

# MINUTES

## SUSTAINABILITY AND RESOURCES COMMITTEE, SR-19

**Date:** Weds 09 November 2022

**Time:** 1400

**Location:** CA105/106 The Catalyst

### Notes:

1. This Agenda is divided into three headings: Estates; Financials; and Human Resources / Employment. Each of these headings has a section 2 (For Discussion and/or Approval) and a section 3 (For Information).
2. Items marked with an asterisk (starred items) are for information only or regarded as noncontentious. Starred items will not be discussed and will be assumed to have been noted or approved unless a request to unstar a named item is received from a Board member in advance, or at the commencement, of the meeting.
3. Items classified as Confidential, and their subsequent minutes (highlighted here in blue), will be redacted before publication of the agenda and minutes on the University's public website.

<b>Members</b>		
Mike Herbert	Co-opted Committee Member	P
Kevin Gould (Deputy Chair)	External Member	P
Saima Hussain	Professional Support Staff Governor	P
Colin Hughes	External Member	P
Ian Jenkinson	Co-opted Committee Member	P
Professor Martin Jones	Vice Chancellor	P
Hayden Tsang	Student Governor	P
<b>In attendance</b>		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	IA
Professor Kevin Hetherington	Deputy Vice Chancellor	IA
Sally McGill	Chief Financial Officer & Deputy Chief Executive	IA
Professor Raheel Nawaz	Pro Vice Chancellor – Digital Transformation	IA

*P = Present (via Teams); A = Apologies; Ab = Absent; L = Late; IA = In Attendance (via Teams)*

