

April 2020



## Where learning thrives

Inside►  
Dyson link bridge  
165 years of service  
Reactor razed



# Welcome

When the new magazine for Estates was launched in December 2019, I could never have imagined such dramatic and unprecedented changes to the world and how we go about our daily lives in the space of less than three months.

The times we now find ourselves in are almost beyond compare and they are affecting each one of us in unique ways. I have no doubt that some normality, along with our humanity and humour will get us through this.

I felt it appropriate to produce this magazine, my only concession to these times is that it will be a PDF only. Yes, the Early Years Education Centre may currently be closed – but it will be there when normality returns – and it is right to celebrate all those responsible for getting it up and running. Yes, the work decommissioning the nuclear reactor at Silwood Park may have stopped for the moment, but it will continue. We are still celebrating our Employees of the Quarter giving them the recognition they so richly deserve.



I've been enjoying your remote conversations on [Yammer](#), especially the views from your home office windows. Do continue to take time to connect with your colleagues about things other than work.

[You may recall in our last edition we featured our Mental Health First Aiders](#). Don't hesitate to reach out to any of them should you need some support during these troubling times.

I've felt immense pride in Imperial in recent weeks – both the work that the academics have been doing to tackle the crisis itself and how everyone in the Estates Operations Team and other College Support services have been working above and beyond the call of duty. A truly inspirational effort!

Keep safe and well, I'll see you all on the other side.

**Nick Roalfe**  
Director Estates Operations

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Alternative format  
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[EstatesCommunications@imperial.ac.uk](mailto:EstatesCommunications@imperial.ac.uk)

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# Supporting students

In January, all first year Mechanical Engineering students visited the campus' Combined Heat and Power (CHP) station.

As the maximum group size was six the 45-60 minute tours took place back-to-back over two days in order for all 176 students – plus a few staff members – to be shown around and given an insight as to how it works.

Estates paid for the time and resources required to carry out the tours safely. This was the first year we did this and only for Mechanical Engineering first year students. The intention is to continue in future years.

The station provides electricity (8.8MW) and heat (sometimes more than 30MW) to the South Kensington Campus. The system is more than 80% efficient, which saves money and reduces pollution and greenhouse gas emissions compared to using electricity from the grid.



## Estates' superpower - new software for Salus reporting

**SALUS, the College's on-line reporting system for safety concerns, contains a wealth of information going back to 2015.** Although past information can be useful, the focus had been on providing a fast response to current issues. In addition, Estates Operations also used to analyse its monthly data in some depth.

In conjunction with colleagues in ICT we have been able to automate this analysis using Power BI. This not only makes existing analysis quicker and more accurate but enables a wider range of analysis of all the data, and College-wide.

# Fire team's safety film

Just how do you get teenagers to take notice of potentially lifesaving information?

As undergraduates arrive at the start of each academic year they are inducted into a whole range of essential and important information.

The Fire Safety team decided to make a video to get their message across. The 5.35 minute film, made across South Kensington campus, tackles all the major 'do and don't' advice – including alarms, evacuations, what to do in event of a fire, and when a Personal Emergency Evacuation Plan is needed.

Delivered by presenters they'll identify with to gain their attention, humour also helps get the message across and maintain engagement.

The film was produced by TEAfilms, a production company based in London. Filming took place in the summer, and production took three days.

The video will improve on the delivery of a vital fire safety message to undergraduates, during their induction and as a refresher on an annual basis. It will be used from the new academic year.





## Goodbye John

John Barnes, retired again on 31st March.



Most recently John worked one day a week as a consultant at Silwood Park. He started as a Building Manager for ACE and Roderic Hill buildings in 2003, moving around covering St Mary's, Charing Cross, Brompton, Hammersmith and a spell of 15 months at Silwood Park. He also initially looked after the Imperial west site after the College brought the land and buildings from the BBC.

He retired from the Hammersmith Campus as the Campus Manager more than three years ago, but was called in to cover the Building Manager's position at Silwood Park, now managed by Raymond Henry.

## Term's top team



**Bocca Seniors, the (in)famous Estates five-a-side football team**, were confirmed as plate champions for the second consecutive term by Imperial Move. The impressive Seniors saw out an comprehensive 6-0 win at Ethos, cheered on by player-manager David Larbie and lifelong supporter Hari Haren. Highlights of the match included a remarkable penalty

save from stalwart goalkeeper and record appearance holder Will Frame who, determined to preserve a clean sheet, saved the effort despite initially diving the wrong way.

