

**UNIVERSITY OF WARWICK**  
**UNIVERSITY ESTATE AND ENVIRONMENT COMMITTEE**  
**PUBLIC MINUTES OF THE MEETING HELD 13:30, MONDAY 24 JANUARY 2022**  
**VIRTUAL MEETING VIA MS TEAMS**

<b>Present</b>	Adrian Penfold	AP	Independent member of Council (Chair)
	Yewande Akinola	YA	Independent member of Council
	James Breckon	JB	Director of Estates and Rep of the QDSG and ESSAG
	Professor Naomi Brookes	NB	Member of Academic staff
	Professor Stuart Croft	SC	Vice-Chancellor and President (until item 027)
	Rosie Drinkwater	RD	Group Finance Director
	Shingai Dzumbira	SD	President of the Students' Union (for items 023a until 025)
	Professor Chris Ennew	CE	Provost and Chair of the Capital, Space and Amenities Group
	Jane Findlay	JF	Independent Member
	Dr Lucy Hammond	LH	Associate Professor, WMS
	Richard Hyde	RH	Independent member of Council (until item 028)
	Parvez Islam	PI	Director of Environmental Sustainability
	Jacob Jefferson	JJ	Democracy and Development Officer of the Students' Union
	Rachel Sandby-Thomas	RST	Registrar
	Professor Simon Swain	SS	Vice-President for National and Regional Engagement
<b>Attending</b>	Mike Best	MB	Senior Director, Turley (for item 026)
	Sophie Black	SB	Assistant Registrar (Governance) (Technology Support)
	Jackie Clarke	JC	Director of Administration of the Faculty of Social Sciences (for item 028)
	Kevin Edwards	KE	Chief Finance Officer, Estates (until item 027)
	Sue Emms	SE	Masterplan Architect, BDP
	Daniel Gibbons	DG	Senior Programme Manager, Estates
	Angela Gibson	AG	Administrative Officer, Governance (Assistant Secretary)
	David Hammond	DH	Capital Programme Director (Estates)
	Charlotte Lewis	CL	Head of Strategic Programmes and Governance, Estates
	Scott Lloyd	SL	Senior Assistant Registrar, Space Management & Timetabling
	Dominic Nutt	DN	Director of Corporate Communications (from item 025)
	Professor Nick Vaughan-Williams	NVW	Vice-Provost and Chair of the Faculty of Social Sciences (for item 028)
	Sharon Tuersley	ST	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.

Ref	Item
019	<p><b>Welcome and Apologies for Absence</b></p> <p>Apologies were received from Diane Booth.</p> <p>The Chair welcomed Jane Findlay, new independent member to their first meeting.</p>
020	<p><b>Declarations of Interest</b></p> <p>No new conflicts of interest were declared.</p>
021	<p><b>Minutes of the Meeting held on 29 September 2021</b></p> <p>The minutes of the meeting held on 29 September 2021 (021-Ueec240122, Protected) were <b>approved</b>.</p>
022	<p><b>Matters Arising from meeting held on 29 September 2021</b></p> <p><b>a) UEEC Sub-Committee Membership and Terms of Reference Updates</b></p> <p>The Secretary to Council presented the report (022a-Ueec240122, Protected) setting out a number of minor proposed updates to the memberships and terms of reference (ToR) of the Capital, Space and Amenities Group</p>