<b>1 MEETING MANAGEMENT</b>											
486	<b>Apologies for absence</b>										
487	<b>Declarations of interest</b>										
488	<table border="0"> <tr> <td><b>Constitution</b></td> <td><b>MEMBERSHIP</b></td> </tr> <tr> <td>External Members</td> <td>Kevin Gould (Deputy Chair) Colin Hughes VACANCY X 2</td> </tr> <tr> <td>Student Governor</td> <td>Hayden Tsang (Vice-President, Students' Union)</td> </tr> <tr> <td>Staff Governor</td> <td>Saima Hussain (Professional Services Staff Governor)</td> </tr> <tr> <td>Co-opted Members</td> <td>Mike Herbert Ian Jenkinson</td> </tr> </table>	<b>Constitution</b>	<b>MEMBERSHIP</b>	External Members	Kevin Gould (Deputy Chair) Colin Hughes VACANCY X 2	Student Governor	Hayden Tsang (Vice-President, Students' Union)	Staff Governor	Saima Hussain (Professional Services Staff Governor)	Co-opted Members	Mike Herbert Ian Jenkinson
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	Vice Chancellor In attendance	Professor Martin Jones Ian Blachford, Chief Operating Officer & Clerk to the Board Professor Kevin Hetherington, Deputy Vice Chancellor Sally McGill, Chief Financial Officer and Deputy Chief Executive Professor Raheel Nawaz, Pro Vice Chancellor – Digital Transformation
489	<b>Minutes of the last meeting of the Committee, 14 June 2022 SR/19/01</b> were agreed as a true and accurate record.	
490	<b>Matters arising:</b> <ul style="list-style-type: none"> <li>• <b>Minute 444 – Cotes Heath</b> – to note that an update on this was provided in the Estates Update Report elsewhere on the agenda.</li> <li>• <b>Minute 478 - Cultural Development Programme</b> – to note that work continued to progress on the University-level priorities and school and service priorities, and that it was planned that the All-Staff survey be repeated early in 2023.</li> <li>• <b>Minute 480 – Cost of Living pay award</b> – to note that this had been implemented from 1 August 2022 – cost is 3.18% overall, comprised of 3% for middle and higher earners and an increased percentage for those on lower pay. It was noted that UCU had now gained a mandate for industrial action on three dates in November and the application of 'work to rule' as action short of a strike.</li> </ul>	
491	<b>Overview of annual business 2022-23 SR/10/02</b> was noted.	
492	<b>Terms of Reference for the Committee for 2022-23 SR/19/03</b> were approved, noting that the KPIs had been updated, together with some smaller amendments and noting that the risk appetites would be updated following the forthcoming Board of Governors meeting.	
<b>ESTATES AND INFRASTRUCTURE (E)</b>		
<b>E2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)</b>		
493	<b>Estates update report (DISCUSSION) SR/19/04</b>  The report provides an update on the following projects: <ul style="list-style-type: none"> <li>• Student Village - following approval by the Board of Governors on 21 September 2022 the procurement process for a DBFO (Design, Build, Finance and Operate) partner for the construction of a new Student Village has started with the issue of a contract notice for submission of supplier questionnaires by late October ready for evaluation and shortlisting in November. To ensure a more integrated and consistent design a decision has now been made to include the provision of the proposed student village hub building within the DBFO delivery remit although this element may still be funded directly by the University.</li> <li>• New Bridge Link and Infrastructure works - Design work has now started and early consultation with the planning authority has commenced to ensure continuity with the future student village planning application.</li> <li>• Squires View Car Park - Design consultants are currently in discussion with the local authority to submit an amended planning application for a surface car park on Squires View (a previous application for a car park on the site was approved a number of years ago). Once planning is gained, procurement can commence late 2022 and, subject to Board of Governors' approval, construction can commence in early 2023 with completion by the 2023 academic year. Legal have advised that the agreement for the acquisition of the site is now complete subject to a site clearance date from the Council.</li> <li>• Conversion of the former Cadman Library to Office Accommodation - a separate paper on the agenda covers this item in more detail.</li> <li>• London Digital Institute Alterations - Following feedback from the team on how the building is now operating the Estates team are currently carrying out some minor alterations to the internal layouts in Unit 12 to improve acoustics and functionality.</li> <li>• New Nursery and Forest School - the building was formally handed over mid-March 2022 with furniture and landscaping works complete by mid-May. Following a successful Ofsted application in the summer the new nursery is now ready for operation with an opening date late October. Notice has now been served on Winton Square and surveyors have been appointed to act on behalf of the University on negotiations on dilapidations.</li> <li>• Disposal of Ex-Sports Field off Newcastle Road, Cotes Heath, Eccleshall, Stafford - The decision was made at the April Board of Governors meeting to dispose of the ex-sports field in Cotes Heath. However, following the announcement of developments in the Borough it has been decided to review this decision as local developments could see changes to the planning restrictions which may result in a significant increase in the site value.</li> <li>• Sale of land at Lichfield College for Coach Park - The Council have now decided they no longer wish to purchase the land for use as a coach car park having found an alternative site elsewhere in Lichfield. However, the Council remain keen for the University and the College to proceed with the sale of the land as a potential hotel site of</li> </ul>	

which they had identified a considerable demand for in the area. The Council indicated that whilst they did not wish to buy the land direct, they would be happy to support the sale by the University and College direct to the market as part their planning/regeneration strategy.

Members commented as follows:

- Mike Herbert highlighted that it was very important that the University take advantage of the consultation process for the Meecebrook developments, which had a deadline of 12<sup>th</sup> December 2022.
- Mike Herbert highlighted that the Council's current position on needing to apply for new planning permission for the proposed car park was erroneous, as the boundary of the site was now smaller than the original site proposal. AR explained that this was currently being investigated and challenged.
- Mike Herbert asked about alternative uses for the Lichfield car park if this were to be sold. AR highlighted that there were some restrictive covenants on the property, but the Council had indicated that a change of use to hotel may be possible as this reflected their town plan. All options would be explored of alternative possible use. Kevin Hetherington explained that the Strategy and Performance Committee had begun to consider the future strategy for the Lichfield campus, more broadly.

The report was noted.

