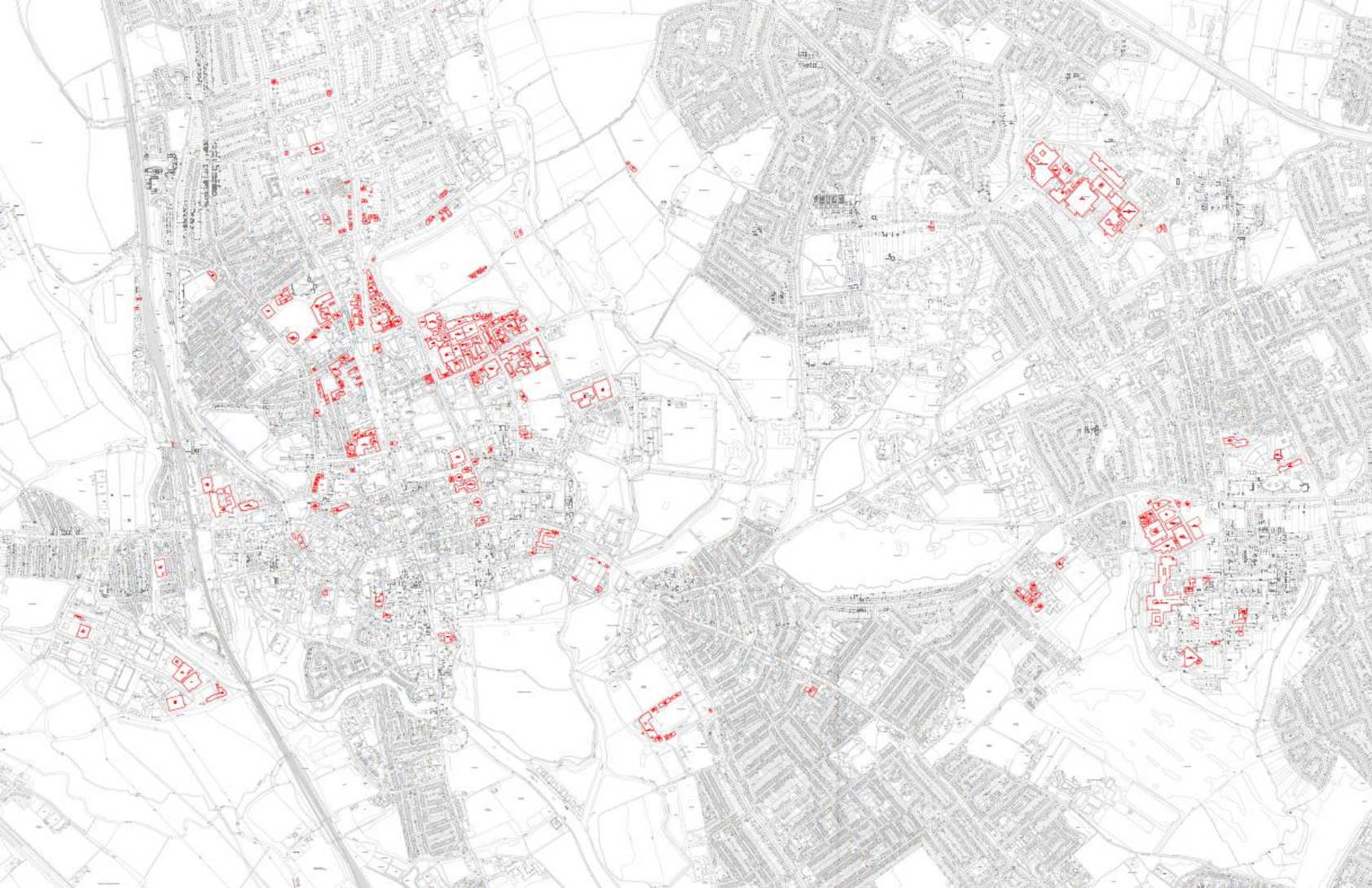


#UKPHC18

# Whole Estate Strategy

Tom Heel – Deputy Head of Environmental Sustainability  
University of Oxford



## ESTATE

- >250 buildings, 49 listed
- 13 main sites, 3 hospitals
- 40% growth in GIA since 2000
- Capital projects £120m pa

