

Celebrating  
our unsung  
colleagues

Inside▶

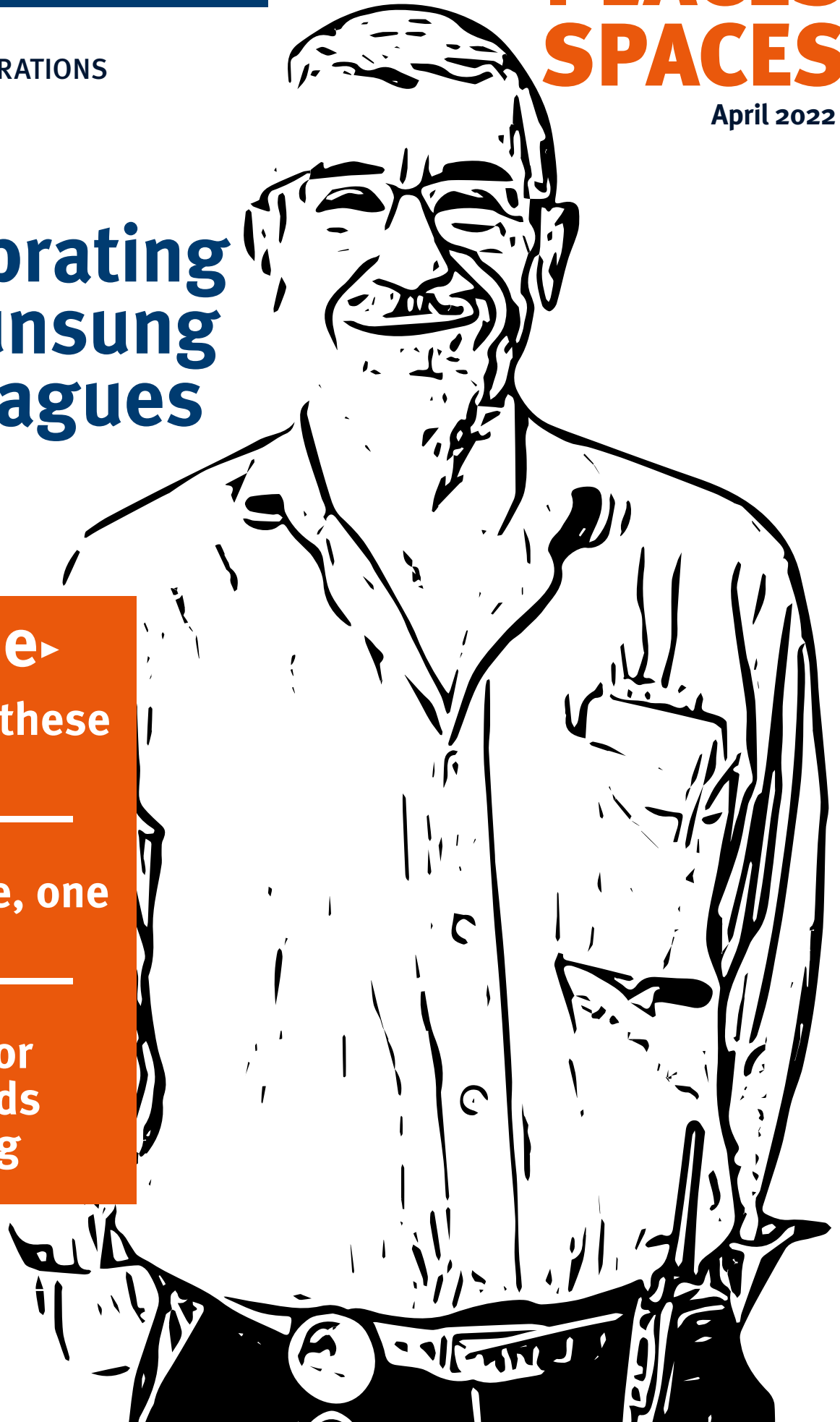
Within these  
vaults

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One life, one  
day

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Plans for  
Reynolds  
building





# Welcome

from Nick Roalfe

It has been no secret the new maintenance contracts haven't run as smoothly as we might have hoped, but then, as they say, 'Rome wasn't built in a day' and sometimes things simply take longer to get right than you'd anticipated.

Salisbury is the determination to work to overcome these issues, and to work closely with our in-house team. Head of Maintenance Rak Patel appreciates that both companies are working hard to overcome backlogs on reactive repairs, streamline processes and make operational improvements.

I must mention that Maintenance, Soft Services and Building Operations are all gearing up for the return of our summer vacation lettings after a two-year absence caused by COVID-19 and also the return of the Great Exhibition Road Festival in June, the return to such full-on activities will be demanding after such a long absence.

As we approach the long Easter break and start thinking of summer, I am looking forward to my holiday to Portugal. It will be so good to see some proper sunshine and feel like I'm really getting away from it and watching the world go by after the last two years. I hope you are planning some much deserved holidays, if not this Easter, then over the coming summer.

Before the summer gets in full swing though, I'm looking forward to catching up with you all again in person at the June Estates Forum and celebration event currently being planned.

Let's be honest, we've been living through some extraordinary times. Staff shortages, sickness, supply chain problems, all these things have impacted on all our contractors at some point or another. What has been clear with both Inviron and

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### Alternative format

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



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## Estates Strategy



The Estates Strategy, a plan linked to the College's Academic Strategy, has been completed. It is reviewed every four to five years or so and goes to College Council for approval.

