

**UNIVERSITY OF WARWICK**  
**UNIVERSITY ESTATE COMMITTEE**  
**OPEN MINUTES OF THE MEETING HELD 15.00, WEDNESDAY 27 MARCH 2019,**  
**IN THE COUNCIL CHAMBER, SENATE HOUSE**

<b>Present</b>	Adrian Penfold	AP	Independent member of Council (Chair)
	James Breckon	JB	Director of Estates and Chair of the Quality and Design Sub-Group
	Rosie Drinkwater	RD	Group Finance Director
	Trudi Elliott	TE	Independent member
	Professor David Haddleton	DHad	Member of academic staff and Deputy Chair of the Capital, Space and Amenities Group
	Richard Hyde	RHy	Independent member
	Liam Jackson	LJ	President, Students' Union
	Ben Newsham	BN	Democracy and Development Officer, Students' Union
	Rachel Sandby-Thomas	RST	Registrar (from item 034 until 037(c))
Professor Simon Swain	SS	Pro-Vice-Chancellor (External Engagement)	
<b>Attending</b>	Sophie Black	SB	Assistant Registrar (Governance) (Assistant Secretary)
	Alastair Dixon	AD	Senior Project Manager, Estates (for item 37(d))
	Kevin Edwards	KE	Chief Finance Office, Estates
	David Hammond	DHam	Capital Programme Director, Estates
	Dr Richard Hutchins	RHu	Director of Strategy and Policy (until item 37(b))
	Charlotte Lewis	CL	Head of Strategic Programmes and Governance, Estates
	Scott Lloyd	SL	Senior Assistant Registrar, Space Management & Timetabling
	Andy Theobald	AT	Partner, Feilden Clegg Bradley Studios (for item 37(d))
	Sharon Tuersley	ST	Secretary to Council (Secretary)
Jenny Worrall	JW	Internal Auditor (observing)	

**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.

Ref	Item
029	<p><b>Apologies for absence</b></p> <p>Apologies were received from Yewande Akinola, Professor Stuart Croft, Professor David Elmes and Professor Chris Ennew.</p> <p>The Chair welcomed Jenny Worrall, Internal Auditor, who was observing the meeting.</p> <p>The Chair congratulated Ben Newsham as incoming President of the Students' Union (SU), following the announcement of the SU election results.</p>
030	<p><b>Declarations of Interest</b></p> <p>No new conflicts of interest were declared.</p>
031	<p><b>Minutes of the Meeting Held on 24 January 2019</b></p> <p>The minutes of the meeting held on 24 January 2019 (031-UEC270319 {restricted}) were <b>approved</b>.</p>
032	<p><b>Matters Arising from Meeting Held on 24 January 2019</b></p> <p><b>(a) Hybrid Planning Application Update</b></p> <p>The Director of Estates provided a verbal update on the Hybrid Planning Application with the following key points:</p> <ul style="list-style-type: none"> <li>• The Section 106 agreement was in the process of being finalised in liaison with Coventry City Council.</li> <li>• A further update was expected from Highways England in the upcoming weeks in response to the University's request for relaxation of certain conditions.</li> <li>• A delay in reaching a resolution could potentially hold back the project start dates for the Faculty of Arts and Interdisciplinary Biomedical Research Building.</li> </ul>