## EXPANSION

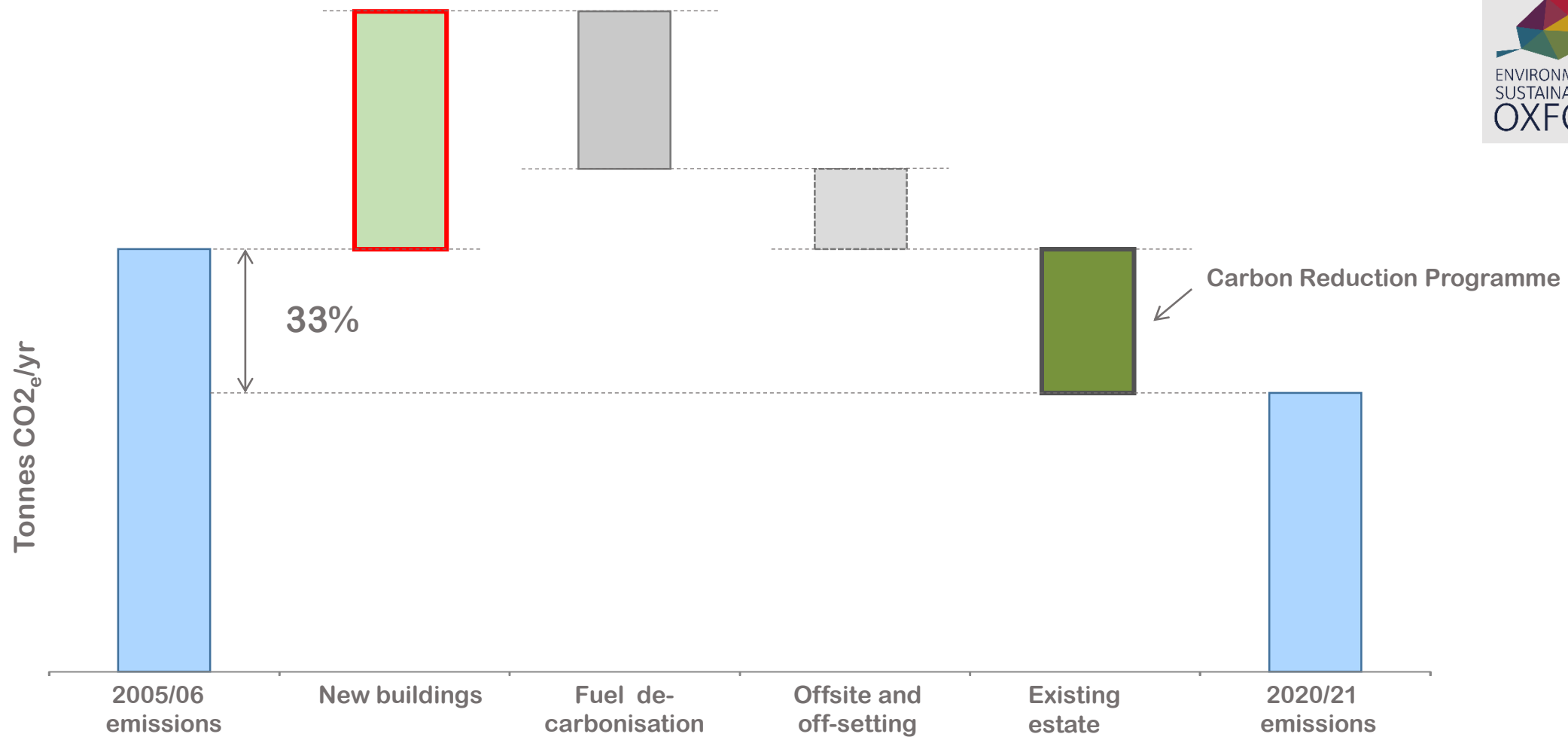
- 1,000 graduate bedrooms rooms
- 1,000 staff housing units
- 6 campus masterplans

## CARBON PLAN

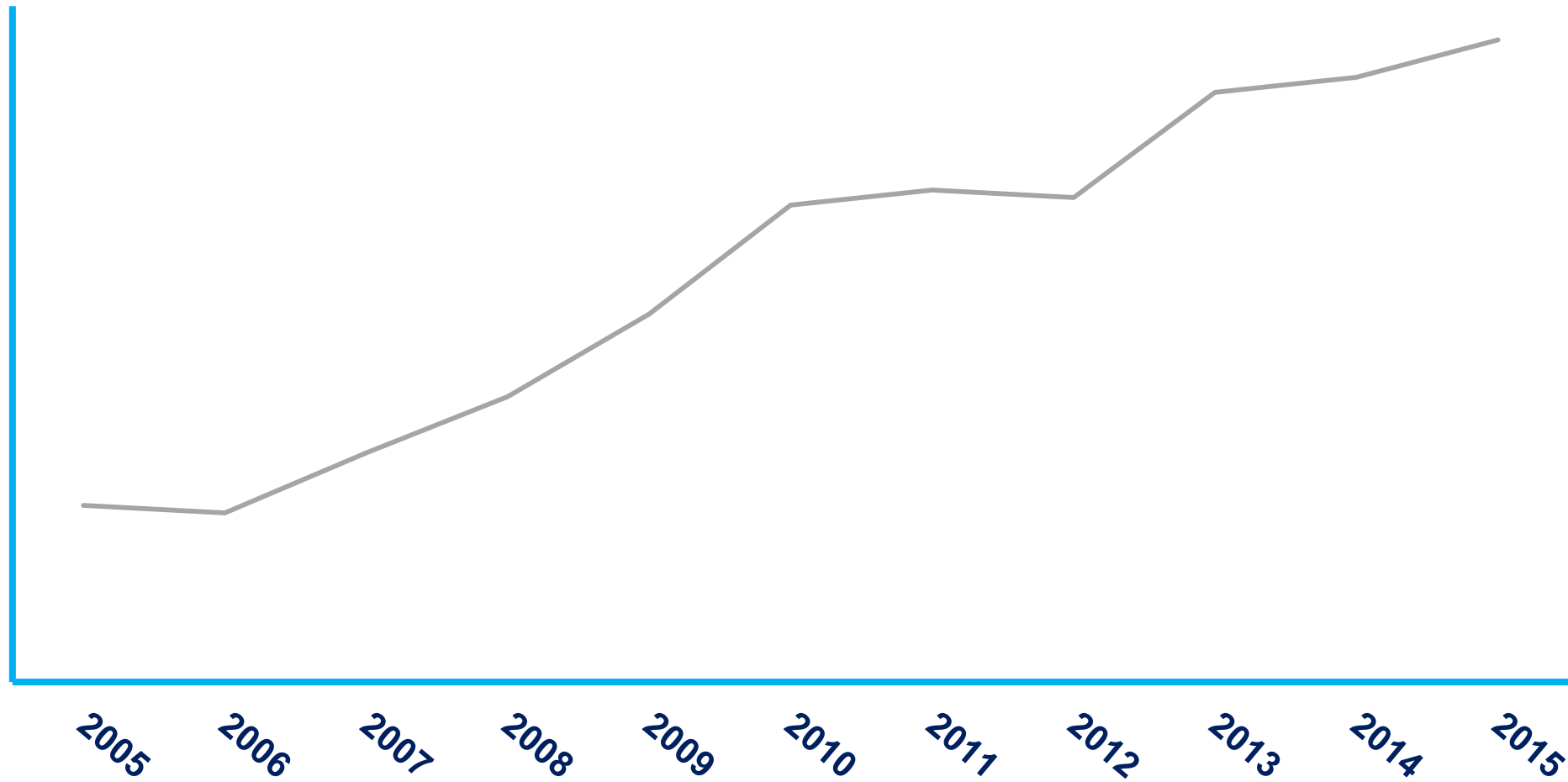
- 33% reduction between 2005 and 2020
- 18.5% achieved to 2017
- 100% wind power