Some startling statistics include:

- academic space has increased by almost 10 per cent yet this hasn't kept up with the expansion of student numbers, so in effect, space per student has reduced, even when you include amenity space
- most space that has been created in the last five years has been office – across College we have the equivalent of 30 Faculty buildings of office space
- over the next decade growth of some 300 more academics and 4500 students is expected.

Some key aspects of the latest strategy are:

- South Kensington and White City campuses will be the two main locations
- South Kensington will be our main education campus. White City will be our main translation campus and the location for new, highly serviced research facilities
- We will retain land for our future growth
- We will share our space, both for parity of student experience and to achieve growth
- Our estate will be in good condition, accessible, flexible and permeable
- Our estate will be sustainable, net zero by 2040 (more on p16).

Estates Director Nick Roalfe met with incoming President Hugh Brady (above) to discuss the strategy. He said: "I am pleased to have had this high level conversation about what the new strategy means for the future of our department."

## Our June celebration

The next Estates Forum is on Thursday 15 June. This year we are planning to combine it with a celebration event. This will be the first all staff in-person event since lockdown began in March 2020 and a chance to share appreciation and thank each other for everyone's efforts during one of the most difficult periods in living history.

It is hoped we will also be able to celebrate our target 100 per cent compliance with Imperial Essentials training. Look out for your invitation.

## Visible changes

White City continues to develop, not always obviously to the casual gaze, however this spring and summer three visible projects are underway.

One of the initial stages in preparation for planned changes to the south campus over the coming years is the demolition of Forest House, home to Autolus Therapeutics Plc since 2016. Set to start this month the building will gradually disappear and should be gone by July. Shorts Group are carrying out the demolition.

The walkway that runs behind Forest House will be permanently closed. There is another route between the north campus and the Scale Space buildings; with the west and east walkways under the Westway linking via a zebra crossing.

### Landscaping

A first phase to remediate the public realm landscape fronting Gradpad, Molecular Science Research Hub (MSRH) and between the I-HUB and the MSRH began in February. Contractors Ground Control are busy lifting, cleaning, and re-laying three areas of block paving. Further phases will include the replacement of failing trees and plants in beds and planters. New light columns will be installed and old and damaged 'street furniture' will be replaced with bins, cycle stands and benches.

New greenery will be installed into the existing planters on the concourse between the I-HUB and the MSRH to improve seasonality and respond to the College's biodiversity and sustainability agenda. The work is being prioritised so that those meeting and dining outside can enjoy the new environment as the weather starts to improve. The full works are due to conclude in August.

Works which will initially provide more than 500 secure cycle spaces on campus are well underway. The cycle hub under the Westway on the south campus will provide both two-tier racks and single cycle stands and benefit from the security of an access control (swipe card) system, CCTV and a Wi-Fi hotspot. It will also include supporting facilities including water bottle filling stations, cycle servicing stands, bike pumps, kit lockers and bins. It will have capacity for future expansion.

Contractors Brennan are targeted to have it operational from May.



# Celebrating our unsung colleagues

The Estates Operations Long Service Recognition Awards celebrate the solid and milestone years of loyal service by our staff.

At significant work anniversaries each long-server receives a certificate in a presentation folder and a letter from their Head of Department.

Many long-servers are those unseen and unrecognised, for example the cleaning and janitorial staff who have come and gone each morning often before everyone else has arrived on campus, or woken up in their residences, for the start of their day. Sometimes they only come to critical attention for something not done. This year as the return to campus has grown from a trickle to a stream the cleaning team have been called on for more additional COVID-safe cleaning than at any time.

Many of these colleagues have an even longer association with Imperial through different contractors, than their official continuous long service record.

Nick Roalfe said: "It gives me great pleasure to publicly recognise our colleagues that have given years of loyal service to the College and for this to be acknowledged