Following the resounding victory, the Seniors were awarded the highly coveted plate, before posing for a team photo and signing autographs!

“ASK WHAT DON'T WE DO”

Anne Barrett, College Archivist & Corporate Records Manager

## Information is their business

**The College Archives and Corporate Records Unit (ACRU) works across the whole of College to manage current records, collect and mine College records for information; retain, reflect, and promote the history of the College and its members experiences.**

Anne Barrett, College Archivist and Corporate Records Manager, said: "We collect today for tomorrow. It's important that we know what is happening to ensure information is there for the future. ACRU looks forward as much as back."

It's a small team of four: Anne and Assistant Archivists and Records Managers: Catherine Harpham, Alex Fisher and Lucy Shepherd.

Each has their own specific role, as well as jointly undertaking background work.

They are responsible for Records Management, art works, objects, documents, historical images, assisting Freedom of Information (FOI) requests, retaining people's experiences and Queen's Tower tours.

Anne's role is management, oversight, and direction, ensuring

systems for Archives and Records Management remain viable, introducing digital methods of working, ingesting born digital or scanned material, to ensure a full College record is retained and liaising with College members about their files, working methods and how ACRU can help.

Anne meets monthly with the Estates Records and Archives Officer, Alyson Brewer, to discuss her Estates record keeping programme. She stresses the importance of Project filing: "It is vital that Project Filing systems are adhered to – they form an important part of the estate records of College."

She adds: "Working with Estates many years ago, I created the Estates Drawing Archive, now evolved to Alyson's post. I mentored Alyson through her courses."

Detective work and lateral thinking are everyday archival techniques. For example when asked: 'is it written how College would look 30 years from X date', there is no direct reference for such a question, searching the different resources held led to the answer. Also a valuable process

in answering enquiries relating to College history, including medical schools and Wye College, (working with Wye Heritage Centre); Alex assists.

Material is accessioned into ACRU from: within College, Alumni, external sources. Paper based, digital and objects, wonderful brass and wood objects; newer models.

Lucy runs ACRU digital record keeping system Archivemata; on ACRU recommendation, other sections also use this.

Catherine works on the Retention Schedule and FOI requests, Alex, FOI's too and with Estates Health & Safety Advisor Sangita Kerai on Queen's Tower tours.

The team manages intake of Clinical Trials, transfers of records, confidential shredding, fetching files, assist with research and researcher visitors, College legal records, title deeds and leases.

Contact ACRU for advice - tours can be arranged: by email [acru@imperial.ac.uk](mailto:acru@imperial.ac.uk)

[or visit their webpages for further details.](#)

Years of  
**165**  
service

**Seven Estates colleagues have reached long service milestones in their careers with Imperial - together totalling 165 years!**

Our congratulations go to them all. Sadly, receptions to mark the occasion have had to be postponed because of the current Coronavirus situation.

Marking 20 years: Stephen Hayes, Maintenance Supervisor; Ghada Al-Madfai, Space Manager, Roger Smith, Hazardous Waste Co-ordinator, (pictured below centre) Julie Bryant, Customer Services Centre Manager.

Marking 25 years: Brian Kelly, Assistant Building Manager; David Traske, Quality Audit and Compliance Manager (pictured below left).

Marking 35 years: Courtney Richards, Maintenance Manager (pictured below right).





# Employees of the quarter

Congratulations Steve, Herbie and Paco - our latest winners

## Steve Walker Fire Safety Advisor

Steve's interventions and outside-the box thinking have resulted in a vastly improved defect reporting system, as well as greater control of fire alarm activation reporting. He has made improvements in the accessibility of fire-based risk assessments and has increased the Fire Safety Team's external profile. Recently although the brief for production of open day evacuation plans required only the occasional floor within a building to be completed, Steve completed whole buildings throughout the South Kensington campus, ensuring a vastly improved document that is being used by a variety of College departments.

Steve has been appointed as Chair of USHA's London Fire Safety Branch as a result of his external networking efforts.



## Paco Villegas Ruiz Project Manager

Paco has shown dedication, collaboration, professionalism and support to achieving the completion of the Early Years Education Centre project.