494 **Campus Masterplan (DISCUSSION) SR/19/05**

- During recent discussions with the Stoke-on-Trent City Council Planning Committee in relation to the development of the proposed Student Village, the Planning Committee indicated that it would be useful to have a briefing on the University's intentions around the future use of the Leek Road site, including how compensatory environmental offsetting could be used to balance the loss of green space as a result of the Student Village development.
- The draft proposal for the development of the Estates Masterplan which can then be shared (subject to approval by the University's Board of Governors) with the City Council Planning Committee was discussed. The Masterplan will be shared for information only as preparation for the anticipated planning application for the new student village in 2023 (subject to the successful procurement of a DBFO partner).
- The aim of this draft Masterplan is therefore to give City Council Planning Committee members a general high-level overview of how the University intends to develop the Leek Road side of the campus over the next 10 years. In particular this will give an opportunity for any issues or concerns of the City Council Planning Committee to be aired prior to the planning application. The City Council planners have advised the University that whilst the presentation of the draft Masterplan is not a formal application, the briefing of members will help de-risk the Student Village project and give confidence to any potential bidders as well as setting the context and overview for any future University applications for new buildings on the Leek Road campus.
- The draft masterplan proposal is therefore presented as a direction of travel, not a binding blueprint for development.
- The draft Estates Masterplan, was presented, based on the strategic decision to relocate all learning and teaching onto the Leek Road side of the campus over the next 10 years. This will open up the possibility of developing the College Road side to focus on enterprise, research and other activities, potentially in conjunction with a development partner.
- All development within the draft Masterplan must be aligned to the University's strategic priorities including achievement of a Carbon Net Zero campus (scopes 1 and 2) by 2030.
- Based on those strategic priorities, the first two major projects of the draft plan are the proposed Student Village (approved by the Board of Governors to move to the procurement phase on 21 September 2022) and the potential to create a Digital Building (not yet approved), the rationale for which is included in the body of the report. The proposed location of the Student Village is shown on the draft Masterplan along with future potential developments, including the 'Flagship' Digital Building, which are shown as place holders as they have not yet been defined in terms of prioritisation, scope, value etc.
- The Committee were asked to approve the draft Masterplan and to recommend it to the Board of Governors for approval.

Members commented as follows:

- Ian Jenkinson stated that the University should not underestimate the importance of the green spaces that it currently has and the need to replace these with high quality habitat.
- Ian Jenkinson also raised the issue of the cost of the upkeep of any redeveloped green spaces and the need to ensure that these were maintained in an appropriate way given the open nature of the campus and it being less occupied during the Summer. It was noted that the University would use a blend of wild and maintained green landscaping and the University was aiming to grow its vibrancy over the Summer periods.

	<ul style="list-style-type: none"> <li>• Mike Herbert enquired about the meeting that would take place with the Council and those involved in planning. It was confirmed that the meeting would take place on campus with a tour and so would be a closed meeting.</li> <li>• Mike Herbert asked about the future opportunities for the development of the campus after the life of the current masterplan and the importance to think beyond this, whilst delivering this.</li> </ul> <p>The report was approved and would progress to the Board of Governors for approval.</p>
495	<p><b>Contract award for refurbishment of ground floor of Cadman (APPROVAL) SR/19/06</b></p> <ul style="list-style-type: none"> <li>• The business case for the creation of new modern office accommodation in the former library space in the Cadman building was approved at the March 2022 Sustainability &amp; Resources Committee subject to final Board of Governors' approval for contract. The purpose of this paper is to seek that approval to proceed.</li> <li>• The proposed project replaced the previous scheme to refurbish the Blackstone building and provided an alternative and cheaper solution by refurbishing the vacant former library space in the Cadman building. This follows the strategic decision to migrate learning and teaching to the Leek Road side over the next 10 years. In the longer term the Estates Masterplan may include the potential for provision of new office accommodation on Leek Road, but it is recognised that priority will be given to projects that support student recruitment and therefore any new office build is likely to be potentially 10 years away.</li> <li>• Therefore, use of this space as offices will have at least a 10-year life span. The project will allow floors 1 to 3 of Blackstone to be vacated and subsequently mothballed or alternatively used for storage space which is estimated will save approximately £45k pa in energy costs as well as reducing our carbon footprint by approximately 75 tonnes pa. The ground floor of Blackstone will continue to house the Creative Library until an alternative location can be identified.</li> <li>• The project itself entails refurbishing the internal spaces and providing modern office furniture, improving power, lighting and ventilation and upgrading the digital infrastructure to allow for staff usage.</li> </ul> <div style="background-color: black; width: 100%; height: 150px; margin: 10px 0;"></div> <ul style="list-style-type: none"> <li>• It was recommended that approval is given to proceed with the refurbishment of the former library space to create new office accommodation in the Cadman Building and repairs to the roof of Cadman and Blackstone buildings at a total project cost of £3.062m (including VAT).</li> </ul> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>• Mike Herbert commented that the contract represented good value for the works being undertaken, given the importance of this building overall in terms of the University's use and the local context.</li> </ul> <p>The report was approved and would progress to the Board of Governors for approval.</p>
496	<p><b>Sustainability update (DISCUSSION) SR/19/07</b></p> <ul style="list-style-type: none"> <li>• Since the last update in March 2022, there has been considerable progress made at both strategic and operational levels.</li> <li>• The achievement of Carbon Net Zero (scopes 1 and 2) by 2030 and scope 3 by 2050 have been incorporated into the new University strategy as KPIs, as has increasing impactable spend to 20% within Staffordshire postcodes.</li> <li>• Building on previous work undertaken by the Sustainability Group (established in January 2020 with a very broad remit), changes have been made in order to embed sustainability into the governance of the University.</li> <li>• The Sustainability Group has been replaced by the Sustainability Reporting Group, reporting into the Senior Leadership Team and supported by the Sustainability Champions Group and the Energy Risk Management Group.</li> <li>• A Carbon Reduction Plan has been created which supports annual reduction targets for Scopes 1 and 2 carbon emissions which have been set to 2027 as part of the new University strategy. These targets are also supported by the draft Estates Masterplan</li> <li>• In anticipation of potential changes in the external regulatory environment, the University has commissioned KPMG to undertake a review of ESG within the University included elsewhere on the agenda.</li> </ul>

