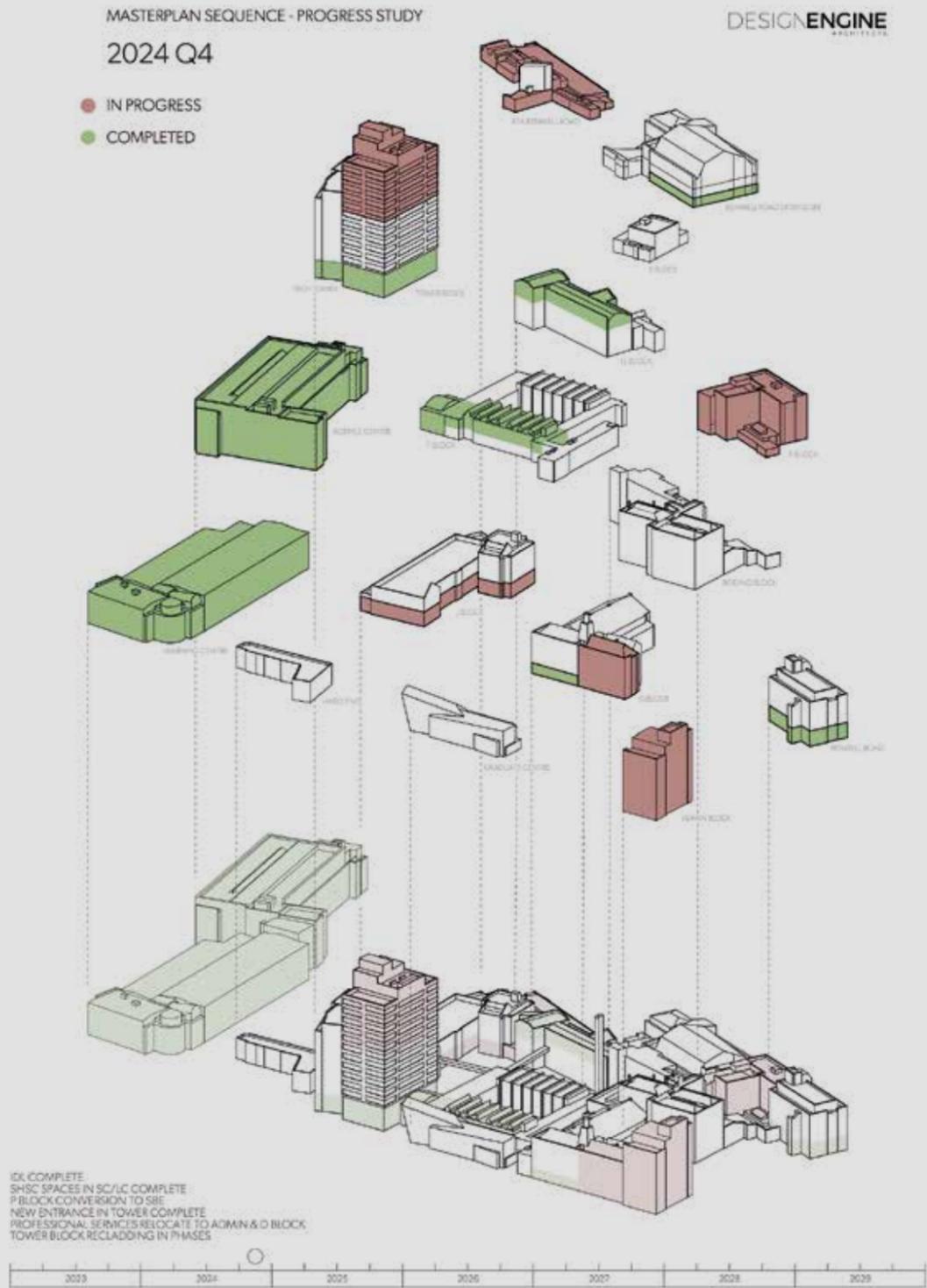
Omitted due to commercially sensitive information

Omitted due to commercially sensitive information

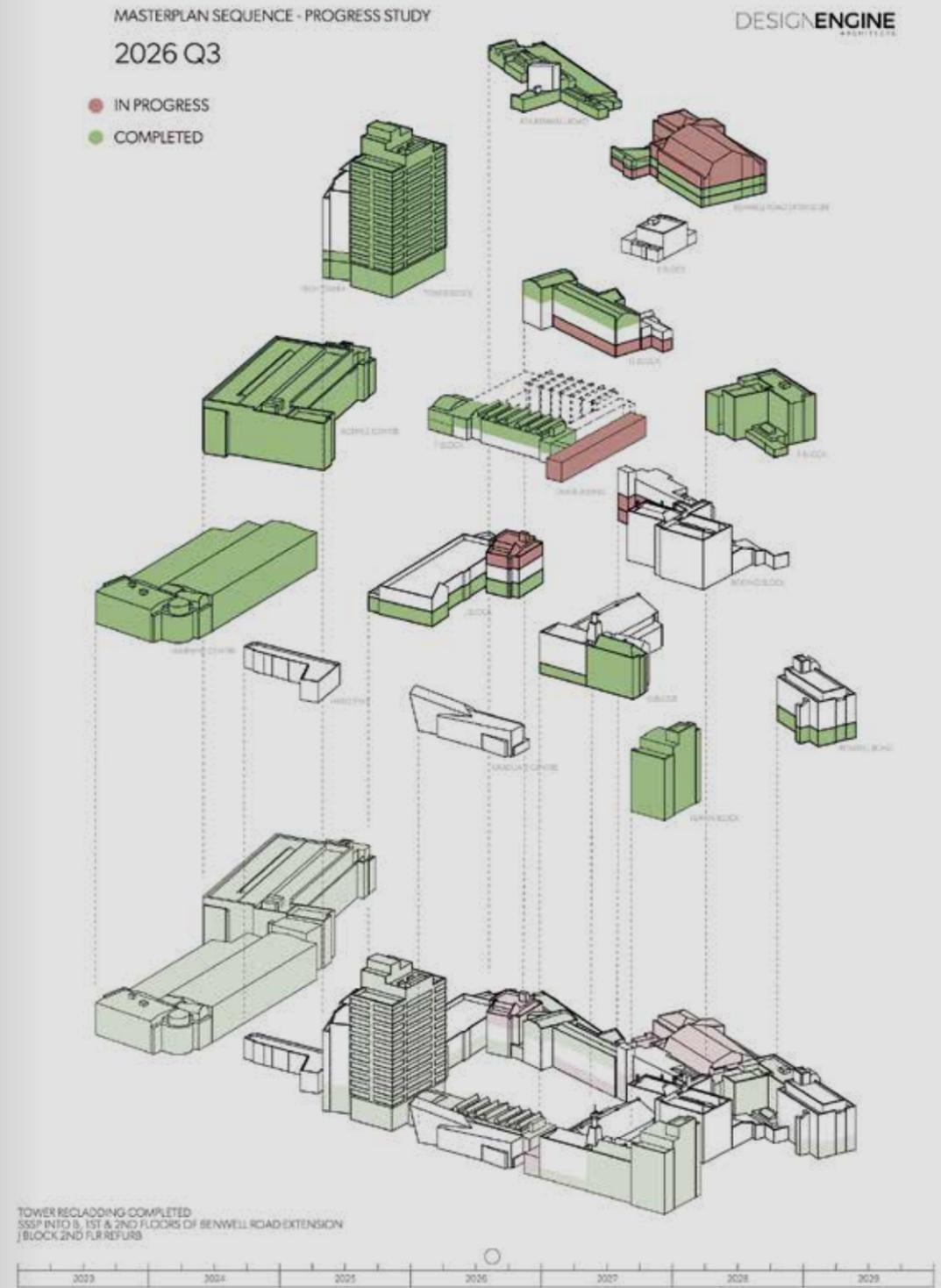
