

Estates Sustainability Governance & Escalation Structure

University of Hertfordshire – Estates Department

Purpose

This document outlines the governance, leadership structure and escalation routes relating to sustainability within the Estates Department.

The structure has been designed to support:

- Delivery of institutional sustainability objectives
- Environmental compliance and governance
- Delivery of operational sustainability initiatives
- Carbon reduction and decarbonisation activity
- Environmental Management System (EMS) implementation
- Cross-functional sustainability coordination
- Continuous improvement aligned with sector best practice and external benchmarking frameworks

Executive Oversight

Alistair Moffat

Head of Finance

Executive Lead for Estates Sustainability and Environmental Governance

Responsibilities

- Executive accountability for sustainability performance across the Estates portfolio
- Oversight of sustainability governance, compliance and strategic direction
- Executive sponsor for estate-related sustainability objectives and performance
- Oversight of investment into decarbonisation, utilities reduction and sustainable infrastructure initiatives
- Ensuring sustainability objectives align with institutional strategy and governance frameworks
- Senior escalation point for significant sustainability, compliance or reputational risks

Strategic Estates Leadership

Ian Grimes

Director of Estates

Reports into: Alistair Moffat

Responsibilities

- Strategic leadership of sustainability delivery across the Estates function
- Oversight of operational sustainability, capital development and environmental compliance
- Accountability for delivery of estate-related sustainability objectives and KPIs
- Ensuring sustainability considerations are embedded into maintenance, projects and campus operations
- Oversight of statutory environmental compliance and environmental risk management

- Senior escalation point for operational sustainability matters

Campus Services & Operational Sustainability

Simon Perry

Assistant Director of Campus Services

Reports into: Ian Grimes

Responsibilities

- Strategic oversight of sustainable campus operations, maintenance services and facilities management
- Leadership of operational environmental performance across campus services and maintenance functions
- Oversight of waste management, biodiversity, catering sustainability, maintenance sustainability and sustainable service delivery
- Oversight of Environmental Management System (EMS) implementation within operational services
- Ensuring sustainability objectives are integrated into maintenance, facilities management and campus operations
- Oversight of contractor sustainability performance, statutory compliance and operational risk management
- Oversight of operational compliance relating to building systems, maintenance activities and environmental performance
- Strategic oversight of planned and reactive maintenance activities supporting sustainability and carbon reduction objectives

Shaun Moore

Head of Maintenance

Reports into: Simon Perry

Responsibilities

- Operational leadership of planned and reactive maintenance services
- Oversight of sustainability integration within maintenance operations and asset management
- Management of F-Gas compliance, monitoring and statutory maintenance requirements
- Support reduction of environmental impact through effective maintenance and plant optimisation
- Coordination of maintenance activities supporting energy efficiency and carbon reduction objectives
- Oversight of contractor compliance and sustainability performance within maintenance contracts
- Support delivery of statutory environmental compliance obligations relating to building services and infrastructure
- Identification and escalation of maintenance-related sustainability risks and improvement opportunities

Rachel Laanest

Interim Head of Facilities

Reports into: Simon Perry

Responsibilities

- Operational management of campus services delivery
- Oversight of sustainable facilities operations and service standards
- Management of operational environmental performance across campus services

- Support delivery of sustainability initiatives within day-to-day operations
- Escalation point for operational sustainability issues affecting campus services
- Coordination of sustainability actions across frontline facilities teams

Peter Kousoulou

Campus & Contracts Manager

Reports into: Rachel Laanest

Responsibilities

- Operational lead for:
 - Waste management and recycling
 - Sustainable catering operations
 - Grounds maintenance and biodiversity management
 - Soft services sustainability performance
- Management of sustainability-related service contracts and contractor performance
- Oversight of waste segregation, recycling performance and waste reduction initiatives
- Coordination of biodiversity enhancement and sustainable grounds management initiatives
- Support sustainable procurement and responsible contractor practices
- Monitoring operational sustainability KPIs and service performance
- Identification and escalation of sustainability risks, compliance issues and improvement opportunities
- Contribution towards operational sustainability evidence and reporting