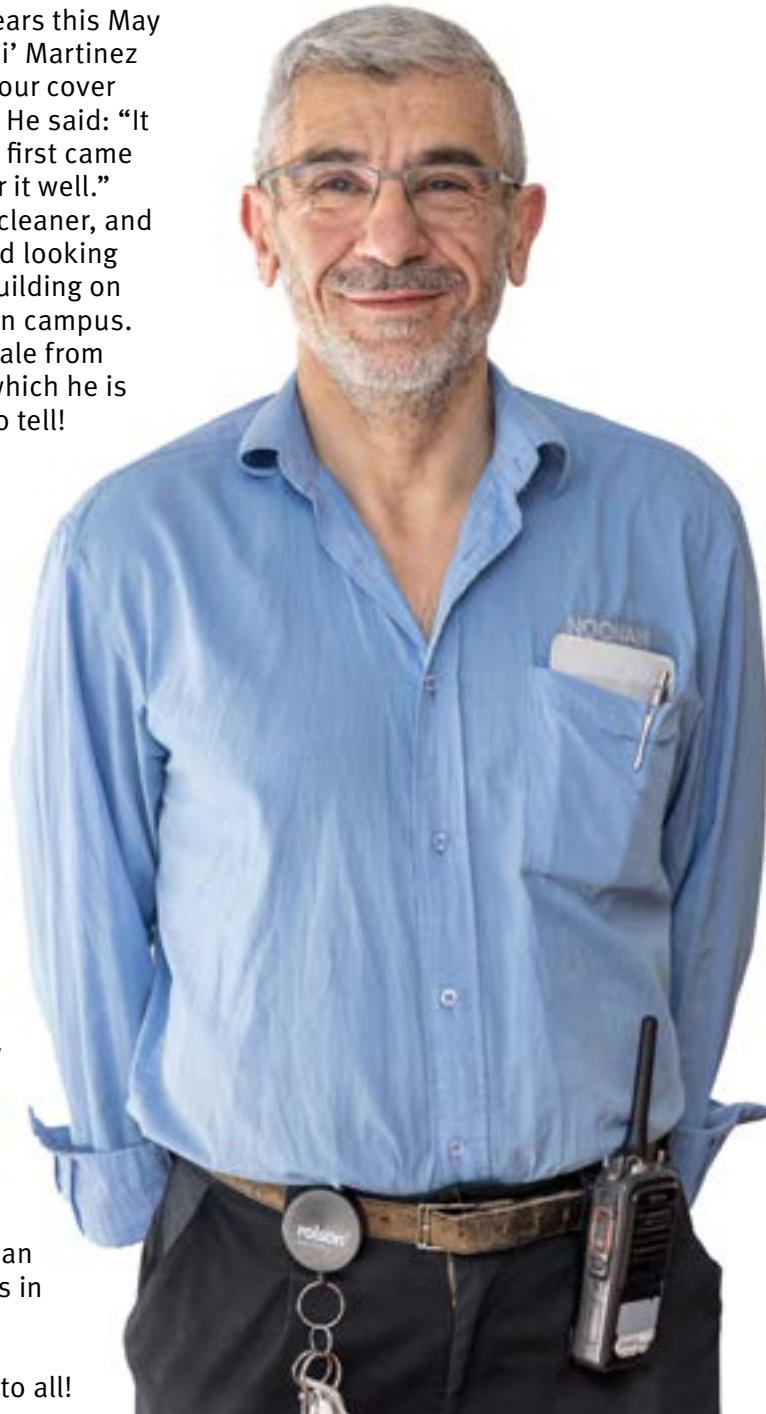
formally and celebrated – well done to all!"

Celebrating 15 years this May is Tuediselo 'Tudi' Martinez Chacon, Janitor, our cover star this edition. He said: "It was 1994 when I first came here. I remember it well." Tudi began as a cleaner, and now can be found looking after Sherfield building on South Kensington campus. He has many a tale from over the years, which he is only too happy to tell!

Congratulations also to Maria Das Neves Matos, Cleaning Operative, who marked 10 years in January.

Two other colleagues celebrating service anniversaries who often work quietly behind the scenes are Andrew Caldwell, Energy Manager, 10 years this month (April) and Maria White, Maintenance Administrator – an amazing 30 years in March!

Congratulations to all!



# Employees of the Quarter



## Sangita Kerai and Oluseyi Oduntan

Health & Safety Advisors

● Jointly nominated by John Field, Head of Fire and Safety.



“Both Sangita and Oluseyi are diligent and pragmatic in their approach to their roles. They have accepted change and are constantly looking to adapt and streamline their duties to make them available for all departments across Estates Operations (EO).

Since former Head of Department Denis Murphy's departure and the merger of the Safety and Fire teams, Sangita and Olu have embraced this change with great gusto. They require very little supervision and are a pleasure to work with. Their role requires them to work across the departments within EO which can be hard at times as it is easy to get focused on only one department. To allow for this multi-department approach, both have looked at ways to streamline their roles to make them available for other essential activities. This has saved the department money removing the need to employ extra staff to fulfil roles.

**Sangita** has been fantastic in working with the Maintenance team resulting in the recruitment of a Maintenance Safety Representative. She has ensured events are safe from an EO perspective, giving up her personal time to attend. She has also strived to support the Building Operations team to ensure the closeout of SALUS reports. Whilst carrying out all this support work, Sangita has been studying for a degree in Health and Safety and even established a study group to support other students.

**Oluseyi** has been instrumental in ensuring safety standards are maintained in all areas of construction. He has supported contractors and Projects Delivery staff producing aide-memoires. He has worked to streamline his role allowing for him to focus on pre-construction activities as well as construction activities that are underway.”



## Michael Kent

Maintenance Engineer

● Nominated by John Field, Head of Fire and Safety.

“Michael is currently the only member of the Maintenance team who has taken on the extra role of Maintenance Safety Representative. This role is in essence outside his remit but is essential in ensuring his own safety, his work colleagues' safety, and that of all stakeholders within Imperial. He works very closely with the Estates Safety team. He attends regular team meetings and is the go-to person.

It is to Michael's credit that he has taken on this role and being the first in setting the pace for others.

Michael's tenacity and day to day operational experience gain with his colleagues is key in developing the ongoing risk assessment register.”





“... AND WHAT'S NEEDED”

## One life, one day - Shenice Lalor

**There hasn't really been a typical day for Shenice since we went into lockdown in March 2020. But in truth, there probably isn't such a thing as a typical day in any case, writes Jan Carberry.**

Shenice is the Engineering Technical Assistant within the Engineering, Energy and Environment team. While there are a variety of tasks to be performed in the role, when they happen is far from routine she explains.

