

UNIVERSITY ESTATE COMMITTEE

Open Minutes of the Meeting of the University Estate Committee held on 26 June 2017

Present: Mr G Howells (Chair), Mr J Breckon (Director of Estates), Professor S Croft (Vice-Chancellor), Ms R Drinkwater (Group Finance Director), Professor D Elmes, Ms R Gittins (Democracy and Development Officer, Students' Union), Professor D Haddleton, Mr A Penfold OBE (Independent Member of Council), Mr L Pilot (President, Students' Union), Ms R Sandby-Thomas (Registrar), Professor S Swain (Pro-Vice-Chancellor, External Engagement), Professor L Young (Academic-Vice-President).

Apologies: Ms T Elliott (External Member), Professor C Ennew (Provost).

In Attendance: Mr K Edwards (Chief Finance Officer, Estates), Mr D Gibbons (Senior Project Manager, Estates), Mrs P Glover (Secretary to Council and Secretary), Mr D Hammond (Capital Programme Director, Estates), Mr D Lewis (Head of Strategy Programme Delivery and Governance, Estates Office), Mr S Lloyd (Senior Assistant Registrar (Space Management and Timetabling) and Assistant Secretary), Ms L Pride (Development Plan Architect, Mrs C Wightman (Planning Coordinator (SP&A), (Secretariat)).

Note: Some items are noted as "Exempt information not included" as they contain information that would be withheld from release to the public because an exemption under the Freedom of Information Act 2000 applies.

52/16-17 Conflicts of Interest

REPORTED:

That, should any members or attendees of the University Estate Committee have any conflicts of interest relating to agenda items for the meeting, they should be declared in accordance with the Committee of University Chairs (CUC) Higher Education Code of Governance (2014).

NOTE: No declarations were made.

53/16-17 Minutes

RESOLVED:

That the minutes of the meeting of the University Estate Committee held on 24 April 2017 be approved.

54/16-17 Warwick Sport (minute 36/16-17 refers)

REPORTED: (by the Group Finance Director)

That an additional £4.0m budget for the Sports Project had been approved by the Finance and General Purposes Committee in May 2017, noting that it was hoped that the project would begin on site in August 2017.

55/16-17 *National Automotive Innovation Centre (NAIC) (minute 44/16-17 refers)

REPORTED: (by the Group Finance Director)

- (a) That the NAIC was 40 weeks behind schedule with a new estimated completion date in April 2018, noting that the project team were working with the contractors to bring this date closer to January 2018.

(by the Chair)

- (b) That it would be useful to highlight the process in place to learn from capital projects, in order to safeguard the University from safety, cost and time over-runs.

(by the Director of Estates)

- (c) That there was a formal post-project review process in place, and The Slate provided a recent example of such a review in practice, noting that the learning from this particular project, in relation to contractors and other areas, would be used to inform future projects.
- (d) [Exempt information not included]
- (e) That, in relation to NAIC, learnings were being identified on a daily basis, with a full review planned at the point of project completion.
- (f) That it was important to recognise the many project successes achieved, which included, over the past year:
 - (i) the Oculus, which had been delivered on time and budget and was notable for the high quality and impact of its design;
 - (ii) the extension of the Mechanochemical Cell Biology Building;
 - (iii) increased facilities in WMG; and
 - (iv) [Exempt information not included]

(by the Chief Finance Officer, Estates)

- (g) That contingency funding which was attached to major projects but ultimately not utilised was released twelve months after project completion, with quarterly reports made to the Budget Steering Group.

56/16-17 University Masterplan Refresh (minute 37/16-17 refers)

CONSIDERED:

A presentation from the Director of Estates on the proposals for the brief and the programme of work for the second phase of the Masterplan refresh.

