

UNIVERSITY OF WARWICK

Open Minutes of the meeting of the University Estate Committee held on 29 March 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 19/17-18), Professor D Haddleton (Member of Academic Staff/ Professor of Chemistry), M Kynaston (Democracy and Development Officer, Students' Union), R Sandby-Thomas (Registrar) (from item 19/17-18), Professor S Swain (Pro-Vice-Chancellor (External Engagement)).

Apologies: P Kehoe (Independent Member of the Council), H Worsdale (President of the Students' Union).

In Attendance: Dr S Ball (Couch Perry Wilkes) (for item 19/17-18), P Berczuk (Steer Davies Gleave) (for item 19/17-18), S Black (Assistant Secretary), K Edwards (Chief Finance Officer (Estates)), S Emms (Project Director and Masterplan Lead (BDP Consulting)) (for item 19/17-18), D Gibbons (Programme Manager (Estates)) (for item 19/17-18), D Hammond (Capital Programme Director (Estates)), Dr R Hutchins (Director of Strategy and Policy), L Jackson (Education Officer, Students' Union and President of the Students' Union elect), C Lewis (Head of Strategy, Programme Delivery and Governance (Estates)), S Lloyd (Senior Assistant Registrar (Space Management and Timetabling)), B Newsham (Democracy and Development Officer elect), L Pride (Development Plan Architect), H Thomas (Steer Davies Gleave) (for item 19/17-18), S Tuersley (Acting Secretary to Council) (Secretary), D Wilson (BDP Consulting) (for item 19/17-18).

Notes: (1) *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.*

(2) L Jackson, Education Officer, Students' Union and President of the Students' Union elect, and B Newsham, Democracy and Development Officer elect, were welcomed to the meeting as observers.

16/17-18 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 having recently been appointed as Chair of the Planning Inspectorate, a potential conflict could exist should the University be involved in a planning appeal in the future.

RESOLVED:

- (a) That the conflict of interest declared be noted.
- (b) That T Elliot be congratulated on their new appointment.

17/17-18 Minutes

CONSIDERED:

The minutes of the meeting of the UEC held on 25 January 2018.

RESOLVED:

That the minutes of the meeting of the UEC held on 25 January 2018 be approved.

18/17-18 Faculty of Arts Development (minute 42/16-17 refers)

REPORTED: (by the Chair)

That since the previous meeting of the UEC, members had approved by correspondence that the Faculty of Arts Development Project be progressed to further detailed design and construction (RIBA Stage 3), as set out in UEC.12/17-18 {restricted}.

19/17-18 University Campus Masterplan (minute 5/17-18 refers)

CONSIDERED:

An update on the University Campus Masterplan refresh (UEC.13/17-18 {restricted}), together with a presentation from BDP Consulting, Lead Masterplan Consultant.

REPORTED: (by the Director of Estates)

- (a) That following the last meeting of the UEC, the Masterplan Strategic Brief had been circulated electronically to members and attendees of UEC for information.
- (b) That since the previous UEC meeting in January, a thorough process had been conducted to select a team of consultants to deliver the University Masterplan, noting the connectivity of the masterplan refresh process with the ongoing discussions around the University Strategy.

(by D Gibbons)

- (c) That a number of members of UEC had participated in the interviews for the Masterplan consultants to date.
- (d) That BDP Consulting had been selected as the Lead Masterplan Consultant, in view of their extensive experience, including large masterplan projects within the HE sector and beyond.
- (e) That BDP had also been appointed as the Landscape Consultant, with relevant experience of creating a "living campus" through a landscape led masterplan approach.

- (f) That Couch Perry Wilkes and Steer Davies Gleave had been appointed as the Engineering/Environmental and Transport Consultants, respectively, noting that the University was confident that the appointed team of consultants demonstrated a shared understanding of Warwick and its future direction.
- (g) That the outcome of the appointment process for the Planning Consultant was expected by the end of the following week.
- (h) That whilst engagement with campus users and members of the local community would be a key part of the masterplan process, conversations with local residents were already taking place, primarily around transport and environmental considerations relating to the hybrid planning application, which was due to be submitted in the next two months.

(by S Emms)

- (i) That the University Masterplan could be considered as a physical manifestation of the University's vision going forward.
- (j) That the strategic brief was noted as being ambitious, containing bold and brave elements, with the phased nature of the proposals adding to the holistic vision for Warwick.
- (k) That the masterplan process would span seven months in three iterative stages, with consultation windows forming a key part of each stage.
- (l) That it was proposed that the Masterplan Steering Group would oversee the masterplanning process, with key decisions and milestones brought to the University Estate Committee and University Executive Board as necessary.
- (m) That during Stage 1, from April to May 2018, two work streams would be progressed in parallel to gather information and consult on the University "site" and "brief", providing a baseline review and leading to a number of strategic options.
- (n) That these strategic options would be further developed during Stage 2, with feedback sought through further consultation, leading to a recommendation being presented to the University Council at its meeting in July 2018.
- (o) That during Stage 3, the preferred option would be validated to ensure deliverability and appropriate phasing, followed by another consultation window, culminating in a final Masterplan in October 2018.
- (p) That the exact level of external engagement at each stage was still to be defined, noting that this would be an essential element of the masterplan process, particularly in the context of the hybrid planning application process.
- (q) That suggestions would be welcome from the student representatives in relation to effective consultation methods with students.
- (r) That the Masterplan Strategic Brief was based around the following twelve themes, noting that these would be refined and potentially reduced during Stage 1, whilst ensuring that the key drivers were retained:
 - (i) A World Leading University
 - (ii) Delivering exceptional education (size and shape / academic portfolio)