	<p>(CSAG), the Quality and Design Sub-Group (QDSG) and the Environment &amp; Social Sustainability Action Group (ESSAG).</p> <p><b>DECISIONS:</b> The UEEC:</p> <ol style="list-style-type: none"> <li>1) <b>Approved</b> the minor revisions to the constitutions of CSAG and QDSG.</li> <li>2) <b>Approved</b> the updated membership and terms of reference for ESSAG.</li> <li>3) <b>Approved</b> the membership updates for QDSG.</li> </ol> <p><b>b) Update on Joint UEEC-FGPC Group for STEM Grand Challenge Science Precinct</b></p> <p>The Chair reported that a subgroup of UEEC and FGPC had been set up to give oversight to the business case and ensure value for money. Membership included representatives from FGPC, UEEC and Council.</p>
<b>Chair and Director of Estates Updates</b>	
023	<p><b>Chair's Business and Actions</b></p> <p><b>a) Update from COP26</b></p> <p>The Chair presented the report (23a-UEEC240122, Protected) on the University's preparations for and attendance at the 26th UN Climate Change Conference of the Parties (COP26) which took place between 1 and 12 November 2021 in Glasgow. The following key points were noted:</p> <ul style="list-style-type: none"> <li>• The Committee received and noted positive feedback from members who had attended COP26 in November 2021 as part of the delegation from Warwick.</li> <li>• Attendees reported the value of the event in connecting colleagues within the University and creating a strong sense of energy and future momentum.</li> <li>• It had been reassuring to note that the University was already in a strong place in terms of its planning in this area.</li> </ul> <p>Members noted an absence of discussion at the conference around overall city design (with focus on individual elements) and future transport.</p> <p>COP27 would take place in Sharm El Sheikh and the University would be required to reapply for observer status. However, as part of the application process, thought would be given to the environmental impacts of travel to Egypt.</p>
024	<p><b>Director of Estates Update</b></p> <p>The Director of Estates presented the report (024-UEEC240122, Protected) and highlighted the following:</p> <ul style="list-style-type: none"> <li>• Compliance continued to be a key priority. A BSI audit had been carried out with minor observations and the DfE, as part of their recent review of cladding in student residences, were planning a site visit. This information had been included in the Health and Safety report for the Audit and Risk committee.</li> <li>• The Faculty of Arts Building had won an Institution of Structural Engineers Award; the Enhanced Accessibility Suite in Sherbourne residences had won BDF's Disability Smart Built Environment Award.</li> <li>• Work was ongoing on the Student Accommodation strategy, due to be considered at the March meeting of the Committee.</li> <li>• The conversion of the Arden and Felden conference centres to student residences with a new large kitchen model had received positive student feedback.</li> <li>• Capital Planning continued to be considered in five-year sections for the next 20 years, to help support financial planning and the implementation of the Masterplan principles.</li> <li>• Plans were ongoing for 2,500 athletes expected on campus during the Commonwealth Games and International Children's Games in July/August.</li> </ul>

	<ul style="list-style-type: none"> <li>• The subsidised demand responsive transport (DRT) bus service to/from Tile Hill rail station had been successful and the Automatic Number Plate Recognition (ANPR) system for car parking would go live in February</li> <li>• A risk around recruitment and retention in response to a national shortage of skilled mechanical and electrical workers was noted. Subcontracted works were being procured and strategies for recruitment explored.</li> </ul> <p>An electric car salary sacrifice scheme would be rolled out shortly. The Chair congratulated Parvez Islam on their appointment to Director of Environmental Sustainability combining transport and environmental sustainability responsibilities.</p> <p>The Committee noted the updates.</p>
<b>Strategic Items</b>	
025	<p><b>Energy Strategy and Net Zero Carbon Pathway Implementation Plan</b></p> <p>The Director of Estates and the Capital Programme Director, Estates presented the report (025-UUEEC240122, Protected) on the updated plan to route zero for scope 1 and 2 carbon emissions by 2030. The following key points were noted:</p> <ul style="list-style-type: none"> <li>• The plan had been developed by the Energy Infrastructure Group (EIG), as a workstream of the University’s Masterplan with primary focus on energy saving, carbon reduction and infrastructure resilience.</li> <li>• [Exempt information not included]</li> <li>• [Exempt information not included]</li> <li>• The plan was closely interlinked with the delivery of the University’s capital build programme to optimise energy efficiency of all new and refurbished buildings.</li> <li>• [Exempt information not included]</li> <li>• Photovoltaics included within the proposals would enable self-generation of on-site electricity, substantially reducing future utility costs and increasing resilience of supply.</li> <li>• [Exempt information not included]</li> </ul> <p>The Committee welcomed the report, noting the progress already made and the next steps. The following points were made in relation to next steps (noting that financial approvals would be subject to discussion at FGPC):</p> <ul style="list-style-type: none"> <li>• The University would need to consider how to procure the carbon offset and when to implement it.</li> <li>• Reducing energy consumption, as part of the Sustainability Behavioural Change Programme, would be key. Utilising existing energy use data and a comprehensive communications strategy would be essential.</li> <li>• Progress would be measured via future Annual Energy and Carbon reports, with consideration to be given on how best to present the information.</li> <li>• Given the complex interdependencies, co-ordination of activity would be essential, under the oversight of UUEEC and its subgroups. It was noted that ESSAG would have a strong role in bringing about behavioural change and considering policy in order to achieve zero carbon. The role of CSAG in reviewing space use would also be important.</li> </ul>
026	<p><b>Masterplan Strategy Update</b></p> <p>The Director of Estates, the Senior Programme Manager, Estates and the Senior Director from Turley presented the report and presentation (026-UUEEC240122, Protected), with the following key points highlighted:</p> <ul style="list-style-type: none"> <li>• [Exempt information not included]</li> <li>• [Exempt information not included]</li> </ul>