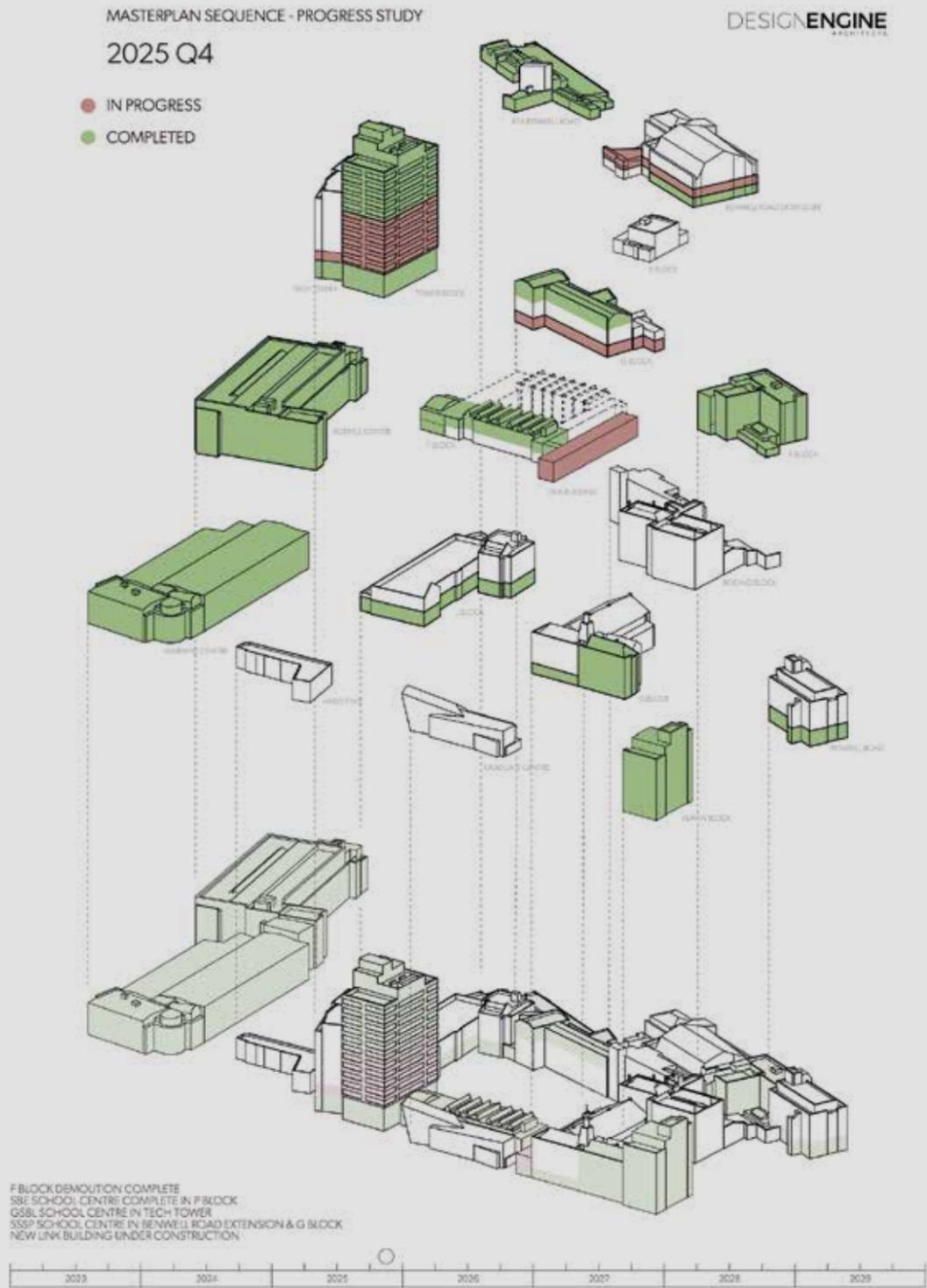
Appendix D
 Graphics showing proportion of campus complete and in development throughout the programme



