

UNIVERSITY OF WARWICK

Open Minutes of the meeting of the University Estate Committee held on 25 January 2018

- Present: A Penfold (Independent Member of the Council) (Chair), J Breckon (Director of Estates), Professor S Croft (Vice-Chancellor), R Drinkwater (Group Finance Director), T Elliott (Independent Member), Professor D Elmes (Member of Academic Staff/ Professorial Teaching Fellow, Warwick Business School), Professor C Ennew (Provost and Chair of the Capital, Space and Amenities Group) (from item 3/17-18), P Kehoe (Independent Member of the Council) (until item 9/17-18), M Kynaston (Democracy and Development Officer, Students' Union) (from item 3/17-18), R Sandby-Thomas (Registrar) (from item 5/17-18), H Worsdale (President of the Students' Union) (from item 3/17-18).
- Apologies: Professor D Haddleton (Member of Academic Staff/ Professor of Chemistry), Professor S Swain (Pro-Vice-Chancellor (External Engagement)).
- In Attendance: S Black (Assistant Secretary), J Cardinal (Head of Energy and Sustainability (Estates)) (for item 9/17-18), K Edwards (Chief Finance Officer (Estates)) (from item 9/17-18), D Hammond (Capital Programme Director (Estates)), Dr R Hutchins (Director of Strategy and Policy) (from item 5/17-18), C Lewis (Head of Strategy, Programme Delivery and Governance (Estates)), S Lloyd (Senior Assistant Registrar (Space Management and Timetabling)), L McCarthy (Head of Governance Services), L Pride (Development Plan Architect), W Roberts (General Commercial Manager, Warwick Accommodation) (for item 8/17-18), B Thomas (Managing Director, CPB Projects) (for items 5 and 6/17-18), S Tuersley (Acting Secretary to Council) (Secretary).

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.

1/17-18 Conflicts of Interest

REPORTED: (by the Chair)

- (a) That, should any members or attendees of the University Estate Committee (UEC) 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).

(by T Elliot)

- (b) That as a member of the Board of Sanctuary Group Plc, a housing provider with student accommodation within its portfolio, a potential conflict may exist noting however that this accommodation was not located in the vicinity of the University of Warwick.

(by Professor D Elmes)

- (c) That an educational engagement existed between Warwick Business School (WBS) and Arup, the firm of consulting engineers who also provided commercial services to the Estates Office and could tender for the Masterplanning activities being discussed.

- (d) That in their capacity as an academic member of staff within WBS, they would therefore consider recusing themselves from any procurement process involving the firm bidding for Masterplanning activities.

RESOLVED:

That the conflict of interests declared be recorded.

2/17-18 Minutes

CONSIDERED:

The minutes of the meeting of the UEC held on 26 June 2017.

RESOLVED:

That the minutes of the meeting of the UEC held on 26 June 2017 be approved.

3/17-18 Review of Buildings and Cladding (minute 65/16-17 refers)

REPORTED: (by the Chair)

- (a) That following a review of all of the University's student accommodation, conducted in response to the Grenfell Tower disaster, a full safety assessment had been completed which had determined that it was not necessary to remove the cladding from one of the private residences as a precautionary measure, noting that it was a low-rise building which met all safety requirements.

(by the Director of Estates)

- (b) That the University continued to monitor outputs following the Grenfell disaster, in terms of any potential revisions or updates to Fire Safety Regulations relating to design and/or construction, or to Building Regulations.
- (c) That assurances had been given during a number of relevant University committee meetings including student members, noting that as none of the cladded University residences were over the risk threshold, specific communications had not been made to the Warwick community.

(by the President of the Students' Union)

- (d) That the Students' Union had not received any queries or concerns directly from students or their families relating to this matter.

4/17-18 Membership and Terms of Reference

CONSIDERED:

The membership and terms of reference of the UEC and of its sub-committees for the academic year 2017/18 (UEC.1/17-18).