# CONTEXT





# CARBON MANAGEMENT PLAN



# GROWTH

BREEAM®



Excellent

BEST PRACTICE





# PROJECT DELIVERY







# PROJECT DELIVERY







# PROJECT DELIVERY

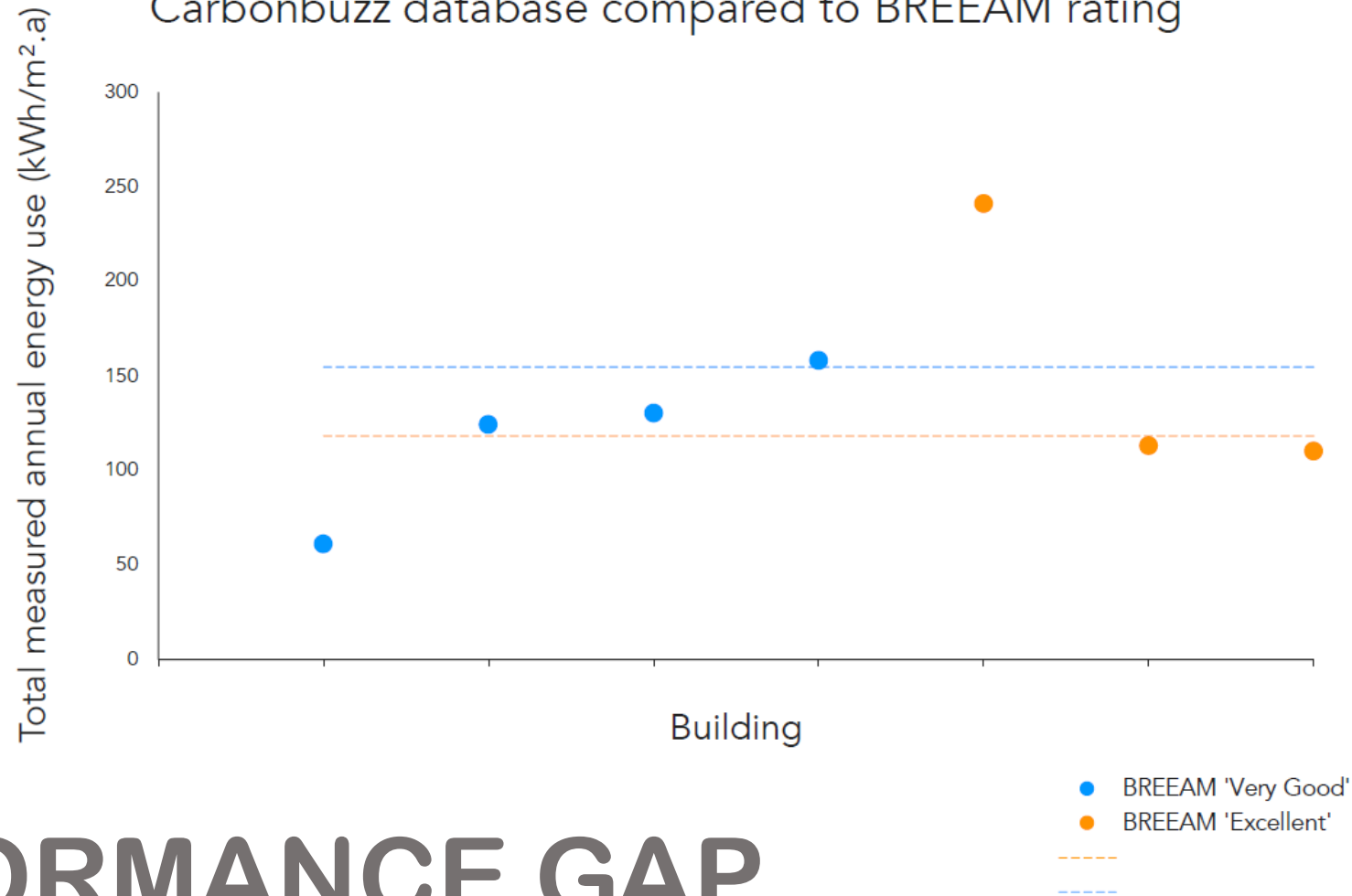






# DELIVERING TARGETS

## Measured annual energy consumption from Carbonbuzz database compared to BREEAM rating



# PERFORMANCE GAP



- Not required by HEFCE or funders



# BREEAM BENEFITS DIMINISHING



- Not required by HEFCE or funders
- Not required by planning



# BREEAM BENEFITS DIMINISHING





- Not required by HEFCE or funders
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- Not delivering on operational costs

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- Risks of increased complexity

# BREEAM BENEFITS DIMINISHING

- Not required by HEFCE or funders
- Not required by planning
- Not delivering on operational costs
- Reduced additionality to policy
- Risks of increased complexity
- Significant impacts on cost