Sustainability Governance & Environmental Management

Vacant

Senior Environment & Sustainability Advisor

Reports into: Simon Perry

Responsibilities

- Lead development and coordination of the Environmental Management System (EMS)
- Oversight of sustainability governance frameworks, reporting and continuous improvement
- Coordination of institutional sustainability initiatives and action plans
- Monitoring sustainability targets, KPIs and environmental performance data
- Support compliance with environmental legislation, policies and standards
- Coordination of sustainability reporting requirements
- Delivery of sustainability engagement and awareness initiatives across staff and students
- Support development of decarbonisation, biodiversity and sustainability strategies
- Coordination of sustainability working groups and governance forums

Graduate Sustainability Project Assistants (x2)

Reports into: Senior Environment & Sustainability Advisor

Responsibilities

- Support sustainability projects and operational initiatives
- Assist with sustainability data collection, reporting and analysis

- Support staff and student engagement activities
- Assist with communications, campaigns and awareness initiatives
- Support sustainability audits, surveys and improvement projects
- Contribute towards sustainability reporting and evidence gathering

Property, Development & Decarbonisation

Derek Victor

Assistant Director of Property & Development

Reports into: Ian Grimes

Responsibilities

- Strategic oversight of sustainable development and capital delivery
- Leadership of estate decarbonisation and sustainable infrastructure development
- Oversight of sustainability integration within capital projects and estate planning
- Ensuring sustainability standards are incorporated into new developments and refurbishment projects
- Oversight of long-term estate resilience and environmental performance improvement

John Corbett

Head of Capital Development

Reports into: Derek Victor

Responsibilities

- Delivery of sustainable capital projects and infrastructure improvements
- Integration of sustainability and low-carbon principles into project delivery
- Oversight of sustainable design, construction and development standards
- Coordination of utilities infrastructure improvements and energy reduction initiatives
- Support delivery of institutional carbon reduction objectives

Michael Tofts

Energy Manager

Reports into: John Corbett

Responsibilities

- Operational lead for utilities management, monitoring and performance optimisation
- Management of energy, water and utilities contracts
- Monitoring and reporting of utilities consumption and carbon performance
- Identification of energy efficiency and carbon reduction opportunities
- Support delivery of decarbonisation and net zero initiatives
- Management of utility performance data and sustainability reporting metrics
- Oversight of energy compliance requirements and performance monitoring

John Griffith
Head of Projects

Reports into: Derek Victor

Responsibilities

- Delivery of decarbonisation and sustainability-focused projects
- Oversight of low-carbon infrastructure and retrofit programmes
- Management of sustainability-related project delivery and implementation
- Coordination of estate improvement projects supporting carbon reduction objectives
- Support delivery of institutional net zero and environmental targets

Supporting Governance Groups

Estates Sustainability Working Groups

Working Groups

- Waste Working Group
- Biodiversity Working Group
- Travel Working Group
- Sustainability in Food Working Group

Purpose

- Drive operational sustainability improvements
- Monitor performance and action plans
- Coordinate cross-functional sustainability initiatives
- Escalate risks, opportunities and resource requirements
- Support delivery of Estates sustainability objectives and action plans

Estates Health & Safety Board

Purpose

- Oversight of operational compliance, environmental risk and health & safety governance
- Monitoring of compliance trends, operational risks and mitigation actions
- Support integration of sustainability and environmental compliance considerations into operational governance