The main part of her work revolves around the Engineering Review Meetings (ERM); scheduling, organising, and ensuring documentation is circulated in good time, and subsequently accurately recorded and shared.

The meetings are held at the different plan of work stages of a project (Royal Institute of Architects stages), involving the project managers from Projects Delivery, consultants and the relevant engineers from the Engineering Team. The importance of these meetings for a whole raft of technical and safety reasons cannot be understated. Each project should have at least five, she tells me, and given the number of projects running at any one time, and the different stages they are at, there could be: “One a week or two a day, but there are usually two or three a month even when we are not busy.”

Shenice plays a connecting role within her own team, ensuring they are well-organised with

accurate records, and for this purpose she meets weekly with her Head of Department Andy Hammond. She also meets regularly with the Energy Manager Andrew Caldwell, and Energy Advisor Colin Nye to prepare the monthly report to Nick Roalfe along with returns on the departmental KPIs to Quality Audit and Compliance Manager David Traske.

### Work strand

A huge ongoing work strand is the creation and updating of the master documentation Building Engineering Services Particular Requirements (BESPR) which sets out legal and College requirements for our projects.

On top of that she raises the

purchase orders and controls the virtual credit card on behalf of members of the team for items which are “outside of contract” so that projects don't get delayed for want of a part.

Then, and something we are all familiar with, as she says, are those, “what's needed” bits and pieces that come along every day.

But while the impressions from this description of her role can seem very admin or PA focused, it is far from it.

Shenice is in a unique position of also learning the hands-on aspects of her colleagues' roles. While slightly derailed by COVID, she is able to shadow and learn from them, plus those outside her own team, such as Roy Dickerson, Head of Strategic Infrastructure, and Paul Felton, Quality Assurance Manager. “This role is one in which I can and I'm meant to grow,” she explains.

The daughter of Jamaican parents, Shenice grew up and still lives in west London, where she attended the local comprehensive.

She is bubbly and chatty as we talk, and tells me that she has found herself to be the personality type 'social introvert'. She says: ‘As an introvert who loves time alone yet still needs people selectively’ she found lockdown difficult. Initially she was furloughed, with the uncertainty that created. While it gave her an opportunity to focus on her Imperial supported studies she felt out of the work loop which set her back. She says, “Andy (Hammond) really helped me mentally with that.”

Shenice is currently on the College Design Apprenticeship scheme, studying for her Building Service Engineer degree (Level 5). She's in her first year, the start delayed a year because of COVID.

She's been a bit of an advert for

the success of our apprenticeship schemes since she joined Imperial. She originally came on a work experience placement in Maintenance, while she was studying her BTEC in Engineering at Kingston College. She was noticed by the then Head of Maintenance Tim Killip: “He saw the potential in me and encouraged me to apply for an apprenticeship. That helped me overcome that mental barrier about whether I was good enough.” She did, and joined Maintenance as an apprentice, moving across all the teams over time, then when the opportunity to continue in Andy's team came along, she went for it.

### Travelling

The nature of her workflow has made it possible for her to book her leave to create long weekends, cramming in city breaks to: 'see Europe before Brexit would make it more difficult'. She has also been to Japan, spending three weeks travelling around, including on the Shinkansen (Bullet train). Her holiday there was inspired by her hobby of watching anime and reading manga (animation and comics from Japan). “It's incredible how true to the locations their animations are,” she tells me. One day she also hopes to visit Korea, inspired by streaming their 'K' (short for Korean) dramas.

Holidays have been with friends, and she tells me, she has circles of friends who enjoy different things, “my college friends enjoy random fun activities like go-karting or escape rooms, then there are my 'food-loving' friends and my 'walking' friends.

As more time is spent on campus, with the ease of restrictions, Shenice 'just might', be tempted to put on her trainers for runs in Hyde Park with colleagues.

## Learning and development

**A brief outline of some of the training options available. For more about any training or sponsorship please visit the Estates Learning and Development One-stop shop.**

### ● Staff forum

15 June, 13:00-14:30

### ● Records Management and Building Resources

29 April and 13 July – 09:30-10:45

### ● Customer Service

This training will give staff the opportunity to reflect on the service they currently provide and to identify ways to increase customer satisfaction. This unique and engaging style of delivery includes actors performing various scenarios. Target groups – Logistics, Maintenance, Soft Services and other frontline staff.

**17 May, 29 June and 7 July – 09:30-12:30**

### ● Accident & Investigation (A&I) Training

Bespoke to equip investigators with the confidence, skills and knowledge to carry out a thorough investigation. The training will focus on Imperial's A&I policy, SALUS and current legislation.

Target groups – Building Operations Assistants/Managers, Fire & Safety and Maintenance Managers.

**10 May, 9 June and 5 July – 09:00-16:30**



# Challenges for your wellbeing

Mental Health Awareness Week begins on Monday 9 May.

The 2022 theme is loneliness. Doing things alone can be a positive, as a recommendation for good mental wellbeing is to try to find something you're good at and can lose yourself in. Enjoying yourself helps relieve stress and an activity you enjoy helps to achieve something and enhances your self-esteem.

Here, some Estates colleagues share their activities to support their mental wellbeing.

## Jemil Kewfi

● Maintenance Technician Jemil, pictured above, lives alone. He caught COVID-19 in December 2020, although he wasn't hospitalised it affected him quite badly and he felt the after effects for a number of months. He needed to support his own recovery. "I found something, mainly walks, to motivate me and started to do mostly 5-8k ones."