# BREEAM BENEFITS DIMINISHING

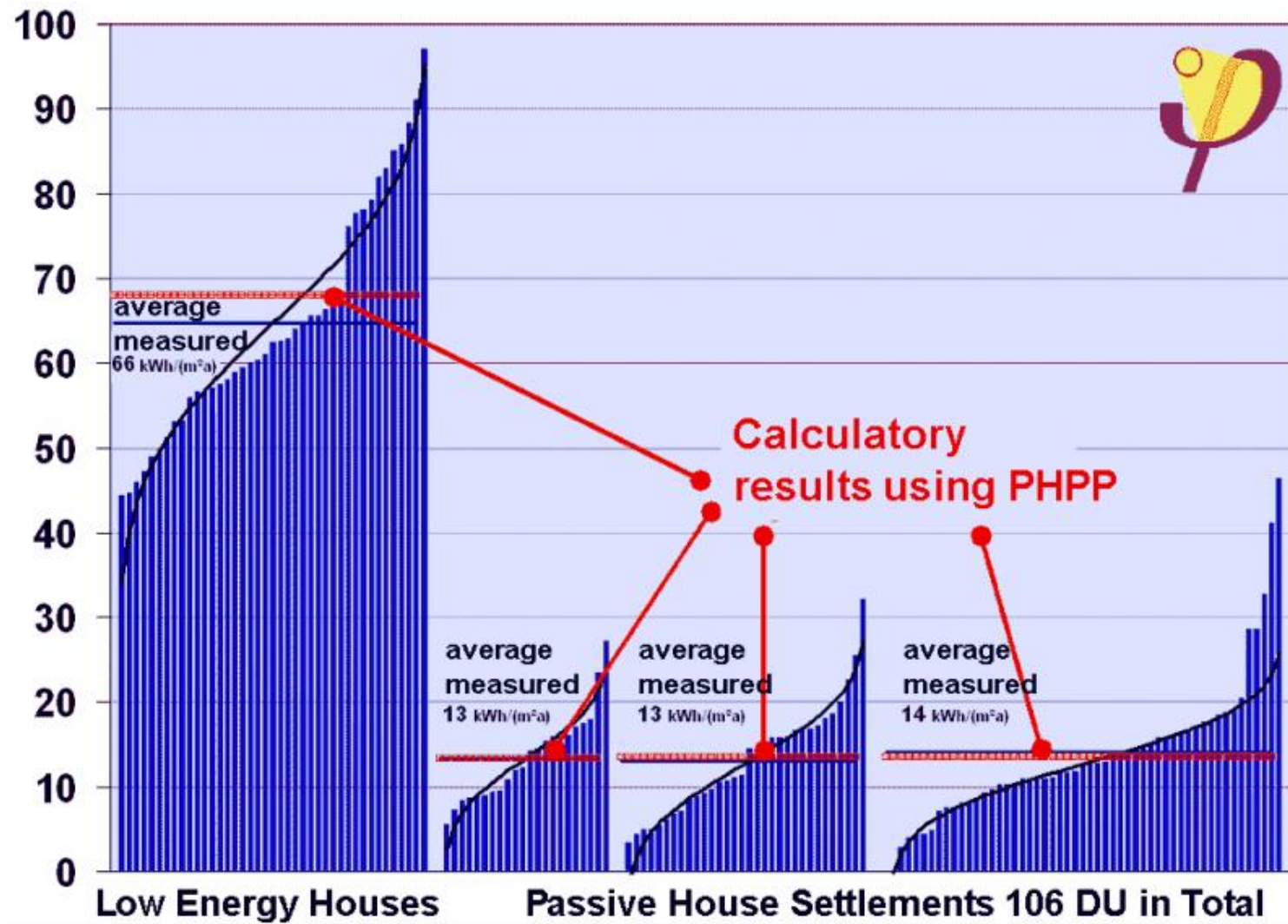
# “What got us here won’t get us there”