REPORTED: (by the Director of Estates)

- (a) That working assumptions on possible future student and staff headcount were being used to forecast the University's space requirements for 2030.
- (b) That there were a number of local, regional and national influencing factors to be considered, including:
 - (i) alignment with the local plan for 2017-30;

- (ii) the southwest Coventry regional masterplan approach;
 - (iii) the link road phase 2, which was due for completion by 2024; and
 - (iv) HS2.
- (c) That the phases of the refresh process would be internal engagement, linking the Masterplan with the University strategy, consultant team selection, then Masterplan development prior to the planning period, noting that it was intended to submit the Masterplan in July 2018 ready to target planning approval by December 2018, with launch scheduled for 2019.
 - (d) That the Estates team was seeking a general agreement to the process and timeline, noting that there was a need to understand collectively how much resource the delivery of the refreshed Masterplan would need.
 - (e) That the issue of travel and transport, in terms of the ability to move people easily and efficiently to and between the University's various sites without adversely impacting the wider local and regional travel network, would need to be addressed early on in the process.
 - (f) That the Estates team had been in discussion with both Coventry City Council and Warwickshire County Council in relation to submitting a hybrid planning application supported by both local authorities, in order to obtain outline planning approval.
 - (g) That the current Masterplan had approval for the full range of uses of Warwickshire land, including a development for academic use which extended into Warwickshire, noting that, at the end of the current year, the local plans should move the green belt boundary to encapsulate more Warwickshire land.
 - (h) That it would be important to secure student engagement in the Masterplan process, noting that the mechanisms for doing so had not yet been finalised.

(by the Senior Project Manager, Estates)

- (i) That, in relation to the process, it was important to form a clear and coherent message and to determine the governance of the project.
- (j) That the potential Masterplan sub-themes which would be interrogated were:
 - (i) Warwick campus life;
 - (ii) educational research;
 - (iii) impact and influence;
 - (iv) connectivity and movement;
 - (v) campus environment; and
 - (vi) sustainable growth.

(by Mr A Penfold)

- (k) That there were some key questions that would need to be put to stakeholders, for example, the concept of a campus, which was a key component of the Warwick student experience.

(by the Chair)

- (l) That the most effective masterplans were those that had a clearly defined vision and direction of travel, and therefore the masterplan exercise would require significant input from the University executive, as well as the Council, in order to ensure a plan that was both technically competent and aligned to the University's strategic aspirations.
- (m) That, in order to ensure a cohesive and holistic approach to master planning, it would be important to address and answer difficult questions at the earliest opportunities, noting that it was recommended that the Masterplan become the key focus of the University's senior team for a period of eight weeks, with fortnightly reviews throughout this period.
- (n) That the issues to be addressed by the Masterplan were all interrelated, noting that the University would need to ensure that it had allocated sufficient resources to ensure that the right teams were in place, both internally, and in the form of its chosen consultants, to choreograph this complex project.
- (o) That, given the many and varied issues to be addressed, it would be crucial to develop an integrated brief for the chosen consultants to work to.

(by Professor D Haddleton)

- (p) That it should be noted, against the backdrop of the Masterplan and the financial investment required to deliver against it, that there were a number of departmental buildings on campus that were ageing and would benefit from being refurbished or replaced.

(by the Academic-Vice-President)

- (q) That there was scope to further improve the University's planning and prioritisation of capital development priorities, noting that this would form one of the issues for discussion in the early phases of the project planning.

RESOLVED:

That the proposals for the brief and the programme of work for the second phase of the Masterplan refresh be noted.

57/16-17 *2017 Draft Capital Plan (minute 71/15-16 refers)

RECEIVED:

A report from the Chief Finance Officer (Estates) on the University's Capital Plan (UEC.26/16-17 {restricted}).

REPORTED: (by the Director of Estates)

- (a) [Exempt information not included]
- (b) That additional on-site student accommodation, beyond the Sherborne and Cryfield Village schemes, for an additional 1000 units of mid-range style accommodation, was included in years six to ten of the plan period.

- (c) That investment continued in all major projects from the original 2016 plan, noting that some timing changes were attributable to the funding profile.
- (d) [Exempt information not included]
- (e) That projects completed, or due for completion, in 2017 included:
 - (i) The Oculus;
 - (ii) the Engineering Building;
 - (iii) WMG ERA;
 - (iv) Radcliffe refurbishment; and
 - (v) Sherborne Phase 2.
- (f) That the next round of project delivery, in 2018, would include:
 - (i) WMG-MEC;
 - (ii) Maths, Stats and Computer Science;
 - (iii) NAIC;
 - (iv) University House MSCP; and
 - (v) the Spine Route.
- (g) That projects scheduled for delivery in 2019 included the Sports and Wellbeing facilities and the new Cryfield residences.
- (h) That the new Arts Centre was due to be completed in 2020.
- (i) That Gibbet Hill Phase A IBRB and the Faculty of Arts work was scheduled for 2021 delivery.
- (j) That it would be helpful to have a conversation with academic departments around future strategies, to inform Capital Planning priorities.