	<p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>• Ian Jenkinson asked why the University was not part of Sustainability West Midlands (former part of AWM), along with other regional universities. Sally McGill stated that she would investigate this and seek membership if this was appropriate.</li> <li>• Mike Herbert asked about what the cost impact would be on the sustainability agenda. Sally McGill stated that there was no budget specifically for sustainability issues, but this was now an integral part of all decisions that were being made within the University.</li> </ul> <p>The report was noted.</p>
<b>E3 FOR INFORMATION</b>	
497	<p><b>Estate statutory compliance update SR/16/08</b></p> <p>The report was noted.</p>
498	<p><b>Internal audit reports</b> (<i>referred from Audit and Risk Committee, 26 Oct 2022</i>):</p> <ul style="list-style-type: none"> <li>• Environmental, Social, Governance (ESG) (advisory – no rating)</li> <li>• Estates compliance: Fixed Wire Testing (significant assurance with minor improvement opportunities)</li> <li>• Resourcing the Digital Priorities of the University (significant assurance with minor improvement opportunities)</li> </ul> <p>The reports were noted.</p>
<b>FINANCIALS (F)</b>	
<b>F2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)</b>	
499	<p><b>Student enrolment (and financial implications) 2022-23 (DISCUSSION) SR/19/11</b></p> <ul style="list-style-type: none"> <li>• An update on the financial impact of the University's intakes and returning cohorts of full-time Undergraduate (UG) students and Postgraduate Taught (PGT) students was provided. The financial impact takes into account allowances for early withdrawals from courses and discounts.</li> <li>• These figures have been compiled at the end of October, when enrolment is complete for UG courses and the number of PGT students can be estimated from acceptances and the visa position (the latter applying to international students).</li> <li>• There is a forecast positive improvement in income for 2022-23, compared to budget, arising from a late improvement in the home new intake numbers, possibly reflecting the state of the economy, and mostly in the departments within the School of Health, Science and Wellbeing, better than expected home continuing student numbers, together with an increase in international new intake students, mostly in departments within the School of Digital, Technologies and Arts</li> <li>• There has been a considerable improvement in the number of international PGT students recruited in the September 2022 intake, with more forecast for a January 2023 start. This improvement is, however, off-set by a shortfall in home PGT student enrolments. The additional international PGT students in the September 2022 and January 2023 intakes are mostly in Computing (within the School of Digital, Technologies and Arts) and Business (within the School of Justice, Security and Sustainability). It has been recognised by the Senior Leadership Team of the University that having an additional 800 or so international PGT and UG students studying on campus and living in the local area could put considerable strain on student support services and the Schools. Plans are in place to support a good student experience for all students including this increased cohort of international students. The lower PGT Home intake figures are spread across all schools</li> </ul> <p>The report was noted.</p>