Marshall Goldsmith

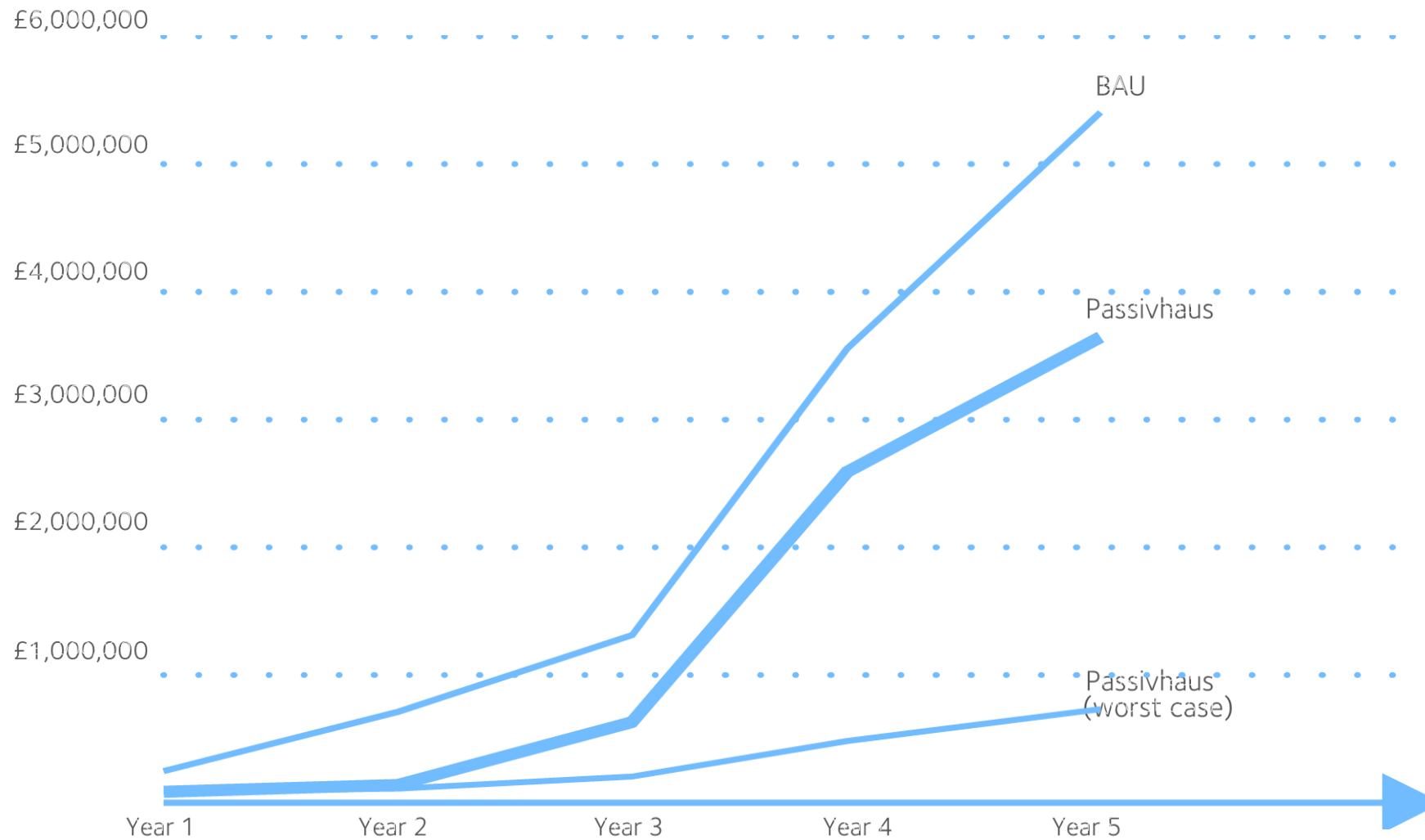


- LEED - not demonstrably different
- BREEAM Outstanding - high cost for limited benefit
- AECB Silver – too limited application
- NABERS - no UK track record
- SKA - not enough focus on fabric
- WELL - narrow scope