REPORTED: (by the Chair)

- (a) That on behalf of the UEC, they wished to welcome Paul Kehoe, Michael Kynaston and Hope Worsdale as new members to their first meeting of the Committee.

- (b) That they also wished to welcome Sharon Tuersley, Acting Secretary to Council, in their new role of Secretary to UEC.
- (c) That consideration was ongoing in relation to the remaining independent member vacancy.

(by the Group Finance Director)

- (d) That it was intended to review the terms of reference of the UEC and its sub-committees over the coming year, noting that a review of the terms of reference of the Finance and General Purposes Committee (FGPC), as well as the University's Financial Procedure relating to capital planning, was also underway.

RESOLVED:

- (a) That the membership and terms of reference of the UEC for 2017-18 as set out in UEC.1/17-18 be noted.
- (b) That the membership and terms of reference of the Capital, Space and Amenities Group (CSAG) for 2017-18 as set out in UEC.1/17-18 be approved.
- (c) That the membership and terms of reference of the Quality and Design Sub-Group for 2017-18 as set out in UEC.1/17-18 be approved.

5/17-18 University Campus Masterplan Refresh (minute 56/16-17 refers)

CONSIDERED:

A report and presentation outlining the progress to date of the development of a strategic brief to inform the new University campus masterplan (UEC.2/17-18 {restricted}).

REPORTED: (by the Managing Director, CPB Projects)

- (a) That full engagement from the University during the initial period of development had resulted in a comprehensive strategic brief, which once finalised, would be taken forward during the next stages of the project.
- (b) That the key themes that had emerged from initial discussions were:
 - (i) The student experience: a dominant theme within the brief, with development of central facilities and services for students as a focal point on campus;
 - (ii) A commitment to maintaining a comprehensive academic portfolio, reflecting the University "size and shape" project;
 - (iii) Spheres of influence: opportunities to influence local and regional development plans, looking beyond borders in certain cases;
 - (iv) Access and permeability of the campus, noting the importance of achieving the optimum level of permeability;
 - (v) Design and landscaping;
 - (vi) Transport, noting the opportunity to be bold, inspiring and ambitious with transport solutions;
 - (vii) Innovation: an emerging theme with a view to creating opportunities and removing perceived barriers; and
 - (viii) The concept of a smart campus.

- (c) That the masterplan would need to address the existence, or otherwise, of external factors such as HS2 and the A46 link road, noting the significant effects of these potential developments on the campus.
- (d) That the strategic brief encapsulated key principles to govern the development of the masterplan itself:
 - (i) Constancy of purpose, with each development adding to the wider University strategy;
 - (ii) Phased approach to unlock opportunities;
 - (iii) Encompass existing and new buildings, considering existing building lifespan and any required investment;
 - (iv) Address infrastructure and services, being crucial to realising the University's vision and beyond;
 - (v) Sustainable across multiple dimensions;
 - (vi) Use constraints as improvement opportunities.
- (e) That it was intended that the programme of work to develop the masterplan from the brief would be complete by the end of the academic year 2017/18.
- (f) That beyond that date, a wider and more formal consultation process would take place with partners, neighbours and the local authorities, noting that a planning application was already in progress, encompassing the interim phase of development prior to formal consultation on the masterplan.
- (g) That articulation of the masterplanning process with the development of the University strategy and the University "size and shape" project would be crucial.

(by Professor D Elmes)

- (h) That it would be essential to consider the effect of the University "size and shape" project on the development of the masterplan.

(by T Elliot)

- (i) That clarity of the University's strategic ambitions would be required as part of the development of the masterplan.
- (j) That consideration could usefully be given to accessibility and inclusivity, from an equality perspective.

(by the Provost)

- (k) That ideally, the "size and shape" and masterplanning projects would have been run sequentially, noting that the link between the projects was nevertheless effective.