500	<p><b>Draft Financial Statements for y/e 31 July 2022 (APPROVAL):</b></p> <p>i. Draft Financial Outturn 2021/22 SR/19/12, including Annual Report &amp; Draft Financial Statements to y/e 31 July 2022 SR/19/12AppxA (<i>Sharepoint</i>)</p> <ul style="list-style-type: none"> <li>The draft financial outturn for 2021/22 was introduced, explaining that this document summarised the financial performance shown in the Draft Financial Statements for the year ended 31 July 2022 (as presented within the Committee papers) and provided an audit trail between the numbers previously reported in the P12 management accounts and those now presented.</li> <li>The differences arose from a number of adjustments which had been required by BDO, the new external auditors. It was explained that the operating surplus as reported of £13.6m was now £14.8m owing to a further late adjustment relating to an accrual for apprenticeship costs which BDO felt did not fall within the required definition for an accrual.</li> <li>It was noted that the revised Draft Financial Statements had not been available to be tabled at the meeting as BDO had not yet concluded their audit work, specifically their review of the Annual Review and Draft Financial Statements.</li> <li>The Annual Review and Draft Financial Statements were expected to be finalised shortly and would be made available to members of the Committee and would also be presented to the Board of Governors.</li> </ul> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>Kevin Gould commented on the lateness of the financial statements and the external audit report and enquired whether this was symptomatic of the current issues within the external audit sector. Sally McGill responded that some of the work could have been completed earlier in the process, and so whilst there was no doubt there was some turbulence in the external audit sector, earlier planning and progress with the assignment by the external auditors would have helped the current situation. The performance of the external auditors would be reviewed by the Audit and Risk Committee. This would be further explained in the next agenda item.</li> </ul> <p>The Committee noted the Draft Financial Statements for the year ended 31 July 2022, subject to the late adjustment and the conclusion of BDO’s work and review, and onward progression to the Board for approval, once completed.</p> <p>ii. BDO External Audit Report including management letter points and letter of representation SR/19/13 <i>to follow</i></p> <ul style="list-style-type: none"> <li>It was confirmed that the BDO External Audit Report, which had been shared in draft format with Audit and Risk Committee, had not yet been updated or finalised and could therefore not be tabled at the meeting.</li> <li>Similarly, the letter of representation had not been finalised. It was noted that the conclusion of the external audit had been problematic and appeared to arise partly from this being a new assignment for BDO, but also from resourcing issues on the part of BDO.</li> <li>The University team were confident that they had provided all information as requested.</li> <li>It was noted that there will be a debrief involving members of the University Executive and representatives from BDO before the end of December 2022, with a report from the Executive to be presented to Audit and Risk Committee in early 2023 to allow them to complete their assessment of the performance of the external auditors.</li> </ul> <p>The Committee noted the BDO Audit Report, subject to the conclusion of BDO’s work and review, and onward progression to the Board for approval, once completed.</p>
501	<p><b>Update to financial regulations policy (APPROVAL) SR/19/14</b></p> <ul style="list-style-type: none"> <li>The proposed changes to the Financial Regulations were explained to the Sustainability and Resources Committee.</li> </ul> <p>Members commented:</p> <ul style="list-style-type: none"> <li>Members agreed that the changes were minor in nature and seemed appropriate.</li> </ul> <p>The amendments to the Financial Regulations were approved.</p>