# ALTERNATIVES

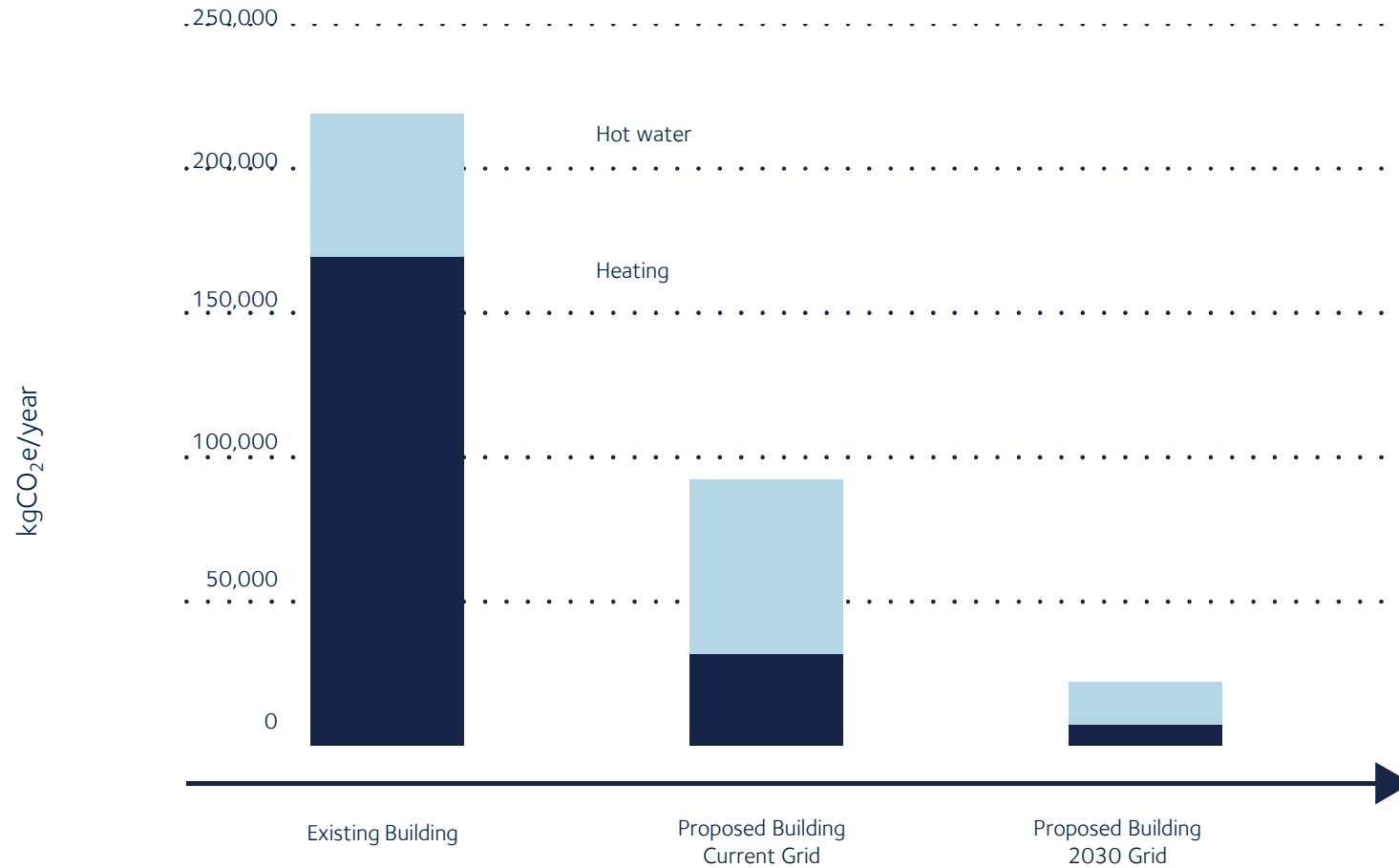


# EVIDENCE BASED

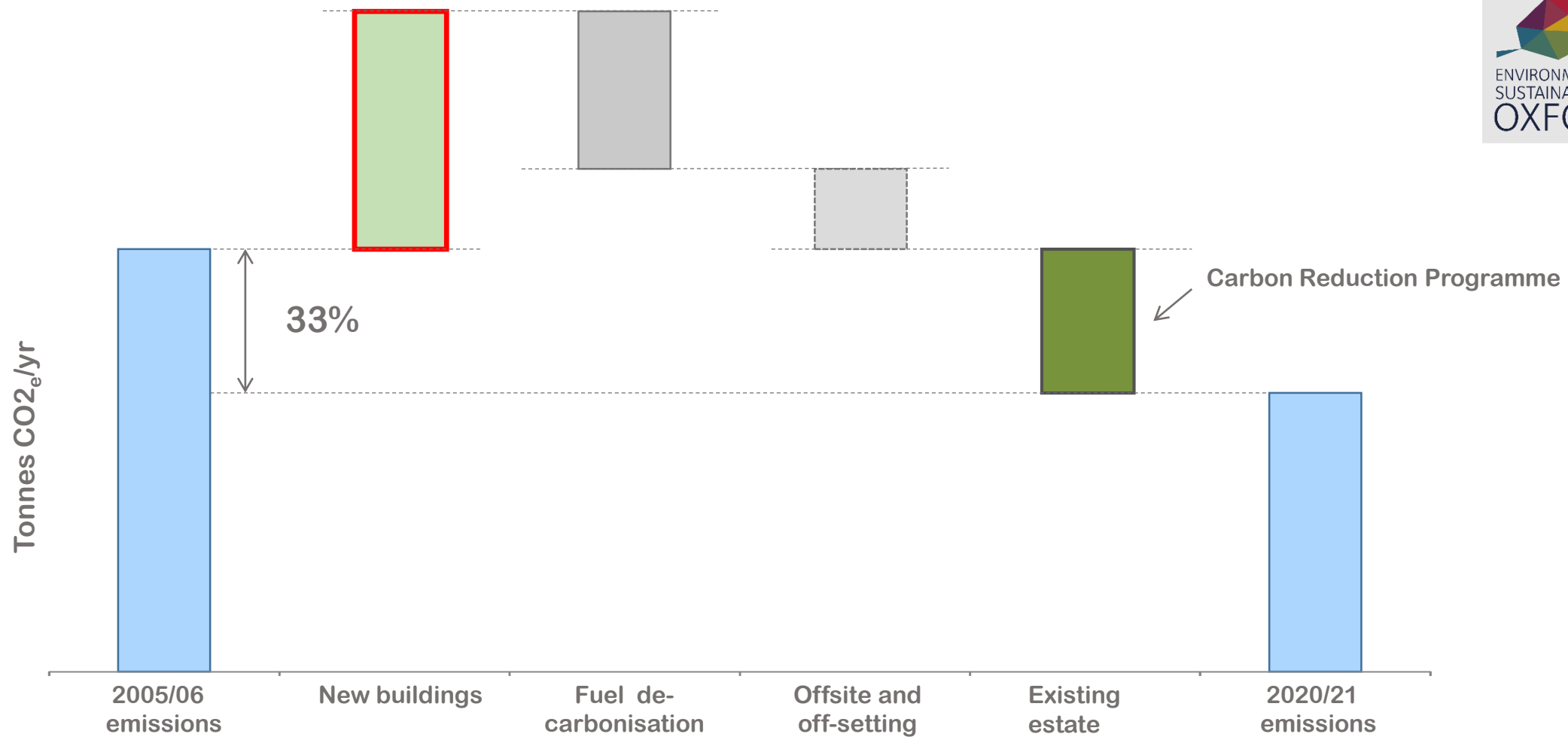


# RISK OF DO NOTHING





# PATH TO ZERO CARBON