	<p><b>(b) Library Wellesbourne Storage – Timing</b></p> <p>[Exempt information not included]</p>
<b>Chair's Update</b>	
033	<p><b>Chair's Business and Actions</b></p> <p><b>(a) UEC Membership</b></p> <p>The Chair informed the Committee that Bal Claire, incoming independent member of Council had been invited to join UEC. Bal had significant experience within the telecommunications sector and would attend from the next meeting.</p> <p><b>(b) Arts Centre Project</b></p> <p>The Director of Estates provided a verbal update on the Arts Centre project with the following key points:</p> <ul style="list-style-type: none"> <li>• Enabling works had commenced and work was ongoing with external consultant and design teams to achieve certainty of costs and project timelines. Regular meetings were also being held with the Group Finance Director.</li> <li>• The next key decision point would be in mid-April, with a commitment to demolition required at that point.</li> <li>• At its recent meeting, the Finance and General Purposes Committee (FGPC) had thoroughly reviewed the current project budget and programme.</li> </ul>
<b>Strategic Items</b>	
034	<p><b>Masterplan Work Streams</b></p> <p>The Director of Estates presented the report (034-UEC270319 {restricted}) outlining the Masterplan programme of delivery, including an overview of the broad work streams and priority sub-projects, with the following key points:</p> <ul style="list-style-type: none"> <li>• The focus within the Mobility work stream would initially be on the modal shift.</li> <li>• Work was progressing within Energy Systems and Infrastructure towards an outline Energy Strategy.</li> <li>• [Exempt information not included]</li> <li>• A more detailed programme plan, including expected outputs, would be developed and resourced, with relevant groups of people leading on each work stream.</li> <li>• The groups would report into the proposed Masterplan Programme Board which would oversee progress on the work streams.</li> </ul> <p>The Committee acknowledged that while certain areas of work were already underway, it was important to move forward swiftly and holistically with the other areas of implementation.</p> <p>The Committee agreed that the developing engagement plan would be an essential element of the Masterplan work and members asked that this be shared with UEC, in addition to the work plan.</p> <p><b>ACTIONS</b></p> <ol style="list-style-type: none"> <li>1) Masterplan Engagement Plan to be shared with UEC members for information.</li> <li>2) Masterplan Work Programme to be presented to UEC at a future meeting.</li> </ol>
<b>Estate (I)</b>	
035	<p><b>Estates Management Return and Key Performance Indicators</b></p> <p>The Head of Strategic Programmes and Governance, Estates presented the report (035-UEC270319 {restricted}) which provided commentary on a number of Key Performance Indicators (KPIs) generated by the Estates Management Report (EMR), together with a supporting presentation. The following key points were highlighted:</p> <ul style="list-style-type: none"> <li>• [Exempt information not included]</li> </ul> <p>Members noted that the data presented was not consistent with analysis carried out locally at Warwick on study space use and provision on campus (by Space Management and Timetabling, Strategic Planning and Analytics and the Students' Union), and that work was ongoing to develop more accurate benchmark data.</p>

036	<p><b>Energy and Carbon Annual Report 2017-18</b></p> <p>The Director of Estates presented the report (036-UEC270319 {restricted}) on carbon, energy and water usage performance, with the following key points highlighted:</p> <ul style="list-style-type: none"> <li>• [Exempt information not included]</li> </ul> <p>Members noted that it might also be helpful to understand the University’s scope 3 emissions.</p> <p>The Committee discussed the report in the context of the proposed target of achieving zero carbon scope 1 and 2 emissions by 2050 in line with the Masterplan. The importance of setting aspirational and challenging yet achievable targets was highlighted, as was the significance of the University’s “carbon neutral” aspirations to the student community. It was brought to the attention of members that a petition had recently been received by the University from the Climate Emergency Coalition.</p> <p>The Committee also noted that although new buildings on campus were built to high efficiency and sustainability standards, a number of older buildings were less efficient in terms of energy use. In addition to considerations around refurbishment or demolition of such buildings, the University continued to expand its renewable energy generation capacity.</p> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li>1) Draft University Energy Strategy or key principles of the strategy to be presented to UEC at a future meeting.</li> <li>2) The feasibility of including scope 3 emissions within future energy and carbon annual reports to be investigated.</li> </ol>
037	<p><b>Capital Programme</b></p> <p><b>(a) (i) Major Projects Status Report (RAG)</b></p> <p>The Committee received and noted the report (037a-UEC270319) {restricted}).</p> <p><b>(a) (ii) Faculty of Arts Building Cladding</b></p> <p>The Committee received a verbal update on progress with the Faculty of Arts building together with a presentation on potential alternative cladding options from the representative of Feilden Clegg Bradley Studios, the project architects. The following key points were highlighted in the presentation and ensuing discussion:</p> <ul style="list-style-type: none"> <li>• [Exempt information not included]</li> </ul> <p>The Committee discussed the proposals. While certain members voiced reservations around weathered steel primarily in terms of the aesthetics, other members expressed a preference for weathered steel, as a more natural and durable material. Members were assured that the building design would mitigate any risks around run-off and staining. The preference of the Faculty for weathered steel was also highlighted.</p> <p>The Committee noted that its remit was to approve the design elements, subject to FGPC approval of budget. The constraints on timelines for a decision were acknowledged and it was agreed that a visit to a building clad with weathered steel should be arranged for members who wished to have a closer look. Following the visit, a recommendation would be put forward to the Committee for consideration by correspondence.</p> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li>1) A visit to be arranged to a building clad with weathered steel for the Group Finance Director, Registrar and Chair of the Board of the Faculty of Arts, and other members of UEC should they wish to.</li> <li>2) A recommendation regarding the Faculty of Arts Building cladding to be made to the Committee following the visit outlined above.</li> </ol> <p><b>(b) Milburn House NMR Extension</b></p> <p>The Capital Programme Director, Estates presented the report (037b-UEC270319) {restricted}) providing an update on progress of the proposed NMR extension project at Milburn House and requesting approval of the location and the general appearance of the proposed extension. A presentation of design images of the</p>