(by the Vice-Chancellor)

- (l) That a significant amount of discussion had taken place on the strategic elements of the masterplan, noting however that this was not reflected within the report presented to the UEC at the current time.
- (m) That the framework created by the masterplan would be essential going forward, given the opportunistic and dynamic nature of potential future funding options.

(by the Director of Estates)

- (n) That a hybrid consultation model was being proposed, in order to meet University governance timescales, with more formal public consultation planned from July 2018.

(by the President of the Students' Union)

- (o) That the community element could usefully be highlighted as a distinctive and non-physical aspect within the access and permeability theme.

(by the Development Plan Architect)

- (p) That in developing the new University masterplan, it would be essential to build on previous versions, noting the importance of urban design as part of the process.
- (q) That the project timescale was noted as being particularly tight, with a number of activities running in parallel.
- (r) That clarity on future plans for the Science Park would be important.

(by the Chair)

- (s) That consideration would be given as to how UEC could be actively involved in the development of the masterplan over the coming months.
- (t) That the 2008/09 Masterplan could usefully be circulated to UEC members as a great source of history.
- (u) That the considerable involvement of Liz Pride, Development Plan Architect, with the University masterplanning process over the past 14 years be noted.

RESOLVED:

- (a) That the masterplan skeleton brief be circulated to members of the UEC in due course.
- (b) That the report outlining the progress to date of the development of a strategic brief to inform the new University campus masterplan, as set out in UEC.2/17-18 {restricted}, be noted.

6/17-18 Campus Masterplan Procurement Strategy

CONSIDERED:

A report on the proposed procurement strategy to provide consultancy services for the new campus masterplan (UEC.3/17-18 {restricted}).

REPORTED: (by the Director of Estates)

- (a) That it was intended to bring together separate consultant appointments for key services to form the masterplan team, through a lead consultant role.

- (b) That the four main areas of activity would be: masterplanning, transport, landscaping and engineering.
- (c) That a long list had been established of masterplan architects, both nationally and internationally, having track records of producing masterplans for universities and other large institutions, with interviews scheduled for mid-February 2018.
- (d) That it was proposed to establish a Masterplan Steering Group with representation from UEC and the University Executive Board, which would liaise as required with other relevant University committees, to enable swift decisions while maintaining reporting lines.

(by T Elliot)

- (e) That the "Masterplan Architect" section within the Masterplan Team organogram set out in the report, could usefully be renamed, to reflect the wider masterplanning role and expertise.

(by the Development Plan Architect)

- (f) That the masterplan team composition would nevertheless need to capture the strong element of urban design required.

(by the Chair)

- (g) That the masterplan consultant appointment process would provide opportunities for involvement from members of UEC, particularly student members.

RESOLVED:

- (a) That the Director of Estates liaise with the student members of UEC regarding involvement in the masterplan consultant appointment process.
- (b) That the proposed procurement strategy to provide consultancy services for the new campus masterplan as set out in UEC.3/17-18 {restricted} be noted.

7/17-18 Capital Planning

CONSIDERED:

A report on capital projects completed in the previous twelve months, an update on the status of the capital programme, together with priorities for the coming year (UEC.4/17-18 {restricted}).

REPORTED: (by the Director of Estates)

- (a) That the main construction works for the National Automotive Innovation Centre were due to be completed in April 2018.
- (b) That a revised business plan for an increased number of rooms and overall project costs for the Cryfield Village Residential Accommodation had recently been approved by FGPC.
- (c) That the majority of other capital projects were noted as running well.

(by the Capital Programme Director (Estates))

- (d) That the external benchmarking on cost per room of developments, undertaken for the Cryfield project as part of the review of the business plan, had been an extremely useful exercise.

RESOLVED:

That the report on capital projects as set out in UEC.4/17-18 {restricted} be noted.

8/17-18 *Student Accommodation

CONSIDERED:

A report on current provision of student accommodation, together with development considerations for 2018 (UEC.5/17-18 {restricted}).