# CARBON MANAGEMENT PLAN



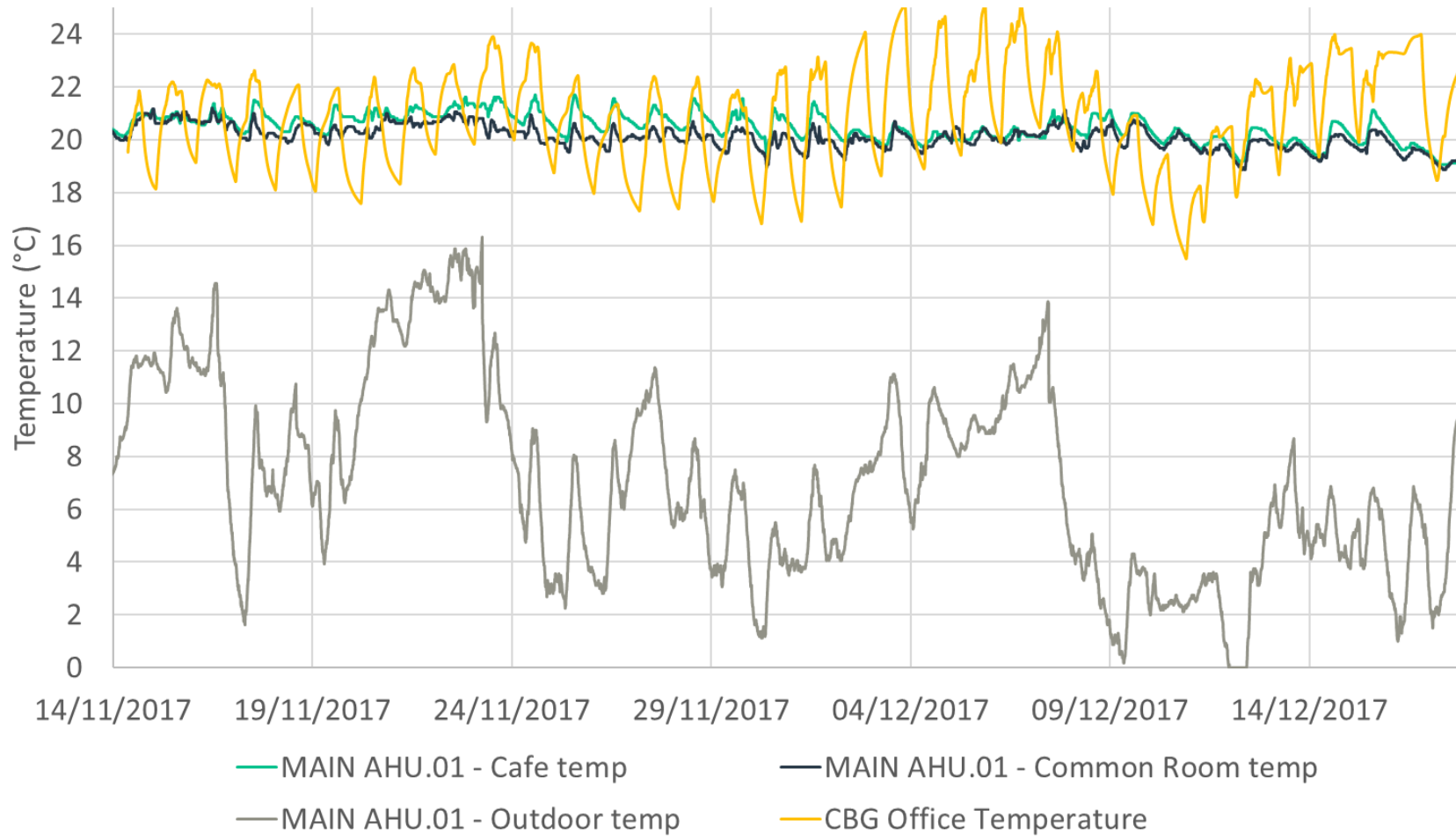


# PROJECT DELIVERY

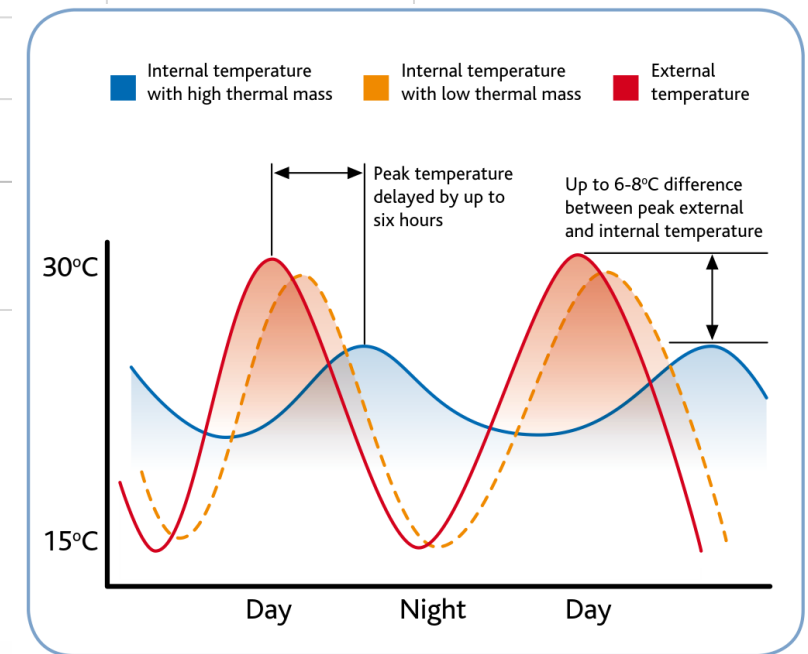
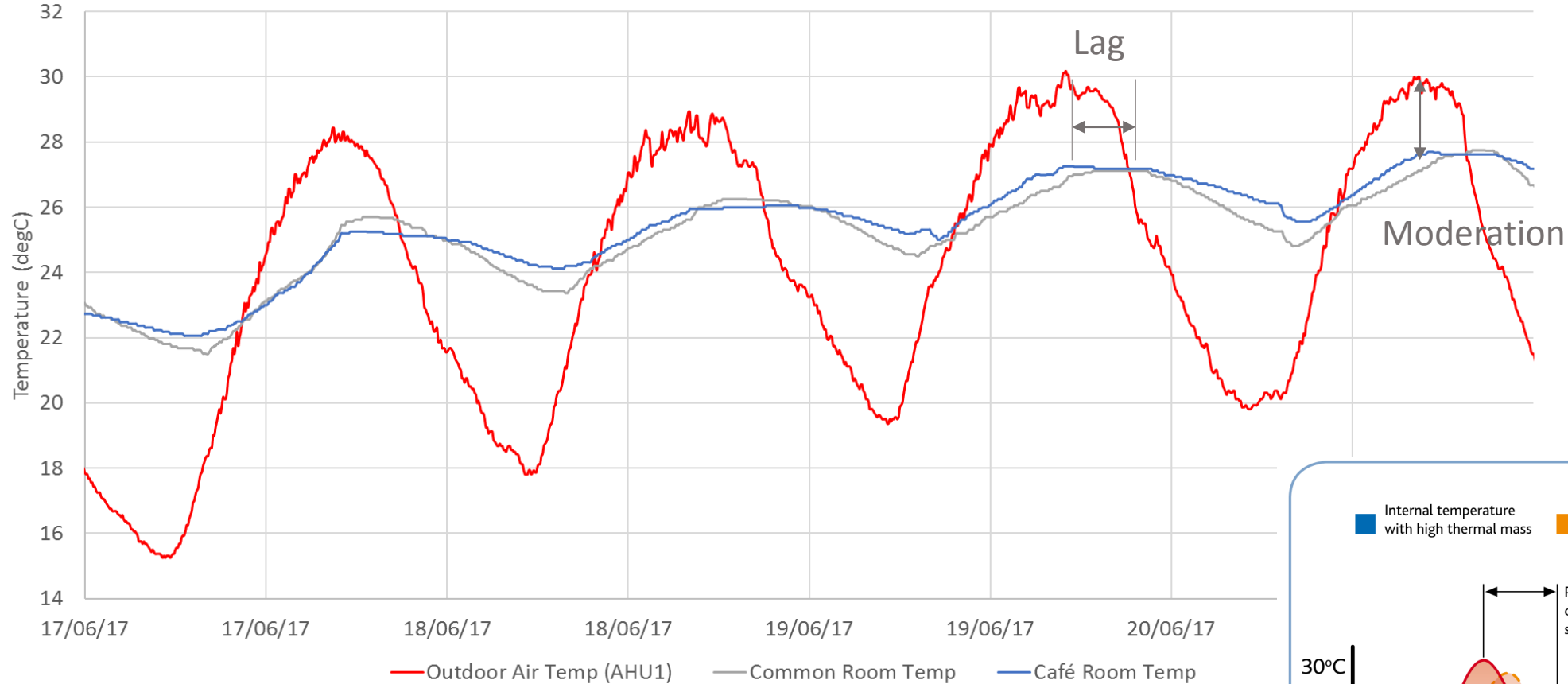