	<ul style="list-style-type: none"> <li>• Consultation would be key and a community engagement plan would be defined.</li> </ul> <p>The Committee supported the proposals. It would be essential to ensure all elements of the masterplan continued to be fully integrated and connected, with particular attention to biodiversity. It was noted that the Placemaking Guides would assist in this.</p> <p>The need for a strong overarching narrative was also highlighted.</p> <p><b>DECISION:</b> The UEEC <b>approved</b> the proposals to refresh the University Masterplan and planning strategy.</p>
<b>Estate (I)</b>	
027	<p><b>Space Principles</b></p> <p>The Head of Strategic Programmes and Governance, Estates presented the report (027-UEEC240122, Protected) setting out proposed high level principles to guide space provision for University activities, including space allocation and capital development planning processes. The following key points were highlighted:</p> <ul style="list-style-type: none"> <li>• Careful use of resources, and more intensive use of space, would be integral to the future growth of the University to enable delivery of sustainability ambitions.</li> <li>• To create an active and vibrant campus, whilst reducing carbon emissions and energy use, the University would need to use space differently and operate with a smaller footprint.</li> <li>• A reduction in the size of the estate would also be required.</li> <li>• To allow for increased requirements for specialist STEM facilities, and to support other University growth, the ambition would be to reduce office space towards best in Russell Group performance.</li> <li>• A key consideration would include reinforcing academic identities, supporting a sense of belonging, inclusion, and wellbeing amongst staff and students.</li> <li>• The principles could be further developed to be ensure alignment with the emerging University Strategy refresh.</li> </ul> <p>The Committee was supportive of the principles, with the following suggested for further consideration:</p> <ul style="list-style-type: none"> <li>• Reconsider the elements around identity, sharing and ownership of space, recognised as a step change from current processes.</li> <li>• Include references to impacts on carbon use.</li> <li>• Consider the number of principles and whether any may be merged to reduce the overall number.</li> </ul> <p><b>DECISION:</b> The UEEC <b>approved in principle</b> the Space Principles, subject to further work to address comments made.</p> <p><b>ACTION:</b> Updated Space principles to be brought back to a future meeting.</p>
028	<p><b>Social Sciences Grand Challenge: Vision Statement</b></p> <p>The Vice-Provost and Chair of the Board of the Faculty of Social Sciences, and the Director of Administration, Faculty of Social Sciences presented the report (028-UEEC240122, Protected) setting out the Vision Statement for the Social Sciences Grand Challenge. It was noted that the SSGC was in the early stages of development with future updates to be brought back to UEEC in due course.</p>
<b>Committee Reports</b>	
029	<p><b>Report from the Environmental and Social Sustainability Action Group</b></p> <p>The Director of Environmental Sustainability, Estates presented the report (029-UEEC240122, Protected) with updates under the following headings:</p> <ul style="list-style-type: none"> <li>• Changes to Personnel and ESSAG Membership. ESSAG meetings had been brought in line with UEEC to enable effective reporting. Links with the Education and Research Executives would continue to be developed.</li> <li>• University Sustainability Policy Framework</li> </ul>

	<ul style="list-style-type: none"> <li>• ESSAG Delivery Plans</li> <li>• Communication and Engagement: A communication programme linking The Way to Sustainable with The Warwick Story was being designed.</li> <li>• Personal (Travel) Carbon Allowance</li> <li>• Offsetting Strategy</li> <li>• Policy Documents Review</li> </ul> <p>In terms of ESSAG Delivery Plans, the Committee asked to be regularly updated on the Education and Research strands as well as Sustainable Campus. It was noted that behavioural work would also link to Education and Research activity, with close links being developed between ESSAG, Research Executive and Education Executive.</p> <p><b>ACTION:</b> Future ESSAG reports to include to include updates on Education and Research strands of delivery plans (as well as Sustainable Campus).</p>
030	<p><b>Report from the Capital, Space and Amenities Group (CSAG)</b></p> <p>The Provost and Chair of CSAG presented the report (030-UUEEC240122, Protected) with updates under the following headings:</p> <ul style="list-style-type: none"> <li>• STEM Grand Challenge. [Exempt information not included]</li> <li>• Social Sciences Grand Challenge Concept</li> <li>• Millburn House Allocations</li> <li>• Capital Programme Boards Sustainability Monitoring.</li> <li>• Campus operations for Term 2. Removal of social distancing restrictions from Term 2 had been positively received by students. The excellent work from CSAG and Estates in facilitating these changes was noted.</li> </ul>
<i>Items below this line were received and noted without discussion</i>	
<b>Estate (II)</b>	
031	<p><b>Annual Energy and Carbon Report</b></p> <p>The report (031-UUEEC240122, Protected) on energy and water usage and costs; scope 1, 2 and 3 carbon dioxide emissions for the University during the 2020-21 reporting year; and information relevant to pathways one and two of the University climate emergency response, was received and noted.</p>
032	<p><b>SDG Annual Report</b></p> <p>The second annual report on Warwick's contributions to the UN Sustainable Development Goals (SDGs) (032-UUEEC240122, Public) was received and noted.</p>
033	<p><b>Capital Programme: Major Projects Status Report (RAG)</b></p> <p>The report on the status of major capital projects currently in progress, including design, procurement and construction (033-UUEEC240122, Protected) was received and noted.</p>
034	<p><b>Property, Land and Titles</b></p> <p>The report on priorities for land and property purchases and developments (034-UUEEC240122, Protected), was received and noted.</p>
<b>Other</b>	
035	<p><b>Any other business</b></p> <p>There was no other business.</p>
<p><b>CLOSE BY 15:30</b></p> <p><b>Next meeting: 10:30, Tuesday 29 March 2022, University House, CMR 1.0</b></p>	