502	<p><b>Development &amp; Alumni Strategic Framework, incl Philanthropic Giving (APPROVAL) SR/19/15</b></p> <ul style="list-style-type: none"> <li>Over the last five years, Staffordshire University has built an impressive network of potential supporters and other stakeholders including graduate alumni, honorary doctors, community leaders from civic and civil organisations, regional and national employers, philanthropic trusts and other friends of the University.</li> <li>In many cases, these relationships have directly benefitted the University's communities of students, recent graduates, staff and people within the wider communities in which the University's campuses are located, through gifts of time and expertise.</li> <li>This is an area in which there is a lot to build upon, including potential relationships with the dozens of honorary doctors who have received awards over the years. As well as gifts of time, some supporters have provided the University with philanthropic gifts.</li> <li>A campaign was launched in 2017 to raise £2m by 2022, for the Horizon Fund, which would be used to enhance the student experience, and a further £2m towards an unspecified capital project.</li> <li>The latter was not achieved, but £1.7m was raised towards the former target, including bursaries provided by the Denise Coates Foundation.</li> <li>In addition, the University's staff and student communities have also helped local charities by extending certain fundraising activities to include raising money for an annual charity, chosen by staff, as well as organising support for specific charitable campaigns.</li> <li>The University has a Development Board, chaired by Andrew Triggs Hodge OBE, honorary doctor of the University, which acts in an advisory capacity on the achievement of the vision set out below.</li> <li>The vision is to create a vibrant community of external and internal supporters and stakeholders who will provide the University and its communities with gifts of time, expertise and money, and will themselves benefit from this engagement.</li> <li>In order to be effective, development and alumni activity must support the University's Strategic Plan. Gifts of time, expertise and philanthropy should therefore be channelled towards achieving the University's strategic priorities.</li> <li>The emphasis must be on impact, i.e., how gifts have benefited the University's strategic priorities, as well as the amount of activity has taken place. Specific annual targets for philanthropic gifts should be set.</li> <li>A detailed action plan will be drawn up, stakeholder relationships will be mapped, and targets will be set for gifts of all kinds against the University's strategic priorities. Philanthropic fundraising will be reported annually to Sustainability and Resources Committee</li> </ul> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>Kevin Gould welcomed the paper on the proposed approach, which complemented the Strategic Plan and enquired if this approach would require a separate legal entity to be set up. Sally McGill confirmed that the University currently operated specific ringfenced funds for the charitable giving and it was envisaged that this approach would continue.</li> </ul> <p>The Development &amp; Alumni Strategic Framework was approved and would progress to the Board of Governors for information.</p>
<b>F3 FOR INFORMATION</b>	
503	<p><b>Management accounts to 30 Sept 2022 SR/19/16</b></p> <p>The report was noted.</p>
504	<p><b>Treasury management report SR/19/17</b></p> <p>The report was noted.</p>
505	<p><b>Students' Union accounts 2021-22 SR/19/18</b></p> <ul style="list-style-type: none"> <li>A brief overview was given on the Student Union accounts for the previous academic year. This had been a good financial performance as concerns regarding the University underwriting any loss, had not been required.</li> </ul> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>It was suggested that the reference to Anthony Wallace may need to reflect that he had resigned, and Len Stewart should also appear on the list. The Student Union were asked to consider the accuracy of the trustees listed in the document and make appropriate amendments.</li> </ul>

	The report was noted.
506	<b>LGPS – Types of valuations of the scheme SR/19/19</b> The report was noted.
<b>HUMAN RESOURCES/EMPLOYMENT (H)</b>	
<b>H1 FOR DISCUSSION AND/OR APPROVAL</b>	
	<b>NONE</b>
<b>H2 FOR INFORMATION</b>	
507	<b>Review of organisational structures and staff capability SR/19/20</b> The report was noted.
<b>4 ADDITIONAL MATTERS</b>	
508	<b>Any additional matters</b> There were no additional matters.
509	<b>Items to be referred to Audit and Risk Committee</b> None.
510	<b>Items to be referred to Board of Governors</b>  <b>For Approval</b>  <b>Minute 492</b> – Terms of Reference <b>Minute 494</b> – Campus Masterplan <b>Minute 495</b> – Contract Approval for Refurbishment of Ground Floor of Cadman <b>Minute 500</b> – Draft Financial Statements and External Audit Report  <b>For Information</b>  <b>Minute 502</b> – Development & Alumni Strategic Framework <b>Minute 506</b> – LGPS – Types of Valuation of the Scheme.
511	<b>Next meeting:</b> Tuesday 7 March 2023 (CA105/6 Catalyst, Leek Rd)