REPORTED: (by the Director of Estates)

- (a) That the University was noted as being one of the largest providers of on-campus accommodation within the HE market (c. 7,000 rooms).
- (b) That all first year undergraduate students were guaranteed accommodation on campus, noting that the University was able to purchase additional rooms with private nomination agreements, as required.
- (c) That the intention was to continue to renew older campus accommodation as well as increasing overall capacity on campus, noting that an assessment of the scale and breadth of the residential offer was due to be completed in 2018, in conjunction with the ongoing University Strategy development and the “size and shape” project.
- (d) That the University also acted as a letting agency off-campus, noting that while demand for good quality accommodation off-campus was deemed to be strong, competition from local letting agents and large scale developers was increasing.
- (e) That over the past ten years the number of operators of Purpose Built Student Accommodation (PBSA) in the local area had risen from two to fourteen, with a number of additional future developments known to have been granted planning permission locally.
- (f) [Exempt information not included]
- (g) That it was intended to continue to seek annual feedback from students on accommodation to help steer future investment, while also continuing to review existing accommodation and the local market.

(by the President of the Students’ Union)

- (h) That whilst the report provided a helpful overview, the University’s vision in terms of off-campus accommodation, and the role of UEC within that, could usefully be clarified.
- (i) That the Students’ Union would welcome additional engagement with the University regarding student accommodation strategy, and off-campus accommodation in particular.

(by the Democracy and Development Officer, Students' Union)

- (j) That University off-campus accommodation strategy was noted as being focused in Coventry rather than Leamington Spa.

(by the Group Finance Director)

- (k) That rents in Leamington were often prohibitive, noting also constraints existed around transport infrastructure and the limited number of developments in that area.
- (l) That constructive discussions with Coventry City Council (CCC) in relation to off-campus accommodation were ongoing, with the University having offered to share its demand profiles as well as its accommodation standard requirements with CCC, noting that further updates would be brought back to the Committee in due course.

(by Professor D Elmes)

- (m) That the University could usefully consider ways in which student accommodation could further support learning.

(by the General Commercial Manager, Warwick Accommodation)

- (n) That feedback from students indicated a preference for additional study and communal learning spaces, noting that this was being taken forward as part of refurbishment and new builds on campus.
- (o) That the student accommodation survey questions were being reviewed, noting that other feedback was also gathered by the residential team, based within the residences.

(by the Provost)

- (p) That the "study spaces" sub-group of CSAG considered student feedback in liaison with the Students' Union.

(by T Elliot)

- (q) That given current student feedback on repairs, the University should consider reviewing its Service Level Agreements, with a view to streamlining complaints processes and improving satisfaction.

(by the Chair)

- (r) That an update could usefully be considered at a future UEC meeting, outlining the outcome of actions taken in response to student feedback on accommodation.

RESOLVED:

- (a) That the President of the Students' Union and the Democracy and Development Officer of the Students' Union be invited to a future meeting of the Development Taskforce and/or the Student Intake Working Group.

- (b) That the report on current provision of student accommodation, together with development considerations for 2018 as set out in UEC.5/17-18 {restricted} be noted.

9/17-18 *University Carbon Reduction Target

CONSIDERED:

A report on current University carbon emissions with respect to the existing plan, together with a proposed new, relative, target and plan for implementation (UEC.6/17-18 {restricted}).

REPORTED: (by the Director of Estates)

- (a) That in conjunction with Arup consultants, the Energy and Sustainability Team had carried out a comprehensive review of the University's carbon management plan.

(b) [Exempt information not included]

(c) [Exempt information not included]

(by Professor D Elmes)

- (d) That alternative options beyond the current proposal should be considered, noting that the suggested target change would not be in line with recommendations by the Committee on Climate Change.

(by P Kehoe)

- (e) That the University should consider its targets in the context of potential future stricter government control, and whether it could achieve the projected growth while still meeting its current carbon reduction target.