- (iii) An exceptional campus experience (student, staff and visitor experience)
 - (iv) A connected campus with easier and sustainable commuting and travel (transport)
 - (v) Welcome to all! (access and permeability)
 - (vi) Quality of life (place-making and landscape)
 - (vii) International and Cosmopolitan
 - (viii) Environment and sustainability at the heart of all new development (environmental sustainability)
 - (ix) Creative, innovative, and entrepreneurial (innovation)
 - (x) New technological opportunities (smart campus)
 - (xi) Dynamic, different, disruptive and daring
 - (xii) Sustainable long term financial strategy and plan
- (s) That “campus user experience”, “transport” and “environmental sustainability” had emerged strongly among the twelve themes, with feedback particularly welcome from Committee members on these.

(by members and attendees of the UEC)

- (t) That effective and clear communication with Warwick students and staff in relation to the Masterplan would be essential to ensure optimum engagement, noting it would be important to highlight the role of the consultation windows in providing an opportunity for all members of the campus community to be involved with the masterplanning process.
- (u) That within the campus experience theme, it would be helpful to differentiate between the various campus user groups, given their diverse experiences and requirements from the campus.
- (v) That engagement with the entire Warwick student community would be crucial, particularly in view of the timing of the process, noting that the use of a mixture of engagement methodologies would be advisable (face-to-face, online, social media), to ensure that the widest range of student feedback could be gathered.
- (w) That further consideration could be given to encouraging a holistic Warwick student identity and experience, as well as a sense of academic community at the faculty level.
- (x) That it was noted that students in particular tended to engage better with discussion relating to day-to-day issues, such as transport and study spaces.
- (y) That clear communication with the local community regarding the masterplan process would also be essential, particularly given the timing of the hybrid application.
- (z) That whilst the new University Vision and Strategy was recognisable within the Masterplan themes, the wording, emphasis and prioritisation of certain themes could usefully be reviewed to ensure clarity and improved alignment.
- (aa) That the community element of the “access and permeability theme” could usefully be made more prominent.
- (bb) That inviting more businesses onto campus, as part of the Science Park or elsewhere, could provide opportunities for students, as well as having a positive impact on research.

- (cc) That in terms of transport, whilst the Masterplan should be forward thinking, daring and innovative, consideration would also need to be given to current transport challenges and short term solutions.
- (dd) That it would be essential for the University to continue to engage with the local councils and the West Midlands Combined Authority regarding alternative travel opportunities and potential developments in the region.
- (ee) That whilst Warwick should continue to set ambitious goals in relation to campus environmental sustainability, for example carbon use targets, it would be important to optimise the softer, more ecological environmental elements, remaining mindful of the University's role as a contributor to the local area.
- (ff) That in addition to University sustainability metrics, the student experience in terms of the environment and green spaces on campus was noted as being a significant consideration factor for prospective students.
- (gg) That given the positive effects of external, green spaces on the quality of life and wellbeing of all campus users, the public realm and spaces between buildings should form a fundamental element of the masterplan, noting the challenges around building a business case for public realm projects.

RESOLVED:

That the report on progress of the Masterplan refresh as set out in UEC.13/17-18 {restricted} and the presentation from BDP Consulting be noted.

20/17-18 Interdisciplinary Biomedical Research Building

CONSIDERED:

A report on the Interdisciplinary Biomedical Research Building (IBRB) (UEC.14/17-18 {restricted}).

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

- (a) That the design process was continuing as planned, with the appointment of the main contractor anticipated in April/May 2018; a start on site scheduled for November 2018 and completion in early 2021.
- (b) That the Quality and Design Sub-Group (QSDG) had reviewed the project in detail on a number of occasions and recommended that the proposals met appropriate quality and design standards.
- (c) That the scheme had been positively received during a pre-application meeting with Coventry City Council planners, with the planning application due to be submitted in April 2018.

(by the Director of Estates)

- (d) That the building was well-connected with the landscape and, given its location, could be seen as providing a "gateway" to the Gibbet Hill campus.

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

- (e) That engagement could usefully be made with the Gibbet Hill student population in relation to this project.

RESOLVED:

- (a) That the report on the IBRB as set out in UEC.14/17-18 {restricted} be noted.
- (b) That the IBRB project be progressed to further detailed design and construction (RIBA Stage 3).