Kellogg Hub Temperatures (5-minute readings)



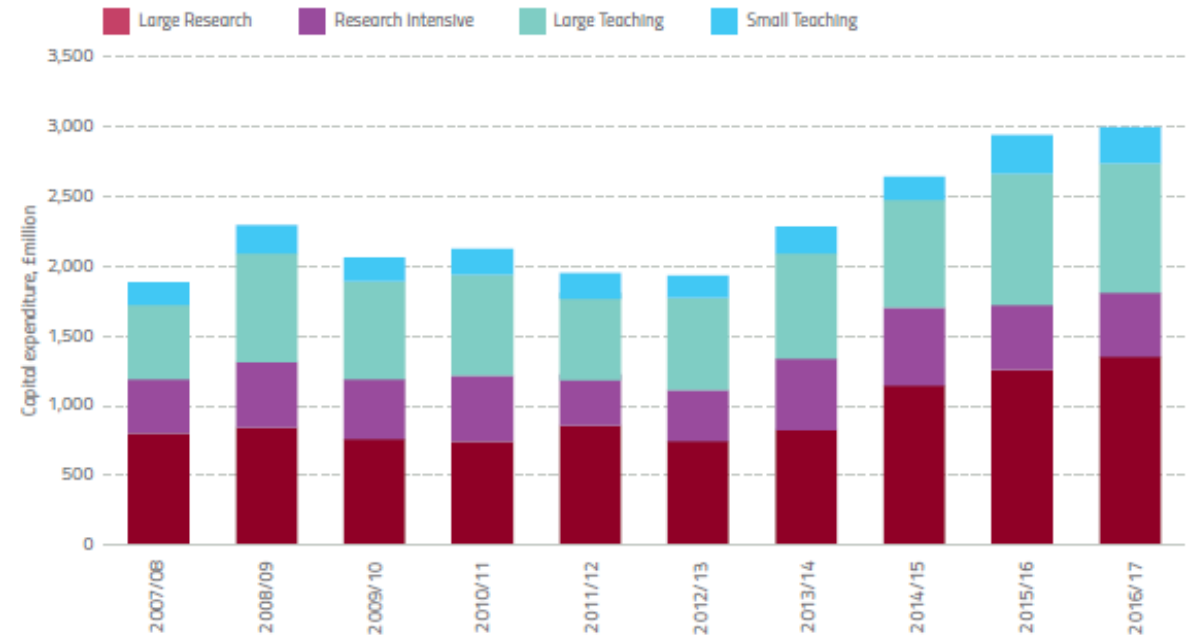
# PERFORMANCE



# PERFORMANCE



- Precedent set
- 153 institutions
- 3bn annual capital spend
- International reach



# THE OPPORTUNITY





# FUTURE PROJECTS



- Selling the benefit



# FUTURE CHALLENGES



- Selling the benefit
- Pragmatism - Equipment Replacement (particularly labs)

# FUTURE CHALLENGES

- Selling the benefit
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- Helping the QS

# FUTURE CHALLENGES



- Selling the benefit
- Pragmatism - Equipment Replacement (particularly labs)
- Helping the QS
- Reassuring contractors

# FUTURE CHALLENGES

- Selling the benefit
- Pragmatism - Equipment Replacement (particularly labs)
- Helping the QS
- Reassuring contractors
- Re-branding comfort

# FUTURE CHALLENGES





# THANK YOU