Despite project setbacks along the way, Paco remained calm and focused on ensuring the team knew and delivered their responsibilities. This was helped by the good working relationship that he cultivated with the nursery team, ensuring a combined goal was focused upon.

Paco was working long hours throughout and to the very last, alongside the Nursery team to try and facilitate a smooth and predictable handover.

● On a separate note, Paco, whose role in the EYEC is featured on p8, was among Estates staff recently successful in their MSc. His, in Project and Enterprise Management, was taken at The Bartlett (UCL).



## Herbie Lewis Maintenance Manager

You are an excellent and valued member of the maintenance team who has

demonstrated commitment, dedication, enthusiasm and hard work over the last few years. You have gone beyond your normal duties by providing excellent support to various stake holders from project, building management to client by utilising your in-depth technical knowledge and communication skills.

In spite of challenges and many difficulties, you have made a huge impact to our success and a lot of people have noticed the enthusiasm and extra hours that have been put in over several months.

Do you know someone who has exceeded Imperial Expectations? Why not nominate them for Employee of the Quarter. If they are selected they are rewarded with a certificate of recognition plus a £100 Amazon or Perks at Work voucher. [You can make your nomination online.](#)

# In my own time ...

**Jolene Burger has been playing netball since the age of seven.** These days she plays for orange and blue kitted Poly, in games across London, Kent and the South-East in the Middlesex league.

'Poly' the Polytechnic Netball Club, was established in 1907 and holds the record as the longest continually running netball club in the world.



On Wednesday evening Jolene, who is Building Manager for the Huxley group of buildings on South Kensington campus, trains with the rest of her team at Kensington Leisure Centre. On top she follows a rigorous personal training programme.

Rather unusually Jolene (pictured above second from the left on the front row) plays any of three positions, Goal Shooter, Goal Defence and Goal Keeper, preferring Goal Keeper.

"I love it," she says, adding: "I'm very competitive." She confesses, rather indignantly to recently having received her first ever playing caution in 28 years of the game. "It was after only two minutes, for an obstruction. I had to adjust my game, I didn't want a suspension."

Most matches are played on Saturday mornings, and players fund their own travel, as well as their game fees (between £4-10 per match), training (around £250 a season) and affiliation costs (£50).

Outside the season there are also social

tournaments, to keep the team playing together.

"When I stop playing, she says, I will probably become an umpire or coach, I've already started a course.

"Our leagues are seniors (18+) not juniors. As I'm playing competitively I tend to avoid the 'social' leagues as I have found these games are where most injuries happen. However, these are good for those who wish to return to playing."

## Michaela Dacosta is currently teaching herself the piano.

Michaela, who is in Projects Delivery as PA to Adam Srodzinski, has made full use of the facilities in the Blyth Centre, in Sherfield building, South Kensington. She has been practising there in the mornings before starting work. She said; "It's really hard on the fingers!"

## Also on a musical note, Mark Batten plays in a five-piece function band - Solid State.



Based in Kent, they formed 20 years ago, and perform at private functions and festivals across the South East. They have a wide and varied songbook, including The Jam, Oasis, The Beatles, Duran Duran, and they also learn new numbers by request for their bookings.

Mark plays keyboard - that's him at the back of the photo, also providing some vocals.

Do you have hobby? [Tell us and feature in a future edition](#)

If you are interested in taking up netball, apart from joining a league side, there are also Back to Netball and Walking Netball initiatives run by England Netball. You can find more details on the [England Netball Website](#).



# Doing our best for little learners

**The Early Years Education Centre provision for the children of Imperial College staff and students has long been rated ‘outstanding’ by Ofsted. A top to bottom refurbishment has made it outstanding in other ways.**

The centre has places for 180 in three different age groups in 11 rooms in the six-storey property at 8 & 9 Princes Gardens. Two more rooms will be opening in the future.

As well as an excellent teaching team, the children have also had the benefit of learning through play in beautiful surroundings with fantastic outside space. Now their surroundings are even better than before.

The refurbishment, utilising previously unused space, has made it possible to increase capacity, so even more Imperial children can benefit from a place.

There is no escaping that the refurbishment works have been deeply intrusive, not least because of the considerable amount of asbestos that had to be removed, and because of the new plant equipment that was installed, but also because this had to be managed while protecting and maintaining the listed features of this Georgian building.