(by Professor D Haddleton)

- (k) That the University's science buildings, for Physics, Chemistry and Engineering, were in need of major refurbishment and would likely require significant commitment in funding over a five to ten year period.
- (l) That the rebuilding issue and its associated cost was a daunting one, but one that required a vision and a confidence in that vision, noting that senior management in those departments would be willing to assist in the development of the vision and that this process, in itself, would act as an impetus to start identifying possible sources of external funding.

(by the Group Finance Director)

- (m) That, as part of the initial approach to implementing the Masterplan, the University needed to determine the appropriate approach to those buildings within its estate that required some form of remedial treatment.

(by the Vice-Chancellor)

- (n) That the University needed to find the right set of contexts to try to secure external funding partners for the delivery of its Capital Plan requirements.

(by the Academic Vice-President)

- (o) That it was important for the University to consider carefully the criteria used to inform prioritisation in terms of renovating and rebuilding, to ensure that the sequencing was correct.
- (p) That the issue of the condition of the science buildings was being reviewed but that as yet there was no definitive answer in terms of where the science buildings fitted into the rebuilding hierarchy.

(by the Pro-Vice-Chancellor, External Engagement)

(q) [Exempt information not included]

(by the Senior Assistant Registrar (Space Management and Timetabling))

- (r) That it was vital that the University had in place robust processes and decision making criteria aligned to strategy particularly at the early stage when new projects were being identified and prioritised, along with sufficient resources to deliver the Capital Plan.

58/16-17 *2017 Maintenance and Refurbishment Priorities (minute 73/15-16 refers)

CONSIDERED:

A report from the Chief Finance Officer, Estates on the process and priorities for the Annual Maintenance Plan (UEC.27/16-17 {restricted}).

REPORTED: (by the Chief Finance Officer, Estates)

- (a) That generally the condition of buildings around the University estate was known, noting that, in terms of the hierarchy of maintenance, the priorities were ordered as follows:
 - (i) Health and Safety requirements;
 - (ii) sustainability;
 - (iii) the replacement of non-capital infrastructure equipment, and
 - (iv) student and staff experience.
- (b) That the University was in the upper quartile of universities in terms of its spending on its estate, noting that the latest results of the condition surveys showed that 91% of University buildings had been assessed as either category A ('as new') or category B ('operationally sound').

(by the Director of Estates)

[Exempt information not included]

RESOLVED:

That the process and priorities for the Annual Maintenance Plan be noted.

(a) Capital Programme Status Report

RECEIVED:

A report from the Capital programmes Director (Estates) to update UEC on the status of large capital projects (UEC.28/16-17 {restricted}).

REPORTED: (by the Capital Programmes Director (Estates))

[Exempt information not included]

(b) Kirby Corner Car Park (minute 40/16-17 refers)

CONSIDERED:

A report providing an update on the progress of the proposed Kirby Corner multi-storey car park (MSCP) and requesting approval to reduce the capacity of this car park from c.1300 to c.1100 spaces, with the retention of c.200 existing surface spaces (UEC.29/16-17 {restricted}).

REPORTED: (by the Capital Programmes Director (Estates))

- (i) That the current proposals for the multi-storey car park would provide 1300 spaces over five, six or seven floors on part of the site of the current surface car park 16 adjacent to University House.
- (ii) That the alternative proposals, which were presented at the Public Realm and Infrastructure Capital Programme Board on 24 May 2017, and which were being recommended to UEC by the Capital Programme Board for approval, comprised a smaller car park structure of c.1100 spaces, the retention of c.200 surface spaces and a possible alternative entrance.
- (iii) That the implementation of the parking plan and the release of sites for buildings, as per the Capital Plan, would result in an overall net increase of six parking spaces.
- (iv) That reserved matters consent would enable the University to decide the elevational treatment for the new MSCP, noting that there were three options being evaluated.
- (v) That it was envisaged that the contractor award would be made in September 2017, with work starting on site in January/February 2018, and completion scheduled for January 2019.