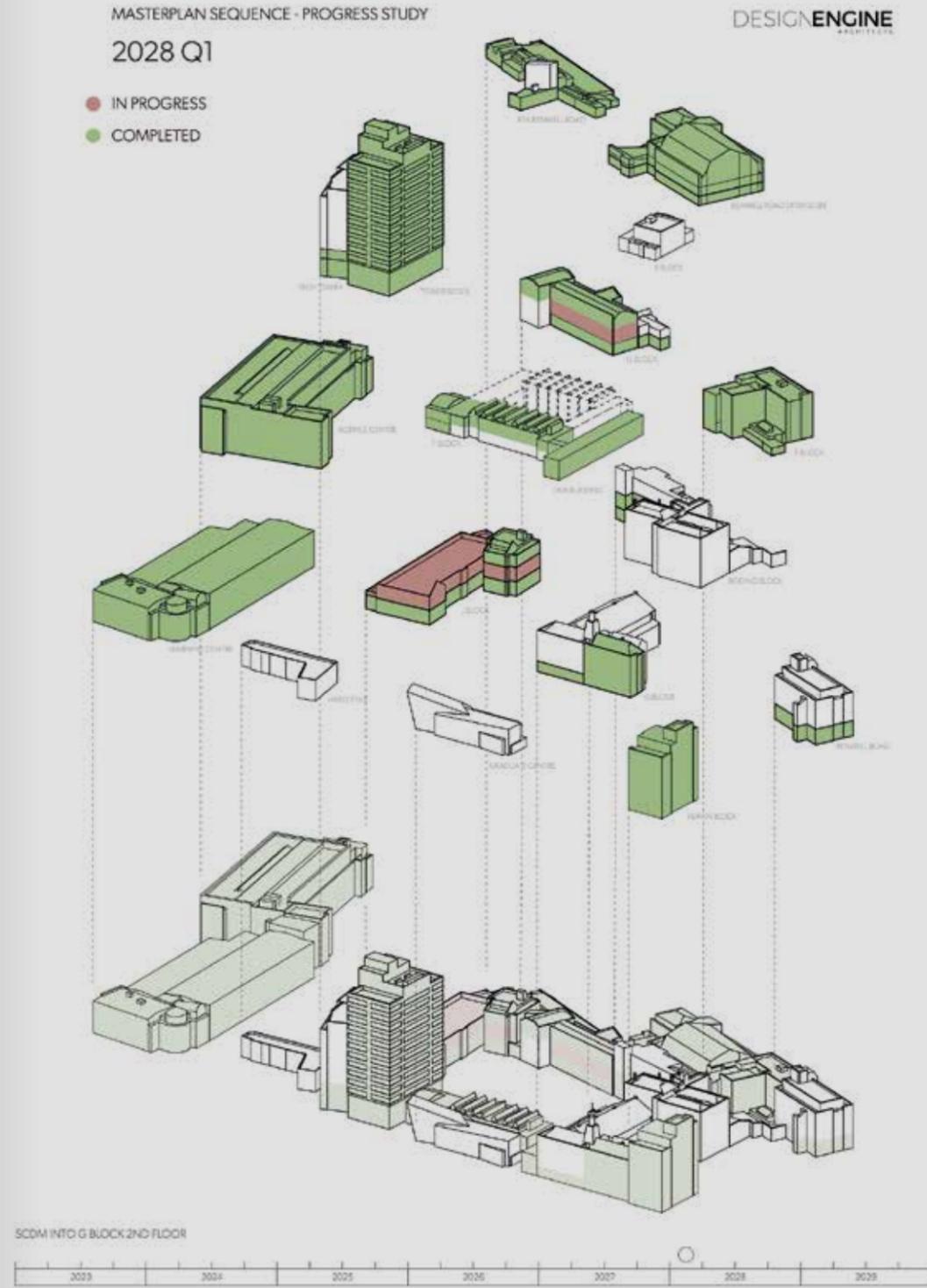
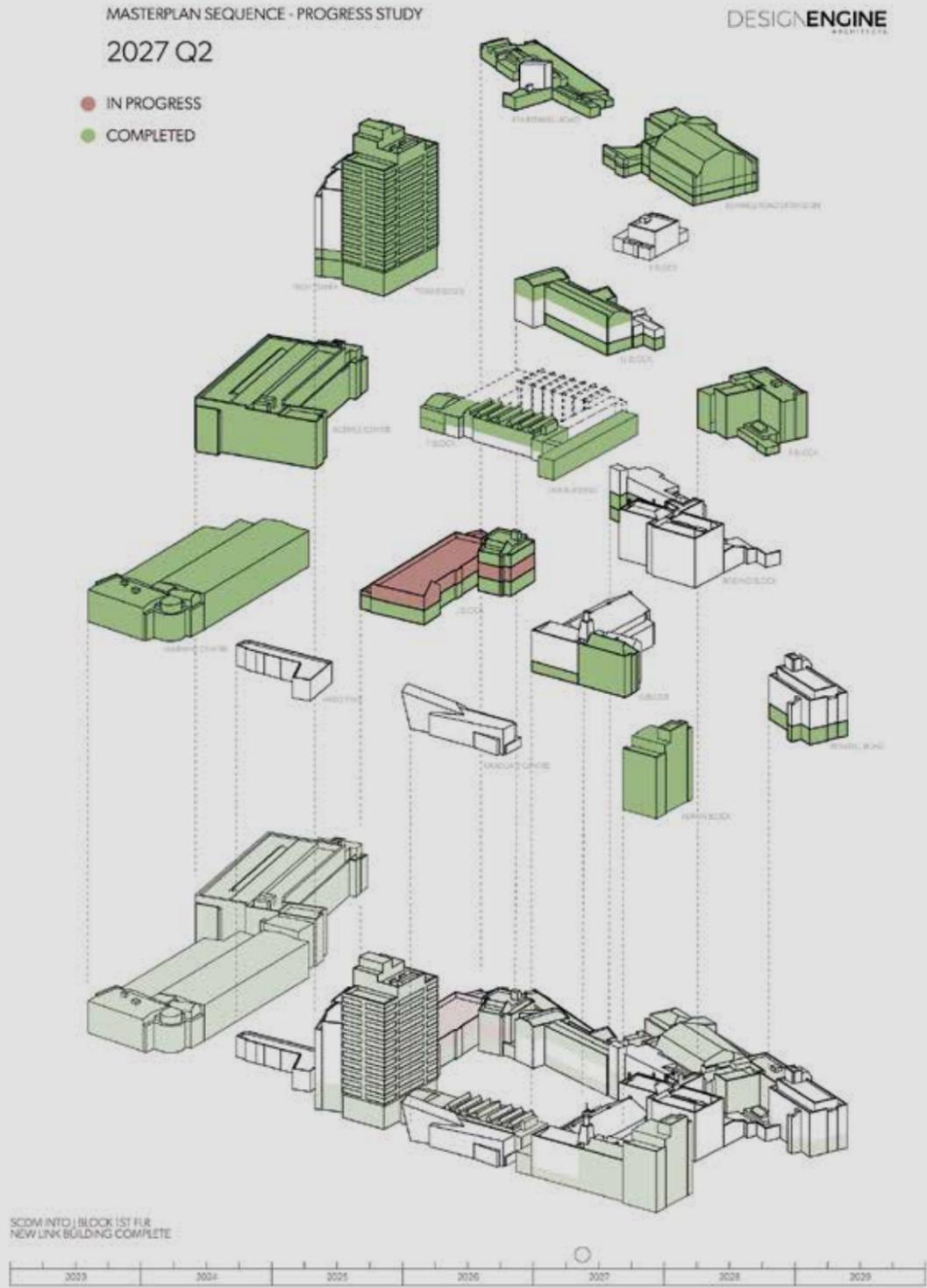
Appendix D
 Graphics showing proportion of campus complete and in development throughout the programme