21/17-18 WMG Degree Apprentices Centre

CONSIDERED:

A report on the WMG Degrees Apprentices Centre (DAC) (UEC.15/17-18 {restricted}).

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

- (a) That the project was currently out to tender, with the planning application having recently been submitted, noting that whilst the project timeline was ambitious, it was anticipated that this could be met.
- (b) That QDSG had considered the proposals in detail and requested some revisions to the exterior design of the building.
- (c) That tendering contractors had been requested to propose innovations to reduce programme duration, noting that it would be important that any revisions did not impact on the quality of the project.
- (d) That the building's bold red external cladding was intended to position it as a marker on campus and among other buildings on Academic Square, highlighting the route to the Westwood campus through the Science Park.
- (e) That the potential existed as part of the Masterplan development work going forward, for key building to make bolder statements whilst also facilitating wayfinding on campus.

(by the Vice-Chancellor)

- (f) That whilst the building would host degree apprenticeships for WMG programmes in the first instance, it was anticipated that in future the facility would host courses for a range of University departments in line with demands from local employers.

RESOLVED:

- (a) That the report on the WMG DAC as set out in UEC.15/17-18 {restricted} be noted.
- (b) That the WMG DAC project be progressed to further detailed design and construction (RIBA Stage 3).
- (c) That public realm designs for the WMG DAC project be presented at a future meeting.

22/17-18 WMG Materials Engineering Centre

CONSIDERED:

A report on the WMG Materials Engineering Centre (MEC) (UEC.16/17-18 {restricted}).

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

That QDSG had considered designs and recommended that the project be given approval to proceed to RIBA stage 3, noting that the main contractor had been appointed.

RESOLVED:

- (a) That the report on the WMG MEC as set out in UEC.16/17-18 {restricted} be noted.
- (b) That the WMG MEC project be progressed to further detailed design and construction (RIBA Stage 3).

23/17-18 Report from the Capital, Space and Amenities Group

CONSIDERED:

A report from the meeting of the Capital, Space and Amenities Group (CSAG) held on 21 February 2018 (UEC.17/17-18 {restricted}).

REPORTED: (by the Provost and Chair of CSAG)

- (a) That at its previous meeting CSAG had considered:
 - (i) An options appraisal for the expansion of the Children's Services operated Nursery;
 - (ii) Proposals relating to the creation of a Student Services Hub at Senate House, noting the importance of completing the work before Welcome Week;
 - (iii) A report outlining the scope of the study spaces benchmarking project.
- (b) That CSAG had resolved that a study be led by the Estates Office to develop options for capital refurbishment in University House, and had approved the refurbishment schedule for teaching rooms and study spaces for the 2017/18 academic year.

(by the Development Plan Architect)

- (c) That in considering the potential re-location of the Grad Deck as part of the expansion of the nursery, it would be important to ensure that this social facility for students was re-positioned in the vicinity of the nearby residences.
- (d) That ideally the refurbishments in University House would retain the learning grid for student use, noting its role as a "stepping stone" to the Westwood campus.

RESOLVED:

That the report from the meeting of the Capital, Space and Amenities Group (CSAG) held on 21 February 2018 as set out in UEC.17/17-18 {restricted} be noted.

24/17-18 Property, Land and Titles

RECEIVED:

An update on the priorities for land and property purchases and developments (UEC.18/17-18 {restricted}).

25/17-18 *Capital Programme Status Report

CONSIDERED:

An update on the status of capital projects (UEC.19/17-18 {restricted}).

(a) *National Automotive Innovation Centre Project (NAIC)

REPORTED: (by the Group Finance Director)

[Exempt information not included]

(by the Director of Estates)

(iv) That the process to rectify the roof was not expected to impact occupancy dates, with completion of certain areas of the building progressing, to enable fit-out.

(by Professor Elmes)

(v) That the quality and consistency of information relating to capital projects being considered by the Capital Programme Boards (CPBs) was noted as being very good, with the potential to review or strengthen the flow of such information between the CPBs and UEC.

(by the Chair)

(vi) That it would be useful for a full review of the NAIC project to be undertaken upon completion.

(b) Warwick Arts Centre 20/20 Project

REPORTED: (by the Director of Estates)

[Exempt information not included]

RESOLVED:

(a) That the update on the status of capital projects as set out in UEC.19/17-18 {restricted} be noted.

(b) That a full review of the NAIC project be undertaken upon completion.

26/17-18 Report from the Quality and Design Sub-Group

RECEIVED:

A report from the QDSG on developments since the previous meeting of the UEC (UEC.20/17-18 {restricted}).

27/17-18 Report from the Steering Committee

RECEIVED:

A report from the Steering Committee on developments since the previous meeting of the UEC (UEC.21/17-18 {restricted}).

28/17-18 Dates of Future Meetings

REPORTED:

That the final meeting of the Committee for the 2017/18 academic year would be held on Thursday, 21 June 2018 from 10:00 to 12:00 in the Senate House Council Chamber.

As at 25 April 2018