From there he started to sign up to more and more virtual personal challenges. He said: "I did 'John O' Groats to Land's End' (I had accidentally picked the return journey first) which I completed in four months four days while just walking around at work doing my job. I then signed up for the 'Land's End to John O'Groats' where I came 10th out of 701 and completed in two months two weeks and five days thereby earning a 'gold' medal. That required a lot more walking and running, with the final 105 miles completed within the last five days."

This year he has challenged himself further, and embarked on a series of 17 concurrent virtual challenges. He plans to complete a total of 3,500 miles to raise funds for Prostate Cancer Research. He has thrown running and cycling into the mix of

## Need to reach out?

● The Mental Health First Aiders in Estates are Hari Haren, Steve Walker, Sangita Kerai, David Traske, Ivan Carronero Manzano, Darsi Wickham, Maria White, and Gary Clements.

For more details about mental health and wellbeing support at the College please visit the [College webpage](#).



challenges, having a recumbent trike modified into an indoor exercise bike.

In 'Movember' as it is men's mental health and prostate cancer awareness month, he's also going to challenge his colleagues across Estates, especially in Maintenance, to take some supporting steps to help him achieve his goals. More on that in the weekly newsletter in the coming months. Meanwhile, details about Jemil's challenges are on his [Just Giving page](#).

## Jan Carberry

● Communications Officer Jan has always kept fit, mainly through dance-based exercise classes. When her daughter was in primary school she took an 'introduction to running course' so as not to be an embarrassing mum in a school 5k and has kept up a weekly run since. During lockdown with fitness classes closed she stepped up the runs, adding in walks.

"My runs have always been and still are just for 'me time', a bit of space from everything else going on, so for that reason I don't mind that I'm slow! When I came to Imperial I found some colleagues who were running, some more competitively than me. Through Courtney Richards in Maintenance I learned about an app, Strava, to link with those colleagues and they have been great at giving me some motivational thumbs up and likes for my everyday runs and distance challenges."

## Michaela Dacosta

● One of the Strava motivators, Michaela, PA in Projects Delivery, covers a fair distance a week both cycling and running indoors using a virtual platform called Zwift. She also practices daily yoga and frequent meditation. Michaela is adamant: "Daily exercise, focusing on physical

and mental wellbeing, is vital to a healthy and fulfilling life."

## Nic Dent

● Nic, Head of Soft Services, has recently rediscovered the joy of Hot Yoga and has restarted regular practice.

He said: "I love the heat and the intensity of this exercise, which is really good to improve mental focus and stamina. I seem to be losing weight; and my diet has improved without any conscious effort. It certainly makes me feel more positive, full of energy and less grumpy... but maybe my colleagues haven't noticed."

## John Field

● John, Estates Head of Fire and Safety, has turned to jigsaw puzzles. "The in and out of COVID restrictions impacted my mental health; I needed something different to do once my day's work was done and as a screen break.

"Switching on the TV did not help me switch off from work and, there was nothing I wanted to watch at times, despite all the streaming subscriptions!" A framed jigsaw over John's mantelpiece of his great-grandparents' shop that existed many years ago near Colchester provided inspiration.

"I recalled buying puzzles from a store several years ago on a family trip. An internet search took me to the virtual 'Yorkshire Jigsaw Store' shop, and a purchase was made."

John adds: "Generally, these puzzles are vibrant colours, which is uplifting; distracting as concentration is a must and the sense of achievement brings such a great feeling.

"For those interested, charity shops are also a good source."



## Taking the plunge

Alyson Brewer (left) is a keen outdoor cold water swimmer. She has been since a teenager. During lockdown, working at home alone, with nothing open, she knew she had to do something to give her a

change of scene. She found her local swimming lake, Merchant Taylor, in Northwood. Then 'dreading not being able to continue through the winter', she invested in a suitable cold water swimming wetsuit. "Winter makes me miserable, rather than sitting at home shivering, I decided to tackle it," she says. "Being in the water helps me switch off and reset, either at the end or the beginning of the day, and there's also the social aspect, it is really friendly." As of course is the fun of warming up with a hot drink and piece of cake afterwards.

There are various challenges that you can join. Alyson, Estates Records & Archives Officer, has achieved the Penguin Silver – completing at least two 250m swims a month through winter.

With few locations to safely swim in the wild near London, spontaneous swims can be limited under COVID safety rules, with pre-booking a requirement at the lifeguarded lakes; and in winter, induction sessions are compulsory to understand the risks. The photo above, taken at Hurst Park in the Thames, shows the Surrey Outdoor Swimmers all wearing the recommended tow-floats for visibility.

If this is something that appeals to you, you'll find clubs and venues online and on social media, the biggest of which is the Bluetits who organise social swims around the country. There are also specific mental health swims organised and "the managed lakes are so welcoming" advises Alyson.



# Gareth has all the right moves!



**“Estates are good colleagues who work hard and deserve a great deal of praise”, says Gareth Hyde, Head of Space Programme in the Faculty of Medicine (FoM).**

It would be hard to get a better introduction than that to an article about the working relationship between him and his team and Estates Operations.

I’m meeting with Gareth to find out more about the current programme of works taking place to deliver ‘world class academic spaces’ for FoM, writes Jan Carberry.

