

UNIVERSITY OF WARWICK
UNIVERSITY ESTATE AND ENVIRONMENT COMMITTEE
PUBLIC MINUTES OF THE MEETING HELD 10:30, WEDNESDAY 24 MARCH 2021
VIRTUAL MEETING VIA MS TEAMS

Present	Adrian Penfold	AP	Independent member of Council (Chair)
	James Breckon	JB	Director of Estates and Chair of the Quality and Design Sub-Group
	Professor Naomi Brookes	NB	Academic Member
	Bal Claire	BC	Independent member of Council
	Professor Stuart Croft	SC	Vice-Chancellor
	Rosie Drinkwater	RD	Group Finance Director
	Trudi Elliott	TE	Independent member
	Professor Chris Ennew	CE	Provost and Chair of the Capital Space and Amenities Group
	Dr Lucy Hammond	LH	Academic Member
	Richard Hyde	RHy	Independent member of Council
	Luke Mephram	LM	President, Students' Union
	Rachel Sandby-Thomas	RST	Registrar (from item 046)
	Akosua Sefah	AS	Democracy and Development Officer, Students' Union
	Professor Simon Swain	SS	Vice-President for National and Regional Engagement
Attending	Joel Cardinal	JC	Head of Energy and Sustainability, Estates (for item 047)
	Kevin Edwards	KE	Chief Finance Officer, Estates
	Sue Emms	SE	Masterplan Architect, BDP
	Elizabeth Gillick-Daniels	EGD	Administrative Officer, Governance (Assistant Secretary)
	David Hammond	DH	Capital Programme Director, Estates
	Penny Hewitt	PH	Administrative Assistant, Governance (tech support)
	Dr Richard Hutchins	RHu	Chief Communications Officer (CCO)
	Charlotte Lewis	CL	Head of Strategic Programmes and Governance, Estates
	Scott Lloyd	SL	Senior Assistant Registrar, Space Management & Timetabling (from item 046)
	Andrew Thomas	AT	Sustainability Engineer, Estates (for item 047)
	Sharon Tuersley	ST	Secretary to Council (Secretary)
	Martin Yardley	MY	Director, Wellesbourne Campus (up to and including item 046)

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
040	<p>Apologies for absence</p> <p>Apologies were received from Yewande Akinola.</p> <p>The Chair welcomed Sue Emms, Masterplan Architect from BDP, to the meeting and acknowledged their appointment to the Quality and Design Sub-Group (QDSG).</p> <p>The Chair congratulated Richard Hyde on their appointment to Council and Professor Naomi Brookes on their appointment to QDSG.</p>
041	<p>Declarations of Interest</p> <p>No new conflicts of interest were declared.</p>
042	<p>Minutes of the Meeting Held on 26 January 2021</p> <p>The minutes of the meeting held on 26 January 2021 (042-Ueec240321, Protected) were approved.</p>
043	<p>Matters Arising from meeting held on 26 January 2021</p> <p>a) Updated Committee Name and Terms of Reference</p> <p>The Committee noted that on 10 February 2021 the Council approved the change of name of the Committee to the University Estate and Environment Committee (UEEC) and the supporting revisions to the Terms of Reference.</p>