	<p>proposed extension and current views of the building for context was also given. Key points highlighted in the presentation and discussion that followed were:</p> <ul style="list-style-type: none"> <li>• The University had secured funding to purchase a world leading 1GHz solid-state NMR system and an extension to Milburn House was being proposed to accommodate it.</li> <li>• The proposed extension would be in the form of a single storey, double height hall adjacent to the existing NMR suite.</li> <li>• The proposed design replicated the timber aesthetic of the nearby Film and TV Studies building, with screening to cover the required nitrogen storage tanks.</li> <li>• QDSG had discussed the proposals, with a preference for two nitrogen tanks rather than one, to reduce the height of the screening.</li> <li>• Specialist advice on vibration constraints had been requested by QDSG, with subsequent confirmation that the design was appropriate for requirements.</li> <li>• The project was currently within budget, not yet having gone out to tender.</li> <li>• QDSG had also discussed potential impacts of the building work, with stakeholder engagement having taken place.</li> <li>• While it was anticipated that the Department of Film and Television Studies would eventually relocate to the new Faculty of Arts building, the NMR machines were likely to remain at Milburn House, as they were large and technically complex to move. This provided an opportunity for Millburn House to be a centre of excellence for such machines.</li> </ul> <p>Taking all of the above into consideration, the Committee agreed with the proposals.</p> <p><b>DECISION:</b> The Committee <b>approved</b> the location and the general appearance of the Milburn House NMR Extension.</p> <p><b>(c) WBS Extension Design</b></p> <p>The Capital Programme Director, Estates presented the report (037c-UEC270319) {restricted} which provided an overview of progress with the proposed Warwick Business School (WBS) extension and requesting approval of the development strategy and building location. A presentation was also given of design images of the proposed extension and current views of the building for context. The following key points were highlighted in the presentation and subsequent discussion:</p> <ul style="list-style-type: none"> <li>• [Exempt information not included]</li> </ul> <p>[Exempt information not included]</p> <p><b>DECISION:</b> The Committee supported the phased approach to the WBS Extension and the architectural approach to Phase 4a, with certain members having reservations regarding the location of the individual elements of the building extensions.</p> <p><b>ACTION:</b> A route map of decisions regarding the proposed WBS Extension to be presented as part of the relevant report to Council at its May 2019 meeting and to UEC at its the next meeting.</p>
038	<p><b>Report from the Capital, Space and Amenities Group</b></p> <p>The CSAG Deputy Chair presented the report from the meeting of CSAG on 27 February 2019 (038-UEC270319) {restricted} with the following key points:</p> <ul style="list-style-type: none"> <li>• A cost plan had been completed for proposals relating to the development of the Old Sports Centre and, while further work was being carried out to reduce the scope of provision to keep the capital requirement to [Exempt information not included], it was not intended to substantially reduce the proposed work streams/proposed additional uses.</li> <li>• Work was planned to replace the seating and reinstate a robust writing surface in Ramphal Lecture Theatre.</li> <li>• CSAG had approved the proposal to create a Student Opportunities Hub on the ground floor of Senate House, subject to confirmation of funding, relocation of the PG Hub to the redeveloped Sports Centre, and confirmation of a deliverable timescale for the moves.</li> </ul>