Gareth has worked at Imperial for 10 years; his role in the last 18 months supporting the realisation of the £200m major development, ‘Space Vision 2024’. It began before his involvement back in 2020 and is set to be completed during the 2024 of the title.

In its simplest comparison, the job is like playing a game of



Klotski, (photo left), ensuring the decants out and moves in all align with building and space completions

to avoid down time, cause minimal disruptions and keep all the faculty end users happy.

But that is simplification in the extreme. There are eight departments in the FoM, formed in 1997, following the merger of previously independent west London institutions and medical schools. Developments at Hammersmith and White City and the planned sale of St Mary’s Medical School building, present an opportunity for the faculty to physically come together more and to invest in new and fully refurbished research and education facilities.

In total more than 25 per cent of

the faculty’s footprint is being built new or refurbished as part of the programme.

Gareth’s team are Sam Tolhurst, a former Assistant Building Manager for Estates, and Trudy Breuss, both Capital Projects User Coordinators. Together they represent FoM on all the different building projects in the programme, developing the brief, ensuring user needs are met through coordinating design; equipment and furniture procurement, and organising the moves in and out of spaces. Gareth works closely with our Project Manager Paco Villegas Ruiz, who is leading for Estates on the programme.

## Touch points

That is just one touch point with Estates. There are others, for example individual project managers on different schemes within the programme, such as



Peter Thompson, recently completing the Commonwealth building level 4 Myeloma unit (photo above). Sometimes the projects might fall under the minor works programme, so working with Wilson Rios, Estates’ lead on these, or with building managers overseeing smaller projects.

Then there is the relationship with Shauna Murphy, our Head of Space Management, and her team, conducting the annual space audit, but in between ensuring all the space changes are recorded and updated on the

management system Pythagoras. Recording all space changes, both on this major programme, and ‘everyday’ changes is vital for College records, maintenance, health and safety and fire among the reasons.

Alyson Brewer, Estates Record and Archive Officer, in Shauna’s team, played her part in photographing and collating a report on the artefacts of St Mary’s for a survey led by the College Archives and Corporate Records Manager Anne Barrett. Gareth will be responsible for incorporating some of those into new homes and appropriate settings to retain their heritage, so they aren’t locked away in dusty vaults.

Back to the main programme, a

key aspect to the job is balancing the brief with the constraints, space, money, and time, managing expectations and concerns, although he’s keen to stress, it is a ‘team effort’. He admits: “It was a bit daunting at the start, but you break it down and work in a chronological order.”

There are around 21 separate projects forming the programme for FoM. Critical path projects, those in the sequence which must be completed in the correct order so that everything else can happen at the right time, are vital to the success of the programme. Some of these are listed below.



## The order of things

- **Level 1 Commonwealth building Refurbishment** for admin from level two which freed up space for surgery and cancer to move out of Level 3 Burlington Danes, to facilitate refurbishment there.
- **White City Uren building L10** This was fitted out (above) to receive high profile Pollution Research academic Frank Kelly, who joins us from King’s College.
- **White City School of Public Health** This building (known as G) is under construction, expected completion around Q3 2023.
- **Burlington Danes Level 3** This will deliver a new lab and office space for the Metabolism, Digestion and Reproduction (MDR) department. As part of this refurbishment, five Nuclear Magnetic Resonance units are being relocated from Sir Alexander Fleming (SAF) building and St Mary’s. (Photo top left and inset one of the units to be moved). Completion of this project will release space in SAF to be refurbished for the Department of Infectious Diseases (DoID) coming out of St Mary’s. Expected completion May 2022.
- **Royal College of Science 1 L2&3 for Multi-Disciplinary Laboratories (MDLs)** At completion MDLs from SAF move in, freeing space in SAF for the refurbishment for the DoID from St Mary’s. Expected completion June 2022.
- **MDR/MDL vacated space in SAF for Department of Infectious Diseases** Once completed this will be one of the biggest refurbishments that will have taken place in SAF. Currently on design stage, this project will refurbish the spaces vacated by MDR (going to Burlington Danes) and MDLs (moving to RCS1) to hold the DoID (part of the newly formed Institute of Infection), coming out of St Mary’s. A very complex project, spread mainly around the west wing of SAF, with CL3 and CL2 labs. Expected completion November 2023.
- **Levels 2-6 Clinical Research Building (CRB)** This will be the last major piece of the puzzle. The refurbishment of CRB (the biggest the College is currently undertaking, although still at design stage), will hold the new lab and office space for the National Heart and Lung Institute currently spread between SAF and St Mary’s. This will be the last group to vacate St Mary’s before the building is decommissioned and decontaminated. Expected completion summer 2024.



# Fixing an identity crisis

The bar and café in Reynolds building, the sole social space for students at Charing Cross, has an identity crisis. By day it serves as a café for students catered by Campus Services. By night it is a bar for the Students' Union.

As a result the café area is not the most inviting during the day, with that permeating odour of beer and clubbing from the night before.

Its crisis is also compounded by a compromised layout which suits neither purpose ideally.

The last refurbishment, about seven years ago, based around the dark wood and leather sofa club look, is now out of step with open airy, modern interiors (see photo below).

Last year Estates was asked to conduct a feasibility for a new design for a 'cohesive



space' for the ground floor area.