Chair and Director of Estates Updates	
044	<p>Chair's Business and Actions</p> <p>There was no Chair's business.</p>
045	<p>Director of Estates Update</p> <p>The Director of Estates presented the report (045-UEEC240321, Protected) and highlighted the following:</p> <ul style="list-style-type: none"> • Transport and Mobility: The University had responded to the consultation on the A46 link road and new mobility options (scooter trial and Demand Response Transport scheme) had been brought to campus. • Operations: Maintenance and facilities teams were continuing to support the operation of buildings and were actively planning with the Campus Operationalisation Group (COG) to re-open buildings in line with government guidance and timescales. • Accommodation: Staff were now supporting c. 3,000-3,500 students in on-campus accommodation. • Capital Projects: The IBRB building had reached practical completion and would be prepared for occupancy. • Staff recognition: A virtual awards event had been held to recognise the hard work of Estates staff over the last year. <p>Initial data was being gathered on the uptake of new mobility options; ongoing monitoring over a longer period would be required for data to be truly representative. Updates would be brought back to the Committee in due course.</p> <p>[Exempt information not included]</p> <p>ACTION: [Exempt information not included]</p>
Strategic Items	
046	<p>Development Progress at Wellesbourne Campus</p> <p>The Director, Wellesbourne Campus presented the report (046-UEEC240321, Protected) and highlighted the following:</p> <p>[Exempt information not included]</p> <p>The Committee discussed and noted the following:</p> <p>[Exempt information not included]</p> <ul style="list-style-type: none"> • Investment in additional infrastructure (i.e., power, transport) would be required to support the potential development of the Wellesbourne campus. It was suggested an appraisal be undertaken and brought forward for further discussion and approval at FGPC. <p>[Exempt information not included]</p> <p>ACTION: Director of Wellesbourne to discuss the Campus strategy and plans further with Sue Emms (BDP).</p>
047	<p>Environmental and Social Sustainability Action Group (ESSAG) Update</p> <p>The Provost highlighted that the Environmental and Social Sustainability (E&SS) Strategy was under development and would be brought to an additional informal session of the Committee on 26 April, ahead of a presentation to the Council in May. The update report (047-UEEC240321, Protected) focused on the energy and carbon element of the wider E&SS Strategy.</p> <p>The Head of Sustainability and the Director of Estates presented the report and highlighted the following:</p> <ul style="list-style-type: none"> • Total energy consumption had decreased and energy efficiency was improving but absolute emissions were not reducing significantly, albeit against a backdrop of University growth. A step change in renewable energy generation, reduction of consumption and space utilisation would be required to reduce absolute emissions. • From October 2021, purchased electricity would be 100% renewable.

	<ul style="list-style-type: none"> Onsite renewable generation was increasing but remained small. The Energy Infrastructure Group (EIG) would continue to seek funding to increase onsite generation. The lockdown period had highlighted that baseload electricity demand constituted a large proportion of the total University electrical demand. Investigating this baseload demand and reducing this consumption would continue to be a key objective. Scope 1 and 2 energy-related carbon emissions only constituted a small proportion of the University's total carbon emissions. Programmes had been developed to better understand scope 3 emissions; this remained a significant piece of work. Estimates suggested that scope 3 emissions had reduced in 2019/20 through reduced commuting, construction work and printing. The team were supporting the University's submission to COP26 due to be held in November 2021. <p>The Committee noted the key points presented from the 2019/20 Annual Energy and Carbon Report and the update from the EIG. The progress made was acknowledged as was the magnitude of the challenge ahead.</p> <p>Equality, Diversity, and Inclusion (ED&I) implications and links to the overarching University strategy were discussed. Grounding the University's approach to sustainability in the Sustainable Development Goals (SDGs) would bring ED&I implications to the fore. These would be considered and referenced in the E&SS Strategy to be discussed at the upcoming informal session on 26 April. It was acknowledged that the E&SS Strategy would be fundamental to the delivery of the overall University 2030 strategy.</p>
048	<p>Reimagining Use of the Estate post-Covid-19</p> <p>The Head of Strategic Programmes and Governance, Estates and the Director of Estates presented the report (048-UEEC240321, Protected) and highlighted the following:</p> <ul style="list-style-type: none"> The scale of the climate emergency challenge had reinforced the need to rethink space utilisation and consider how assets could be used more intensively and effectively to support growing activity and an active and vibrant campus. A shift to a blended learning model and the rising value of small group teaching interactions would need to influence the focus for general purpose teaching space which constituted a small proportion of the estate footprint. Office spaces could be used differently and more intensively; recent staff surveys had highlighted a broad preference for a balance of remote and on-campus working albeit noting the importance of staff wellbeing, collaboration, and equality considerations. Several connected pieces of work were underway across the University, including: <ul style="list-style-type: none"> The development of a Hybrid working policy by HR. A Nudgeathon considering what a future day at Warwick could look like. Revisions to space principles to consider different models of occupation and promote the sharing of spaces for interdisciplinary and collaborative work. It was intended to develop a strategic approach to bring these connected strands together into an overarching programme over the next two years. This work was in early stages and input and insights were welcomed from the Committee. <p>The Committee discussed the following:</p> <ul style="list-style-type: none"> The acceleration to blended learning and hybrid working models presented a huge and exciting opportunity for this work. A granular understanding of how staff had worked over the last year and what they had missed from face-to-face interaction would be key to understanding how new patterns of work could inform how spaces would be used on campus. Changes to the estate could also influence ways of working. It would be critical to undertake a programme of this nature along with the University community and for it to be aligned and aided by IT and technology enablers.