The centre now has a re-landscaped state of the art garden, complete with a mosaic path and three-level platform.

the start of term in January, was Paco Villegas Ruiz. The project faced many challenges. The plantroom space was very small with a lot of equipment to fit in. The engineers had to think hard how to get everything in while accessible for ongoing maintenance. The planning process was delayed as ways were considered to accommodate a neighbour’s concern about noise from the extended garden. Eventually it was decided to reduce the garden extension.

A series of site discoveries pushed the project team to think outside the box to resolve them. Asbestos was a major one, as it added seven extra weeks to the overall programme. The basement slab reinforcement was more

“We had so much support throughout this project”

Project file

Construction Value Circa £8.5m

Form of Construction NEC3 Option A,D&B

Form of Procurement 2 stage to approved contractors

Floor area (GIFA) 1,485m2

Team

Project Manager Mace

Quantity Surveyor Gleeds

Architect BDP

M&E Engineer Elementa

Principal Designer Burwell Architects

Approved Inspectors MLM

Principal Contractor 8Build

M&E Sub Contractor MSL & Electro

Structural Engineer Curtins

The children have modern toilets in each of their rooms.

The chefs now prepare the children’s meals and snacks working in a completely redesigned and more spacious kitchen, with new equipment.

Overall the building’s historic elements have been restored and enhanced, such as the beautiful original mouldings and cornicing, and intricate patterned parquet flooring – the perfect dance floor!

Teaching staff too, benefit from the improved facilities and surroundings in which to work every day.

Estates Senior Supplier for the £8m plus works, which were completed for

onerous than the old record drawings were showing, and as that had to be excavated to provide new drainage, also added a delay. Thankfully the contractor managed to re-sequence a series of tasks on site to reduce an initial delay due to the asbestos removal from 12 weeks to seven.

The children and staff had been decanted a year before to nearby 14 & 15, fitted out temporarily by Lowebuild, and which had to pass an Ofsted inspection.

Paco said: “The day of the move back will be one I will never forget. It was the last day before Christmas College closure, there was a true team spirit and collaboration, with so many colleagues from Campus Services and Estates Operations helping to make it happen. “We had so many giving us a hand, staff from Ethos;



Campus Services Director, Jane Neery; Head of Soft Services, Nic Dent helping with the disposal of waste - he was still around at 6pm on that Friday 20 December! On that day many people turned up. The Nursery team, who had been incredibly helpful during the project were especially helpful that day.”

“We had so much support throughout the whole of this project, from Jane; Director of



Estates Operations, Nick Roalfe and Head of Projects Delivery, Adam Srodzinski - he was on site early January, on a Saturday, coordinating final works to be

ready for the opening.

“There is no doubt the project would have not completed on time for the opening if it hadn’t been for this collaborative approach throughout the project and especially for the professional and outstanding work of our external Project Manager from Mace, Caroline Niven. We made a good team together, she was great!”

Director of Estates Operations Nick Roalfe said: “There were many challenges with this refurbishment, and there was amazing collaboration by all concerned to overcome these and deliver Tracy and her team and the children a fully functional and superb facility. Unfortunately there are still a number of defects / snagging works which require completing by the Contractor.”

Head of Early Years, Tracy Halsey (pictured left) was involved throughout the project, right from early design, and found it a great personal learning curve, bringing her into contact with a range of people and departments outside her normal role. One of the biggest challenges she faced was



the logistics of decanting the entire centre and then the return. She said: “There are so many aspects to a project that I hadn’t fully appreciated.”

She added: “The final result has been absolutely worth all the effort, we now have a fully functional building that looks stunning both inside and out, and will be far easier to maintain now that it has been modernised. The parents and children of the EYEC are extremely impressed, as are visitors, and I feel proud to show new families the centre. The garden is outstanding and much coveted by other nursery managers that I network with, as well as the Ofsted Inspector who in February graded the centre as Outstanding!

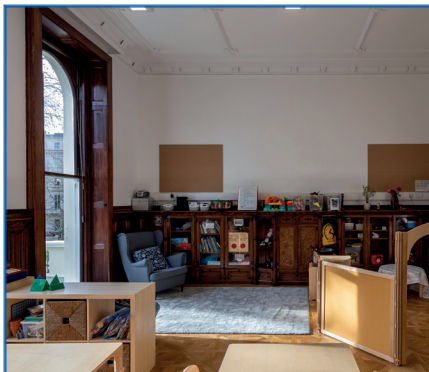
I have been impressed with the level of knowledge and skill▶



## ... ctd... Where learning thrives

shown from the Estates team and the willingness to put time and effort into the project to get everything right, I always had a sense that they were looking out for us and wanting to achieve the best standards for Imperial College. This ranged from engineers, project managers, fire and security experts, health and safety and the management team and director and would like to express my thanks to everyone for getting it over the line. Paco our Project Manager was fully committed and showed outstanding professionalism, support and patience throughout the project and beyond."