Decarbonisation Board

Purpose

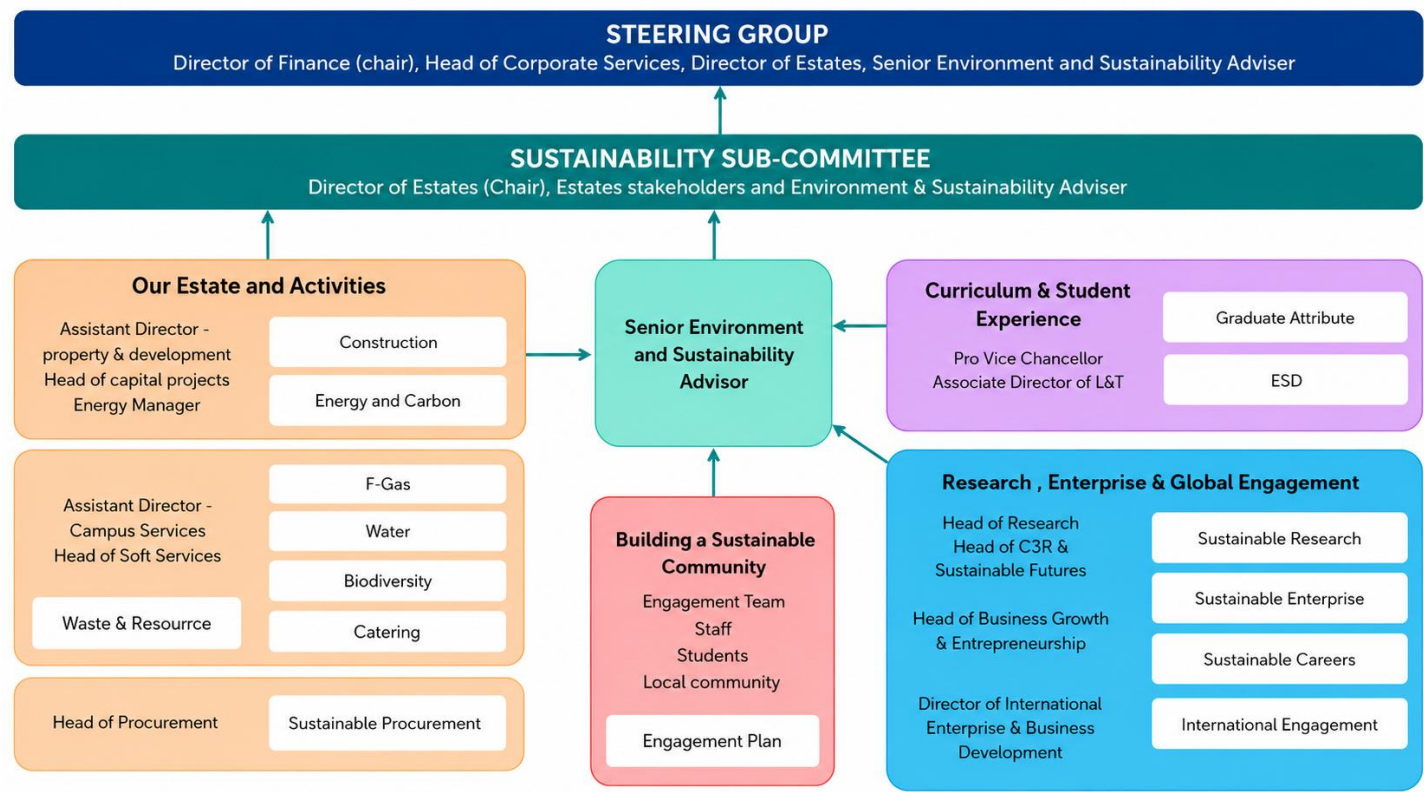
- Oversight of estate decarbonisation strategy and project delivery
- Monitoring carbon reduction performance and investment priorities
- Strategic coordination of net zero initiatives
- Review of progress against institutional carbon reduction targets

Governance Principles

The Estates sustainability governance structure is intended to:

- Provide clear accountability and escalation routes
- Embed sustainability into operational and strategic decision-making
- Support continual improvement and environmental compliance
- Facilitate cross-departmental collaboration
- Support evidence-based reporting and performance monitoring
- Ensure sustainability objectives are integrated into campus operations, development and service delivery

Governance Structure



Review

This document should be reviewed periodically to ensure governance arrangements remain aligned with institutional priorities, operational structures and sustainability objectives.

Updated 28/5/26