	<ul style="list-style-type: none"> • A movement to less space overall (which would support a reduced carbon footprint) but more collaboration spaces which could serve multiple purposes, support new ways of working, learning and research and remove boundaries between spaces. Buildings could have different uses within them; it would be important to achieve the right mix of flexibility and sense of place. • The masterplan included 'hub' or 'anchor' destinations on campus as spaces accessible to any type of user which would be supported by retail space given expected higher footfall. • Learning from other colleagues in the sector could provide valuable insights. The Committee was assured that conversations were already ongoing with space managers at other universities and with sector associations. Commercial examples would also be sought. <p>The Director of Estates and Head of Strategic Programmes and Governance, Estates thanked the Committee for their valuable input.</p>
Committee Reports	
049	<p>Report from the Capital, Space and Amenities Group</p> <p>The Provost presented the report (049-UEEC240321, Protected) from CSAG, referencing the light touch Annual Accommodation Round (AAR) and the ongoing work on Space Principles which would start to signal intent towards further action outlined under item 048.</p>
050	<p>Report from the Quality and Design Sub-Group</p> <p>The Director of Estates presented the report (050-UEEC240321, Protected) from QDSG and highlighted the following:</p> <ul style="list-style-type: none"> • The use of the Placemaking Guide checklist as a tool to measure compliance across design criteria was discussed. • [Exempt information not included] • Sue Emms (BDP) and Professor Naomi Brookes had been welcomed to QDSG as members. Suitable representatives for the two independent membership vacancies were being sought. <p>The Committee noted the report. It was requested that further discussion be held on the Piazza sails.</p> <p>ACTION: [Exempt information not included]</p>
<i>Items below this line were received and noted without discussion</i>	
Estate	
051	<p>Capital Programme: Major Projects Status Report (RAG)</p> <p>The report on the status of major capital projects currently in progress (051-UEEC240321, Protected) was received and noted.</p>
052	<p>Property, Land and Titles</p> <p>The report on priorities for land and property purchases and developments (052-UEEC240321, Protected), was received and noted.</p>
Governance	
053	<p>Naming of University Buildings Policy</p> <p>The Naming of University Buildings Policy (053-UEEC240321, Protected), was received and noted.</p>
Closing Business	
054	<p>Any other business</p> <p>There was no other business.</p>
<p>CLOSE BY 12:30</p> <p>Next (formal) meeting: 10:30, Wednesday 23 June 2021</p>	

DECISIONS AND ACTIONS

ITEM	DECISION/ACTION	LEAD AND DUE DATE	STATUS
2018-19			
20 June 2019			
049a – Draft Energy and Infrastructure Strategy	ACTION (1): 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	ACTION: 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)
2019-20			
15 January 2020			
024 – Estate Management Record and KPIs	ACTION: 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	To be scheduled
026 – Report from the Capital, Space and Amenities Group	ACTION: 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
24 June 2020			
048 - Minutes of the Meeting Held on 15 January 2020	ACTION: Report on energy use and efficiency and an update from the Climate Emergency Taskforce to be brought to a future meeting.	James Breckon, Chris Ennew, TBC	Complete – presented on 24 March 2021
2020-21			
26 January 2021			
Report from the External Review of the University's Fire Risk Management System	ACTION: Regular updates on fire risk management to be shared with the Committee.	James, Breckon, John Phillips, Simon Watson	Ongoing
24 March 2021			
045 - Director of Estates Update	ACTION: [Exempt information not included]	James Breckon	
046 - Development Progress at Wellesbourne Campus	ACTION: Director of Wellesbourne to discuss the Campus strategy and plans further with Sue Emms (BDP).	Martin Yardley, ASAP	Complete
050 - Report from the Quality and Design Sub-Group	ACTION: [Exempt information not included]	James Breckon, ASAP	[Exempt information not included]