One of the newly refurbished rooms is pictured here. Jane Neary said: "It was a huge team effort under extremely challenging circumstances; hard work, commitment and humour got us all through. It was all hands to the pump, everyone being so flexible as we kept our collective eye on the amazing prize. It certainly all paid off as Ofsted inspected on 21 February and it again achieved Outstanding in all areas, with comment on the high-quality nursery & garden environment."



## From phone line to online

### Customer Services



# 28,274

**Requests for 'reactive' maintenance, including pest control, cleaning, hazardous waste removal etc reported directly online through Planon have increased from 47% in 2018 to 55% in 2019.**

There were 28,274 reports in 2019 compared to 23,179 in 2018. That's good news as it is the preferred method of contact for the Customer Services Centre.

The total number of requests have stayed relatively constant at around 50,000 over the last few years - 49,101 in 2018 and 50,980 in 2019.

It still remains the case that urgent requests should be phoned directly through on 48000.

This enables the team to interrogate the information to form a much clearer understanding of the defect and respond more effectively.



## Chef's new dream kitchen

**Early Years Education Centre Chef Mustpha Diaby Aziz said: "I now have a huge professional kitchen, where my team and I can prepare and serve healthy and tasty meals that the children enjoy. The new equipment installed has enabled my team to work more efficiently and deliver an outstanding service. I have always wanted to be able to cook certain dishes and now that I have a bratt pan (which can perform up to eight different cooking functions: braising, boiling, steaming, poaching, stewing, roasting, deep-fat and shallow frying), this enables me to do so much more. Thank you to the team that have supported me throughout our journey, it was worth the wait."**



The well-equipped kitchen

## “SMALL SOLDIERS”



Sonata Petrauskaite in the office

## Proud to be delivering Soft Services to the College

The Imperial College Festival, Greening Imperial, the big student accommodation departures and arrivals, H&S problems, fire safety, security, cleaning, chemical and clinical waste, recycling ... all in a day's work for the Soft Services team.

Since the appointment of Nic Dent as Head of Department (HoD), having moved up the team ranks, others too have moved posts. Sonata Petrauskaite, is now Soft Services Coordinator/Administrator and is enjoying the change of responsibility. She joined the team

two years ago, having originally joined Imperial 12 years ago, 10 spent as a senior waitress with events and conferences.

Proud of her Soft Services role, she said: "It is our team's duty to encourage and give the right information to staff, students, and visitors as well as to be aware of the right recycling procedures and maintain a healthier and safer environment.

"Being with the team has helped me improve my customer service significantly as well as being able to find solutions to requests and

complaints. We are a brilliant team, I am always supported by my HoD, my supervisor and the rest of the staff, especially during the busy periods where we all need to stick together to achieve the best outcome.

"Dealing with any upcoming requests as well as reporting issues, solving and acting upon finding a solution to a problem makes us like small little soldiers of Imperial, patrolling between campuses ensuring a safe working and studying environment is in place."

## Dangoor Plaza

**A major project is planned that will transform the character of the South Kensington campus.**

The Dangoor Plaza project will introduce a new path that will cross the Queen's Lawn in a diagonal, joining the main entries of the Sir Alexander Fleming and Sherfield buildings, together with repaving and pedestrianising part of Imperial College Road. A number of existing parking bays will be removed to make these improvements. This project is implementing an initial phase of the Master Plan document developed by architects Allies & Morrison. It will be named the Dangoor Plaza after the businessman and philanthropist and Imperial College alumnus, David Dangoor.





## Director's question time

When the decision was taken to cancel the March Estates Operation's Forum it was regrettably due to the lack of numbers signing up to attend.

I know those that attend enjoy

them, and they are something that my direct reports and I are committed to. This is because I want all colleagues to feel they are well-informed about the activities of the Estates Operations Group and also have an opportunity to ask questions.