That went on hold, while the Faculty of Medicine reviewed funds and the bigger scheme.

Now Estates have been asked to progress the Bar and Café to design stage as a standalone project, while the bigger picture for a wider refurbishment project for the building, and the Imperial School of Medicine, is costed and considered.

A new feasibility for this has recently been concluded and presented, and the College is now approaching donors and funders. The computer generated images here are from a



brochure about the proposals for this purpose. The new student social space is shown left, and the new look for the building exterior image above.

For news of a decision, as they say, watch this space ...

# Copper-bottomed plans for the Queen's Tower

Listed Building Consent has been granted to allow the Queen's Tower refurbishment to go ahead.

The cherished symbol of Imperial College requires specialist work to keep it safe and sound for future generations.

● The programme is in the safe hands of Peter Thompson and Bruna Santandrea in Projects Delivery. This spring's phase was to agree the design of the scaffolding as part of the tender with the aim of it being erected by late summer. All to do with the tower requires specialism, and scaffolding is no exception. Not least to access the features which require work, such as the damaged stonework but for other considerations. Minimising the impact on campus, and the space it takes up to continue access for events around it, such as the Great Exhibition Road Festival, and the length of time it will have to stand. This will be for a couple of years (along with the secure hoardings that will surround the site).

● The Projects team is meeting with specialists – for example hardwood suppliers for the louvres to ensure it is fully certified as sustainable, and suitably impregnated with preservatives to reduce future maintenance, gilders for the gold leaf on the finial on the top of the dome, suppliers of the copper for the dome – likely to come from Finland. When the copper is eventually revealed it will be bright and shiny, not the familiar verdigris (as in the photo) resulting from 130 years exposure in the London air.



● The next stage will be to tender for the contractors. Once work does start external repairs are likely to take around 18 months. When it's finished the scaffolding will be struck, clearing the way for the stone steps to be attended to, and the landscape around the tower reinstated.

It's a long-term programme, taking the time befitting a grand historic building.





**This month Project Manager Kirsty Scallan attends her graduation ceremony at Nottingham Trent University for her Masters in Construction Project Management.**

The distance learning course took three years, and she completed it: 'juggling her new-born baby and her thesis'

before joining Imperial College.

"I'm sure' she says, "that it helped me land the job I have now", but exactly what has that job entailed since she joined us 14 months ago.

We've largely had her down in the former coal holes, below City & Guilds building. For those not familiar, these were quite literally once the storage spaces for the fossil fuel to heat the Victorian College buildings back in the day.

Back in 2006 they were first converted for student 'break-out' spaces. But being underground, and never intended to be habitable, they were damp and



# Within these vaults

lacked ventilation, and of course natural light, along with the ongoing cost of maintenance, redecorating ever-peeling paint, meant eventually something needed to be done.

Around ten years on and Project Manager Paco Villegas Ruiz led on a damp remedial programme, introducing a clever 'bubble wrap membrane' system for 10 of the 24 vaults.

The system allows for damp to run between the walls and the membrane and be removed by a drainage system, and has proved successful.

The Business School decided to get a further ten remedied, and this time around it was Kirsty's turn to create bright, inviting spaces for the students. The work was carried out last year. Two additional vaults were remedied to an unfinished standard as storage housing for plant. Estates controlled corridors were added to the refurbishment programme, to both remedy the damp and improve the overall approach to the rooms. The vaults were put out of use for the entirety of the project, just under four months, which made progress quicker and easier, and not deadline driven to have them back in service.

The system used has a unique feature, in predetermined fixing points, you can see the blue markers in the photo (far right). This is because once installed you can't drill into it, or the waterproofing system is broken.