	<ul style="list-style-type: none"> <li>• A working group had been set up to re-evaluate the CCSG proposal to convert Lib 1 (the 80-seat flat floor teaching room on the ground floor of the Library) into a franchised food outlet, to ensure the proposed facility would meet the requirements of all stakeholders.</li> <li>• Approval of the CCSG bid for the hairdressing salon in the SU Social Building had been postponed until it could be established if the Students' Union had previously been promised first refusal on the use of the space.</li> </ul>
039	<p><b>Report from the Quality and Design Sub-Group</b></p> <p>The Director of Estates presented the report from the meetings of QDSG on 17 January, 4 February and 8 March 2019 (039-UEC270319) {restricted}). Following discussion at previous UEC meetings, Appendix 1 of the report set out proposed revisions to the constitution and terms of reference of QDSG. The revisions were intended to define and strengthen the role and responsibilities of QDSG: namely to provide opinion, advice and guidance to the University Estate Committee with regard to the implementation of the University Masterplan.</p> <p><b>DECISION:</b> The Committee <b>approved</b> the proposed revisions to the QDSG constitution and terms of reference.</p>
040	<p><b>Goose Nest: Lessons Learned</b></p> <p>The Committee received and noted the report (040-UEC270319) {restricted}) providing details of learnings taken forward following the Goose Nest project.</p> <p><b>ACTION:</b> Further lessons learned report to be considered by the Committee in due course, including the Warwick Arts Centre Project.</p>
<b>Items below this line were for receipt and/or approval, without discussion</b>	
<b>Estate (II)</b>	
041	<p><b>Property, Land and Titles</b></p> <p>The Committee received and noted the report (041-UEC270319 {restricted}).</p>
<b>Other Committee Reports</b>	
042	<p><b>Report from Steering Committee</b></p> <p>The Committee received and noted the report (042-UEC270319 {restricted}).</p>
<b>Other</b>	
043	<p><b>Any other business</b></p> <p>There was no other business.</p>
<b>Next meeting: 10:00, Thursday 20 June 2019 in the Council Chamber, Senate House</b>	

<b>DECISIONS AND ACTIONS</b>			
<b>ITEM</b>	<b>DECISION/ACTION</b>	<b>LEAD AND DUE DATE</b>	<b>STATUS</b>
006 – Membership and Terms of Reference	<b>ACTION:</b> Proposed further revisions to CSAG and QDSG terms of reference and constitutions to be presented at a future meeting.	Adrian Penfold, James Breckon (QDSG), Sharon Tuersley	CSAG: complete Jan 2019 QDSG: complete Mar 2019
008 – Student Housing	<b>ACTION:</b> A progress update on Student Housing to be brought back to a future meeting of the Committee.	Jane Furze, Liam Jackson Date TBC	To be scheduled
022c – Wellesbourne Campus	<b>ACTION:</b> [Exempt information not included]	James Breckon, David Hammond Mar 2019	Complete Mar 2019 (see item 32(b))

Storage Proposal			
034 – Masterplan Work Streams	<b>ACTION (1):</b> Masterplan Engagement Plan to be shared with UEC members for information.	James Breckon via Jane Furze TBC	Ongoing
	<b>ACTION (2):</b> Masterplan work programme to be presented to UEC at a future meeting.	James Breckon Jun 2019	Scheduled
036 – Energy and Carbon Annual Report 2017-18	<b>ACTION (1):</b> Draft University Energy Strategy or key principles of the strategy to be presented to UEC at a future meeting.	James Breckon Nov 2019	To be scheduled
	<b>ACTION (2):</b> The feasibility of including scope 3 emissions within future energy and carbon annual reports to be investigated.	Joel Cardinal via James Breckon Nov 2019	To be scheduled
037 (a)(ii) – Faculty of Arts Building Cladding	<b>ACTION (1):</b> A visit to be arranged to a building clad with weathered steel for the Group Finance Director, Registrar and Chair of the Board of the Faculty of Arts, and other members of UEC should they wish to.	David Hammond Apr 2019	Complete
	<b>ACTION (2):</b> A recommendation regarding the Faculty of Arts Building cladding to be made to the Committee following the visit outlined above.	Sharon Tuersley May 2019	Ongoing
037 (b) – Milburn House NMR Extension	<b>DECISION:</b> The Committee <b>approved</b> the location and the general appearance of the Milburn House NMR Extension.		
037 (c) – WBS Extension Design	<b>DECISION:</b> The Committee supported the phased approach to the WBS Extension and the architectural approach to Phase 4a, with certain members having reservations regarding the location of the individual elements of the building extensions.		
	<b>ACTION:</b> A route map of decisions regarding the proposed WBS Extension to be presented as part of the relevant report to Council at its May 2019 meeting and to UEC at its the next meeting.	Sharon Tuersley May 2019 (Council) Jun 2019 (UEC)	Complete
039 – Report from QDSG	<b>DECISION:</b> The Committee <b>approved</b> the proposed revisions to the QDSG constitution and terms of reference.		
040 – Goose Nest: Lessons Learned	<b>ACTION:</b> Further lessons learned report to be considered by the Committee in due course, including the Warwick Arts Centre Project.	James Breckon TBC	To be scheduled