Angela Williams organises these forums on my behalf. [She is currently conducting a survey](#) to establish what we can do to tailor these events so that you can

attend and so that we cover more of what interests you.

I will feed back to you on that when I have the results.

Meanwhile, I thought you might wish to ask me questions through this magazine. Thank you for your first two questions, which are answered below.

Send your questions to [estatescommunications@imperial.ac.uk](mailto:estatescommunications@imperial.ac.uk) for the next issue.

### QUESTION

**There has been a recent appointment of a Sustainability senior role at the College, which is meant to be involved in pretty much every aspect of sustainability at Imperial, including Projects. Does this mean that College is willing to implement sustainable approaches on projects even when this carries an extra cost? Will this be applicable to all project sizes or only the multi-million pound ones?**

### ANSWER

The College will look at all sustainable initiatives that will ultimately reduce our carbon footprint whether these are through Projects, large or small or through other means. However there are other considerations; the College only has a certain amount of funding, there are sometimes other reasons for not implementing due to special requirements or timing. Therefore the implementation of sustainable initiatives will be looked at case by case and prioritised accordingly.

We are constantly reducing our energy requirements and therefore our carbon footprint even though we are continuing to increase our building footprint and occupants; which suggests that we are aiming in the right direction. Further information can be found [on the College webpage on sustainability](#) and the [Estates webpage](#).

Andy Hammond and his team are working closely with Professor Paul Lickiss, the Academic Leader in Sustainability and have been invited to represent Estates Operations on an advisory board to help develop a new Imperial College Sustainability strategy. The new strategy will direct and inform all aspects of Imperial's future efforts to act in a more sustainable and environmentally responsible way.

### Q

**What are the plans for cleaning during (the extended coronavirus) closure, and will there be a thorough clean again before users come back to Campus?**

### ANSWER

It would be good to be able to bring the cleaning back to standard before a return to work, however this may not be practical. We are all waiting for the Government to say when we can resume our normal lives. I would assume that the ICL staff and the cleaning staff will return at the same time. A deep clean of all areas is generally carried out once per year to all spaces; condensing this into a short timeframe would be impractical as staff numbers and equipment could not meet that demand.

At the moment we have cleaned to our normal schedule up to the 27 March with the stand down taking effect from 30 March. The majority of College stood down from 20 March so rooms not used since then have been cleaned and not occupied. There will be more dust around than I would like but within a week of return we will have that under control. We are continuing to provide basic cleaning in hygiene areas and other identified areas including the running of eye washes in order to keep up water quality, so that should not be an issue when lab users return.

Apart from dust, campuses will be useable from day one and soon brought back to a good standard.

# Project COMPLETED

## The Dyson connection

What do you do when your department's teaching space is split between buildings?

Simple, provide a fabulous new glass link bridge walkway to connect up and enjoy the views across campus at the same time.

The Dyson School of Design did just that to link the Engineering and Observatory buildings. By breaking out the existing concrete roof and installing structural elements to support the remaining roof they were also able to create a new staircase and goods lift to the lower levels.

Designed by Penwarden Hale Architects, with principal contractor Russell Cawberry, the project cast included Elecro, Iain Wright Associates taking care of structural engineering, and Mortimer Isaacs in charge of costs.

Recently completed - although to be officially opened later in the year, this was the final phase of the overall Dyson project which in total cost around £26m and took around five years.

**Look out for the grand opening!**



# Reactor razed

Silwood Park, our postgraduate campus near Ascot, is a global centre for research and teaching in ecology, evolution and conservation. Strange to think that it was the home to the CONSORT low power nuclear research reactor, which provided a source of neutrons for research, teaching, isotope production and trace element analysis.

This year, 55 years after it was brought into commission, the process to remove it is close to conclusion. **Heather Philips, the Deputy Head of the Reactor Centre, and Decommissioning Manager** takes us through the history of Nuclear Site Licence No. 7B, and the role of Estates.

It was a unique facility, designed at a time when little thought was given to eventual decommissioning. This gave the Reactor Centre team at Silwood Park a real challenge which was to take it from operational to brownfield over eight-years.

The story goes back to 1963, with government funding for the reactor which was designed by Imperial College Nuclear Power Group with the company GEC. Over the next two years it was built by W E Chivers Ltd. It was in continual use until December 2012 following the decision in 2011 to decommission, as it was no longer viable.