RESOLVED:

That the proposal to reduce the capacity of the car park from c.1300 to c.1100 spaces, with the retention of c.200 existing surface spaces, be approved.

(c) WMG Materials Engineering Centre (minute 41/16-17 refers)

CONSIDERED:

A report from the Capital programmes Director (Estates) to update UEC on the progress of the WMG Materials Engineering Centre (UEC.30/16-17 {restricted}).

REPORTED: (by the Director of Estates)

That the final designs for the building were still under review by the QDSG noting that, given the requirement to begin on site in October 2017 in order to complete in June 2017, it would be necessary for the UEC to delegate authority to the Chair to approve the final designs.

RESOLVED:

That the responsibility to approve the final designs for the WMG Materials Engineering Hall be delegated to the incoming Chair of the UEC.

(d) Demolition of Buildings on the Westwood Campus (minute 52/15-16 refers)

CONSIDERED:

A report requesting approval to carry out phase two of the previously reported demolition programme on Westwood campus (UEC.31/16-17 {restricted}).

RESOLVED:

- (i) That the demolitions in phase one be noted.
- (ii) That the demolition programme as described in phase two of the programme be approved, noting the work carried out to vacate these buildings.
- (iii) That the future requirements for phase three of the demolition programme, including the future requirement for replacement offices for IT Services and Centrally Timetabled Teaching Rooms, be noted.

60/16-17 *Property, Land and Titles (minute 38/16-17 refers)

RECEIVED:

An oral report from the Director of Estates on the priorities for land and property purchases and developments.

61/16-17 *Capital, Space and Amenities Group Report

RECEIVED:

A report summarising the main items of business from the 8 June 2017 meeting of the Capital, Space and Amenities Group (CSAG) (UEC.32/16-17 {restricted}).

REPORTED: (by the Academic Vice-President)

That he would now be stepping down as Chair of CSAG.

RESOLVED:

That the thanks of the University Estate Committee be extended to Professor Lawrence Young for his work as Chair of the Capital, Space and Amenities Group.

62/16-17 *Steering Committee Report

RECEIVED:

A report summarising the main items of business from the meetings of the Steering Committee held since the last meeting of the University Estate Committee, as set out in paper UEC.33/16-17 {restricted}.

63/16-17 *Quality and Design Subgroup Report

RECEIVED:

A report summarising the design discussions and decisions of the meetings of the Quality and Design Subgroup as set out in paper UEC.34/16-17 {restricted}.

64/16-17 Outgoing and Incoming UEC Chair

REPORTED: (by the Vice-Chancellor)

- (a) That the meeting was the last UEC to be chaired by Mr Glenn Howells, who was stepping down from the role, noting that Mr Howells had undertaken the role with energy and foresight, and had helped the University to focus more on the quality of its design and buildings, an achievement which was appreciated by the University in its entirety.
- (b) That Mr Howells would be carrying on with some work with the University.

(by Mr A Penfold)

- (c) That, as the incoming Chair of UEC, he was very grateful for the briefings provided to him by both the outgoing Chair and the Director of Estates, noting that he was looking forward to getting to know all Committee members equally well during his tenure as Chair.

(by the Chair)

- (d) That he wished to express his thanks to the Director of Estates, the Secretary to Council and the Development Plan Architect for supporting and assisting him during his time as Chair of the UEC.

RESOLVED:

- (a) That the thanks of the University Estate Committee to Mr Glenn Howells for his time and energy spent as Committee Chair be recorded.
- (b) That the warm welcome of the Committee members be extended to Committee member Mr Adrian Penfold OBE, in his new capacity as the Chair of the University Estate Committee.

65/16-17 Review of Buildings and Cladding and Hazardous Vehicle Movements

REPORTED: (by the Director of Estates)

- (a) That, in the light of the recent Grenfell Tower tragedy, he wished to provide the Committee with an assurance that the University was undertaking its own review of its buildings and cladding, in relation to Fire Safety Regulations, noting that the review extended to Nominations Agreements with third-party providers of student accommodation.
- (b) That the University was also looking at the area of hazardous vehicle movements, with both contractors and external security consultants.

66/16-17 Dates of Future Meetings

REPORTED:

That the dates of meetings for the next academic year would be circulated by correspondence upon publication of the Committee Timetable.

As at 27 June 2017.