(by the Head of Energy and Sustainability (Estates))

- (f) That the University would be in a better position to meet its targets following additional investment in green electricity and gas, such as photovoltaic panels, together with increased efficiency and the resulting reduced consumption.

(by T Elliot)

- (g) That consideration should be given as to whether the current proposals would provide a positive incentive to the University to continue reducing its carbon consumption.

(by the Provost)

- (h) That in considering the proposal and given the University's aspirations on growth, CSAG had been conscious of the institution's performance against its current target, noting also that the University's wider Sustainability Strategy helped broaden the picture.

(by the Group Finance Director)

- (i) That the Estates Office would be considering its five year plan expenditure based on the carbon target set out in the paper.

(by the Chair)

- (j) That notwithstanding the helpful content of the report, further consideration and discussion was required regarding the proposed target.

RESOLVED:

- (a) That additional consideration be given to the proposed carbon target in the context of the University's wider sustainability agenda, with a further report to be considered by the UEC in due course.
- (b) That the progress to date on managing and reducing University carbon emissions directly through energy reduction projects as set out in UEC.6/17-18 be noted.

10/17-18 *Property, Land and Titles

RECEIVED:

A report on the priorities for land and property purchase and developments (UEC.7/17-18 {restricted}).

11/17-18 Capital, Space and Amenities Group Report

CONSIDERED:

A report from the meetings of CSAG held since the previous meeting of the UEC (UEC.8/17-18 {restricted}).

REPORTED: (by the Provost and Chair of CSAG)

- (a) That at its recent meetings, CSAG had considered, inter alia:
 - (i) An outline proposal for the student-led Nest eco-development;
 - (ii) The merits of a number of options to improve existing infrastructure of the Social Sciences Building;
 - (iii) An update from the Teaching and Learning Spaces Development Group;
 - (iv) A report following the summer moves and refurbishment; and
 - (v) The carbon management plan proposals.

RESOLVED:

That the report from the meetings of CSAG as set out in UEC.8/17-18 {restricted} be noted.

12/17-18 Quality and Design Sub-Group Report

CONSIDERED:

A report from the meetings of the Quality and Design Sub-Group (QDSG) held since the previous meeting of the UEC (UEC.9/17-18 {restricted}).

REPORTED: (by the Director of Estates and Chair of QDSG)

- (a) That QDSG had considered a number of projects, with a large number of actions arising from each meeting.
- (b) That QDSG was very focused on the alignment of projects with the developing masterplan, noting also a move towards sustainability objectives.
- (c) That design elements were being included within tender documentation on a more frequent basis, with a view to formalising standards.
- (d) That learning from individual projects was being captured and taken forward in a more rigorous manner.

(by the Group Finance Director)

- (e) That the work of QDSG was invaluable for Chairs of Project Progressing Groups.

(by the Chair)

- (f) That QDSG had a fundamental supporting role for UEC, noting that consideration would be given to strengthening the sub-group's terms of reference and membership, as development of the masterplan continued.

RESOLVED:

- (a) That information on learning points from projects be included within future reports from QDSG to UEC.
- (b) That the report from the meetings of the QDSG as set out in UEC.9/17-18 {restricted} be noted.

13/17-18 *Steering Committee Report

RECEIVED:

A report from the Steering Committee on developments since the previous meeting of the UEC (UEC.10/17-18 {restricted}).

14/17-18 Schedule of Business

RECEIVED:

A schedule of business for the UEC for the 2017-18 academic year (UEC.11/17-18).

15/17-18 Dates of Future Meetings

REPORTED:

That the future meetings of the Committee for the 2017/18 would be:

Thursday, 29 March 2018 from 10:00 to 12:00 in the Senate House Council Chamber
Thursday, 21 June 2018 from 10:00 to 12:00 in the Senate House Council Chamber.

As at 19 March 2018