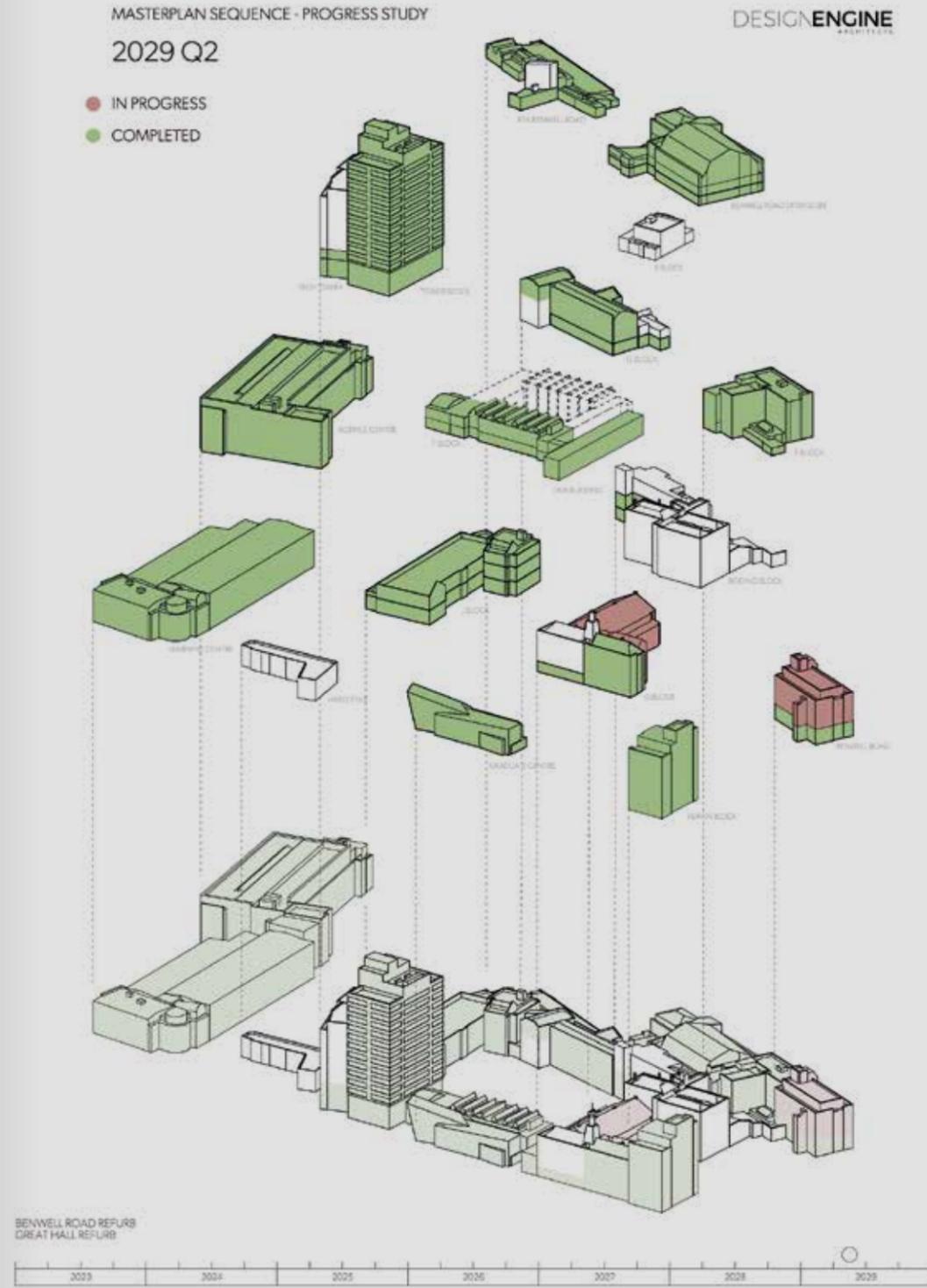
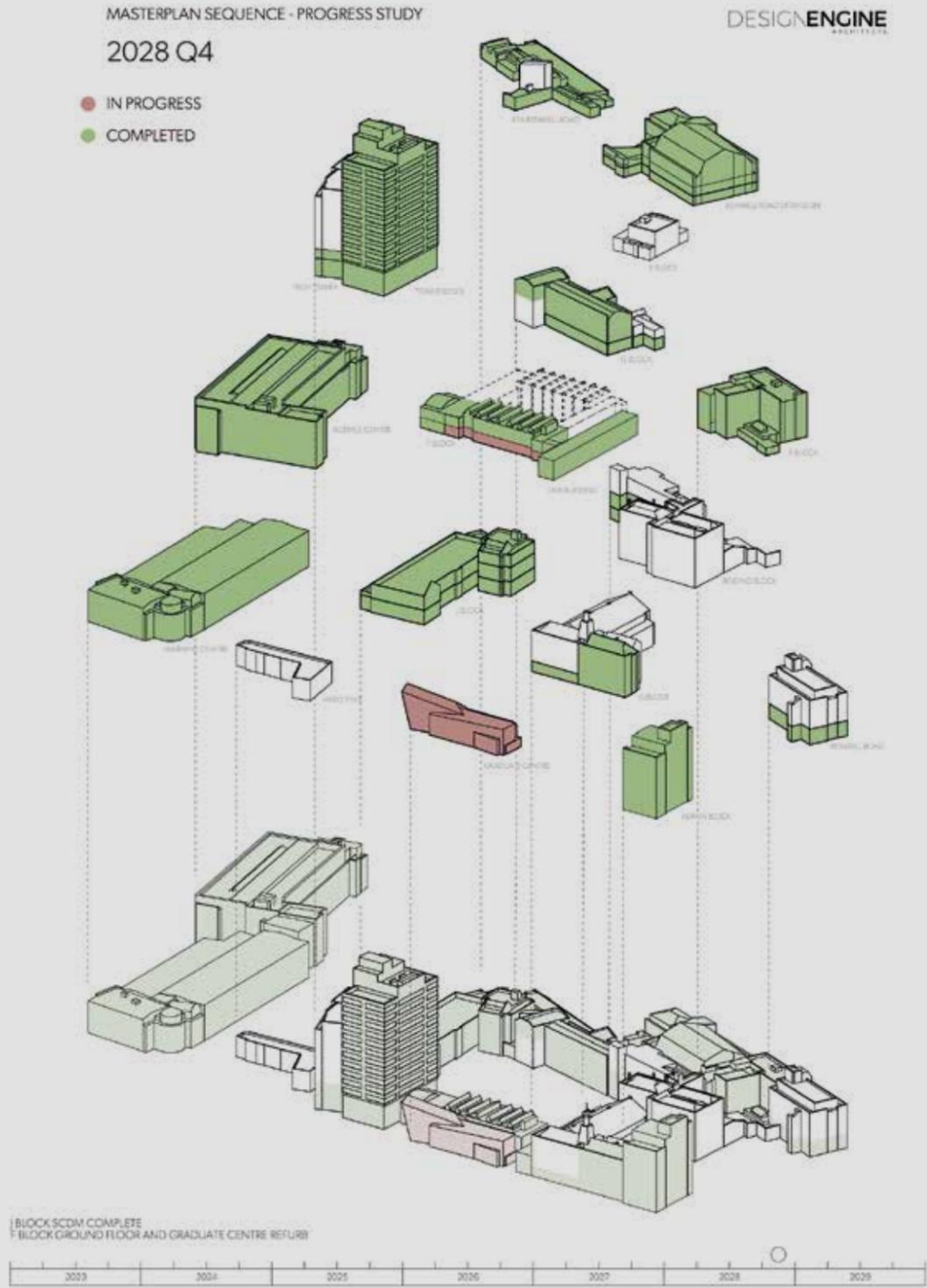
Appendix D
 Graphics showing proportion of campus complete and in development throughout the programme