"Everything was stripped back to



**PHOTOS:**

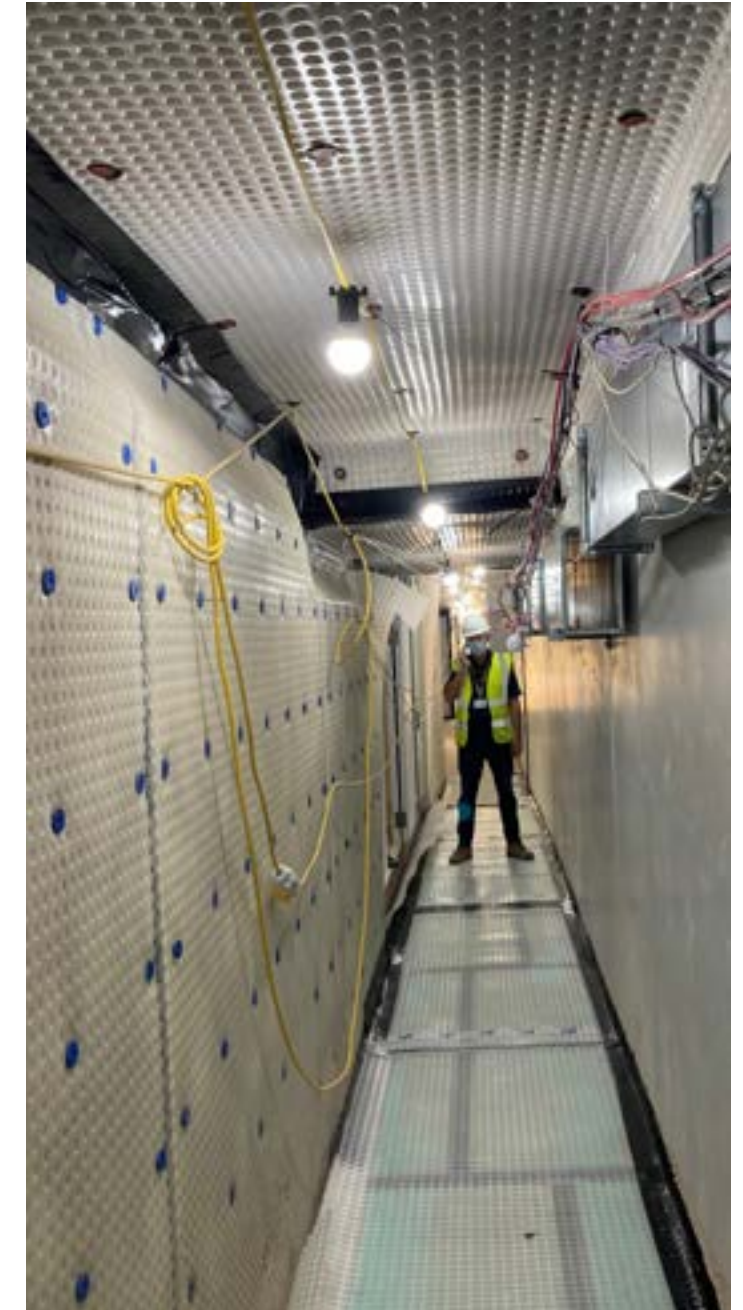
**LEFT. TOP: THE REFURBISHED VAULTS, INSET KIRSTY SCALLAN, BOTTOM: THE PLANT ROOM. THIS PAGE: ABOVE: UNDER CONSTRUCTION. BELOW: ONE OF THE ORIGINAL COAL HOLES, RIGHT: THE CORRIDOR SHOWING THE MEMBRANE SYSTEM WITH THE BLUE FIXING POINTS, AND UNDERFLOOR DRAINAGE.**



bare brick, the system installed, lined with plasterboard, new power, data, etc, and new AV monitors, with energy efficient LED 'skylights' installed, and services relocated to the rear," summarised Kirsty.

"Because it was under wraps the whole time, we could also have a 'big reveal' to the students."

The work, with contractor Russell Cawberry, was made easier because it had been done successfully



before, and had the benefit of 'lessons learned'. Total development costs were £785,000, of which construction costs were £600,000.

When Kirsty wasn't down in the cellars, she was attending to the decorating arrangements for the communal areas of 53 Prince's Gate — impossible without scaffolding.

Also during her first year she was overseeing office refurbishments on level one of the Royal School of Mines building.

Each of the projects allowed Kirsty to: 'work with one client, for one department and at one campus', South Kensington, allowing her to become familiar with them, while she also became familiar with College and Estates processes and procedures, supported, as she credits, by her 'buddied up' colleague Monika Kojak.



# Holidays, celebrations, diversity days and events

● Stephen Lawrence Day	22 April	● Late Spring Bank Holiday	2 June
● St George's Day	23 April	● The Queen's Platinum Jubilee	3 June
● May Day Bank Holiday	2 May	● Estates Celebration and staff forum	15 June
● Mental Health Awareness Week	9 May	● South Asian Heritage Month	18 July

## Sustainability news

As *People, Places, Spaces* went to press we heard that bidding by the Energy and Environment Team for funding has paid off, with £12,341m to upgrade the District Heat Network. The money comes from the phase 3 Public Sector Decarbonisation Programme, part of the Government's Business Energy and Industrial Strategy.

Other good news is that a Sustainability Manager is to be recruited in Estates Operations to drive the Estates Strategy sustainability target of reaching net zero by 2040. More on both in future editions.

While Estates led for many years on reducing energy demand, costs and emissions the appointment in 2019 of Professor Paul Lickiss as a specialist sustainability lead for the College has allowed for a centrally-led approach to global climate reduction targets, preventing the climate from rising above the critical 1.5 degrees agreed by scientific data as necessary for the future of our planet. This calls for a 100 per cent reduction in fossil fuels and 54 per cent reduction in overall energy consumption.

Consultants Arup have advised us that the College transformation programme required will cost around £400m to deliver, returning £50m operational savings to 2040. Major intervention in

133 buildings is necessary in less than 20 years – even some newer ones need upgrading. Programmes should begin late 2023.

Measures include:

- Gas-fired heat replaced with heat pumps
- Buildings retrofitted to minimise heat demand and for compatibility with lower temperature network
- Limited use of mechanical ventilation
- Reuse of heat and energy through central network systems
- Insulation improvements.

Estates Head of Engineering, Energy and Environment Andy Hammond (photo above) said: "Intervention is a lot of work but it is an opportunity to upgrade infrastructure to meet the Net Zero strategy. The operational savings include a reduction in energy, also beneficial from a utility cost point of view. Key to this is adequate control systems management, ensuring controls are optimised."

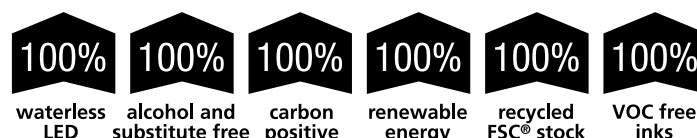


### Sustainability Statement

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.

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