The Reactor Centre operational team led by Head of Department Trevor Chambers, were kept on to defuel and decommission the facility - their knowledge and experience was vital in doing so.

### Silwood Estates to the Rescue

Removal of the reactor's fuel was a time critical task. Plans were coming together for defuel in June 2014, when there was a complete loss of power to the Reactor Centre at the end of March. Estates arranged for a generator to be installed to provide temporary power to the building to run essential security and safety equipment, whilst the fault was diagnosed and repairs instigated, including running a complete new supply cable to the reactor.



A specialist decommissioning contractor, with experience of diamond wire concrete dismantling, asbestos work and demolition was brought in for the final stage of the programme. The reactor team staying on to manage the project and maintain oversight of safety.

A large part of decommissioning is about managing the radioactive waste. A specialist waste broker was contracted to safely dispose of the waste generated.

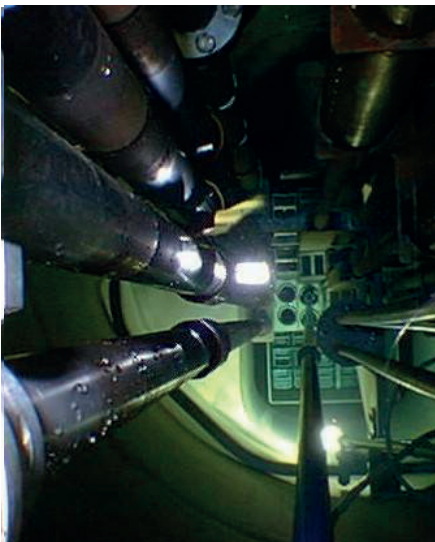
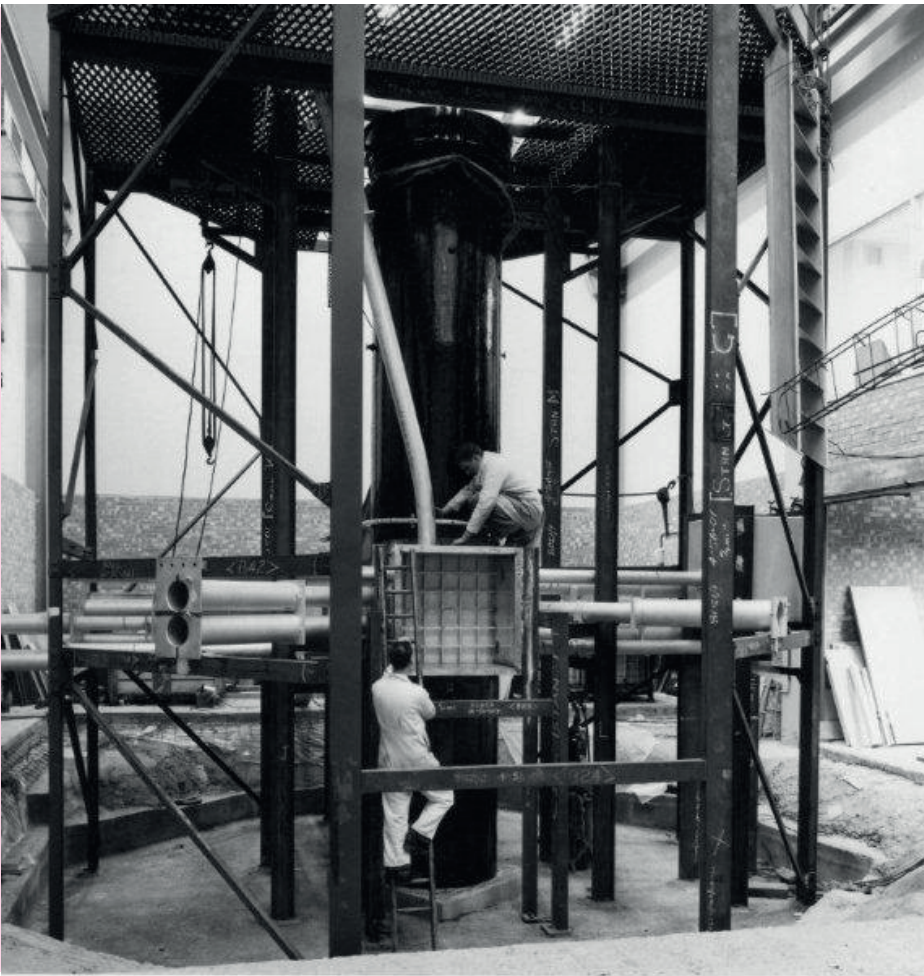
Throughout the programme the Silwood Estates team has been key in achieving good progress.