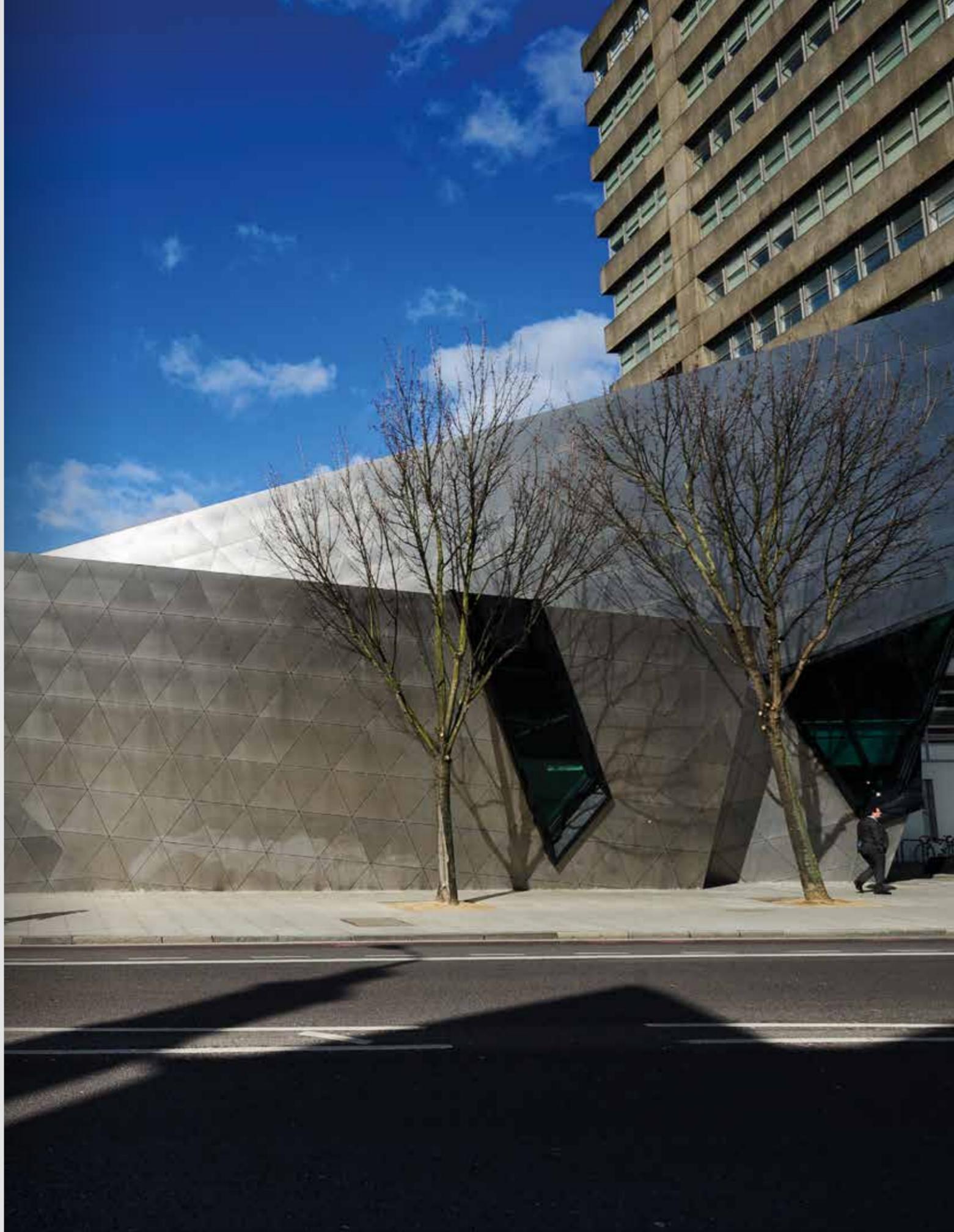
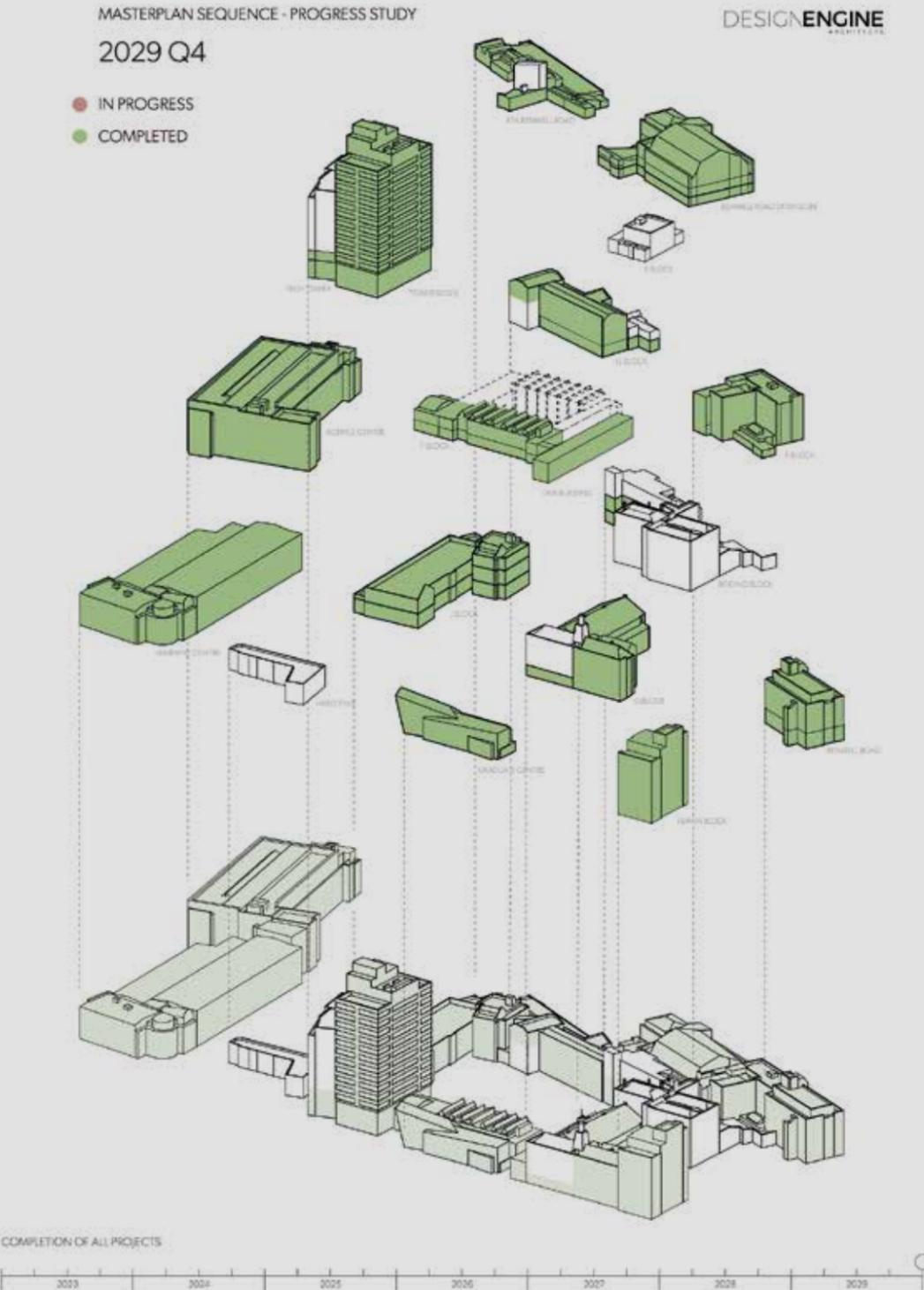
Appendix D
 Graphics showing proportion of campus complete and in development throughout the programme



Appendix D
 Graphics showing proportion of campus complete and in development throughout the programme



Appendix D
Graphics showing proportion of campus complete and in development throughout the programme



    @LondonMetUni
londonmet.ac.uk

+44 (0)20 7133 4200

As one of the leading universities in the country for carbon reduction, we're continuing our commitment to environmental sustainability by printing this guide on paper from sustainable sources

Designed by TurnbullGrey