**DECISIONS AND ACTIONS**

<b>ITEM</b>	<b>DECISION/ACTION</b>	<b>LEAD AND DUE DATE</b>	<b>STATUS</b>
<b>2018-19</b>			
<b>20 June 2019</b>			
049a – Draft Energy and Infrastructure Strategy	<b>ACTION (1):</b> Communications to be developed to showcase the nationally recognised work at Warwick and future plans and ambitions, as well as communications around consumption and supply as part of the path towards decarbonisation.	James Breckon with Engagement Team ASAP	In progress by the EIG working group
053 – Capital Projects Lessons Learned	<b>ACTION:</b> Report on lessons learned from capital projects to be discussed at a future meeting, including the Warwick Arts Centre Project.	James Breckon, David Hammond	Arts Centre learning to be completed post-contract (after March 2021)
<b>2019-20</b>			
<b>15 January 2020</b>			
024 – Estate Management Record and KPIs	<b>ACTION:</b> Output from space modelling work (projected future space requirements) to be presented to UEC at a future meeting.	James Breckon, Chris Ennew, CSAG Secretariat, to be scheduled	Complete
026 – Report from the Capital, Space and Amenities Group	<b>ACTION:</b> Modelling work of future space demand for degree apprenticeships to be shared as appropriate to inform discussions on potential future developments.	James Breckon / CSAG, when available	Ongoing
<b>2020-21</b>			
<b>26 January 2021</b>			
Report from the External Review of the University's Fire Risk Management System	<b>ACTION:</b> Regular updates on fire risk management and mitigations to be shared with the Committee.	James, Breckon, John Phillips, Simon Watson	Complete / Ongoing
<b>8 July 2021</b>			
064 - Director of Estates Update	<b>ACTION:</b> Consideration to be given to making submissions to planning awards related to the masterplan and the hybrid capital plan.	James Breckon	Ongoing
071 - Report from the Quality and Design Sub-Group	<b>ACTION:</b> External signage proposals for Warwick Arts Centre to be shared with the Committee for information.	James Breckon	To be scheduled
072 - Report from the Environmental and Social Sustainability Action Group	<b>ACTION:</b> Departmental updates (including academic departments, professional services and CCSG) to be brought to the Committee in 2021/2022 to outline progress in sustainability strategy delivery.	Chris Ennew, James Breckon	To be scheduled
<b>2021-22</b>			
<b>29 September 2021</b>			
009 - STEM Grand Challenge: Science Precinct Update	<b>ACTION:</b> Investigate the potential for future joint sessions of UEEC and FGPC to ensure appropriate oversight across the whole STEM GC programme.	Sharon Tuersley, Adrian Penfold, UEEC Secretariat	Complete
010 - Ecology and Biodiversity Plan	<b>ACTION:</b> Revisions to be made to the Plan based on members' feedback and comments.	Daniel Gibbons	Complete
011 - Capital Programme –	<b>ACTION:</b> Accident frequency rate declaration to be reported to the Committee in future reports.	David Hammond	

Annual Report on Capital Plan Delivery and Capital Plan Update			
<b>24 January 2022</b>			
022a - UEEC Sub-Committee Membership and Terms of Reference Update	<b>DECISION:</b> The UEEC: <ol style="list-style-type: none"> <li>1) <b>Approved</b> the minor revisions to the constitutions of CSAG and QDSG.</li> <li>2) <b>Approved</b> the updated membership and terms of reference for ESSAG.</li> <li>3) <b>Approved</b> the membership updates for QDSG.</li> </ol>		
026 - Masterplan Strategy Update	<b>DECISION:</b> The UEEC <b>approved</b> the proposals to refresh the University Masterplan and planning strategy.		
027 - Space Principles	<b>DECISION:</b> The UEEC <b>approved in principle</b> the Space Principles, subject to further work to address comments made.		
	<b>ACTION:</b> Updated Space principles to be brought back to a future meeting.	Chris Ennew, Charlotte Lewis, Scott Lloyd	
029 - Report from the Environmental and Social Sustainability Action Group	<b>ACTION:</b> Future ESSAG reports to include updates on Education and Research strands of delivery plans (as well as Sustainable Campus).	Parvez Islam, ESSAG Support	