The reactor centre is highly regulated by the Office of Nuclear Regulation (safety and security) and the Environment Agency (storage and disposal of radioactive materials). The Estates team has worked closely with the Reactor Centre to achieve high safety and security standards throughout

decommissioning by ensuring contractors are well managed and provide suitable and sufficient safety documentation for their work.

Another important aspect was electrical isolation. This was made more complicated by the age of the building and lack of accurate up-to-date electrical drawings. Silwood Campus electrician and Estates Supervisor Pete Szpur managed the isolations as localised areas of the building and equipment were targeted for decommissioning.

Final isolation was completed this February when the main feed to the building was cut.



Photos anti-clockwise from top left: The octagon marks the spot where the reactor once stood; Emergency exercise - monitoring a firefighter for contamination; Reactor Operator at the control desk; Original 1960s reactor building; View into the reactor tank, reactor core and fuel located 5m down under water; During construction, installation of reactor vessel and experimental beam tubes.

### Timeline

#### Defuel

**Jan 2013 to May 2014** - Design and installation of defueling equipment  
**June to July 2014** - 31 Fuel elements removed from reactor, packaged and consigned with police escort to Sellafield.

#### Decommissioning

**Nov 2015 to 2018** - Regulatory approval of Decommissioning Safety Case. Removal of intermediate level waste (ILW) from reactor vessel.  
**2018** - Removal of shielding (concrete, graphite and lead blocks) Specialist decommissioning contractor brought in to complete decommissioning  
**2019** - Dismantling the reactor bioshield  
**2020** - Asbestos strip, soft strip, building demolition and land remediation  
**2021** - Site Licence rescinded



### Decommissioning stats

**Cost:** £32m over 8 years

**Waste generated:** Radioactive (metals, concrete and graphite), asbestos, chemical. Intermediate Level Waste 0.5m<sup>3</sup>. Low Level Waste + Very Low Level Waste 360m<sup>3</sup>. Asbestos 85m<sup>3</sup>

**Reused/recycled:** Lead, metals, WEEE, building materials 145 m<sup>3</sup>





# Dates for your diary

## Feedback roadshows

**Dates for 2020 Staff Survey Roadshows hosted by the Provost, Ian Walmsley and the relevant Deans are shown here.** They might be rescheduled or switched to online meetings in the current circumstances.

Senior staff will be reporting on the progress of their departmental action plans to the Provost's Board in April and this will inform the feedback shared at the roadshows. All plans can be found on the Staff Survey webpage.

● Monday 8 June at 10am

Silwood Park

● Wednesday 10 June at 10am

St Mary's

● Thursday 18 June at 3.30pm

White City

● Monday 22 June at 10am

South Kensington

● Wednesday 24 June at 10am

Hammersmith

## Safety forum revival

The Health and Safety Team is reviving the Safety Health Environment Leadership Team (SHELT), writes Denis Murphy (pictured).

This forum for College and its contractors aims to achieve excellence in construction safety culture based on Health and Safety Executive ideology.

The forums lapsed in 2017, when it was felt that original goals set when it was formed in 2014 had been met. It is felt that the time is right to reintroduce this collaborative forum with current contractors, setting some new goals and reviewing existing ones, considering the need for any improvements.

The SHELT terms of reference will be reviewed and copies attached to the invitations being sent by

Oluseyi Oduntan our Construction Health and Safety Advisor.

Membership will be limited to approved suppliers who will be invited to nominate a designated delegate. The first meeting will take place on 18 June at South Kensington campus (SALC 10) and minutes will be made available on our webpages.

If you would like to know more about the Forum contact Oluseyi Oduntan ([o.oduntan@imperial.ac.uk](mailto:o.oduntan@imperial.ac.uk)) - 07517 551937.

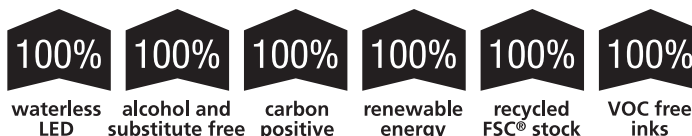


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