

UNIVERSITY OF WARWICK

Open Minutes from the Meeting of the University Estate Committee held on 18  
March 2015

- Present: Mr G Howells (Chair), Mr R Ankcorn (Democracy and Development Officer, Students' Union), Professor D Elmes, Professor L Young (Pro-Vice-Chancellor (Academic Planning and Resources)).
- Apologies: Mr P Dunne, Ms P Egan, Mr W Heynes, Professor S Hand, Ms J Horsburgh, Mr H Rowles, Mr K Sloan, Ms C Turhan.
- In Attendance: Mr J Breckon (Director of Estates and Secretary), Mr C Carrington (Deputy Director of Estates and Capital Programme Director), Ms R Drinkwater (Group Finance Director), Mr K Edwards (Chief Finance Officer, Estates), Professor D Haddleton, Ms K Hughes (Partnerships Director (External Affairs)) (for item 51/14-15 only), Mrs K Jenkins (Assistant Registrar (Strategic Planning & Analytics) and Acting Assistant Secretary), Dr E Melia (Senior Assistant Registrar (Space Management and Timetabling)), Ms L Pride (Development Plan Architect), Mr R Wilson (Director of Business Development (Real Estate), Campus and Commercial Services Group).

*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.*

45/14-15 Minutes

RESOLVED:

That the minutes of the meeting of the University Estate Committee held on 29 January 2015 be approved.

46/14-15 Conflicts of Interest

REPORTED:

That, should any members or attendees of the University Estate Committee have any conflicts of interest relating to agenda items for the meeting, they should be declared in accordance with the CUC Guide for Members of Higher Education Governing Bodies in the UK.

NOTE: No declarations were made.

47/14-15 National Automotive Innovation Centre Value Engineering (minute 37/14-15 referred)

REPORTED: (by the Deputy Director of Estates and Capital Programme Director)

- (a) That a sample of the proposed mesh façade intended to deliver savings on the overall project was expected to be available for inspection within a couple of weeks;

(b) That the Quality and Design Sub-Group (QDSG) would consider the sample of the mesh façade for approval as part of their value engineering remit;

(c) That the choice of the building's façade could affect the design of its overall foundations and therefore a decision would be required promptly;

(by the Director of Estates)

(d) That consideration would also need to be given to the design of the building's façade from a commercial perspective.

48/14-15 Conference Facility (minute 23/14-15 referred)

REPORTED: (by the Director of Estates)

(a) That, at its meeting held on 17 March 2015, the Finance and General Purposes Committee had approved the design for the flat floor conference facility to be developed to the next stage;

(by the Group Finance Director)

(b) That the Radcliffe Conference Centre, on which the flat-floor conference facility would be dependent for its operation, was to be renovated thus extending its lifespan by 15 years;

(c) That, while Finance and General Purposes Committee had recommended the funding of 50 additional bedrooms at Scarman House Conference Centre to be constructed in 2015, there was a requirement to consider the long term strategy for both Arden House and Radcliffe Conference Centre before the end of their current lifespans are reached.

RESOLVED:

That a detailed update on scope, design and purpose of the flat-floor conference facility be brought to the next meeting of the University Estate Committee, scheduled for Thursday 4 June 2015.

49/14-15 National Automotive Innovation Centre Contract

REPORTED: (by the Chair)

(a) That the Development and Funding Agreement and Agreement to Lease between JLR/TMETC and the University were all signed on 26 February 2015;

(b) That the Building Contract with the contractor was not yet signed and work was still being undertaken on the terms and conditions;

(by the Deputy Director of Estates and Capital Programme Director)

- (c) That the University and JLR had appointed separate consultants for the fit out of the respective areas of the NAIC building;

(by the Group Finance Director)

- (d) That HEFCE had been informed that the overall project timings were slightly delayed, but no response had yet been received;

(by the Director of Estates)

- (e) That work was scheduled to commence on site in seven weeks' time.

50/14-15 Reorganisation of the Estates Office

REPORTED: (by the Director of Estates)

- (a) That, following stakeholder consultation and peer comparisons, a reorganisation of the Estates Office had been initiated to reflect the magnitude of capital works being undertaken across the campus;
- (b) That the Maintenance structure was to be retained, while headcount would be increased in the Projects Team, together with a refocussing of the Finance section;

(by Professor D Elmes)

- (c) That the Prezi entitled "The 2015 Estates Journey" available on the Estates Office website was very effective in communicating the objectives and challenges faced by the Estates Office.

RESOLVED:

That an update paper on the reorganisation of the Estates Office be brought to the next meeting of the University Estate Committee, scheduled for Thursday 4 June 2015.

51/14-15 Wellesbourne Campus

RECEIVED:

An update paper on the Wellesbourne campus from the Partnerships Director (External Affairs) and the Director of Estates (paper UEC.27/14-15 (FGPC.40/14-15) {restricted}).

REPORTED:

[Exempt information not included]

52/14-15 Car Parking (minute 38/14-15 referred)

CONSIDERED:

An update on car parking developments across Main Campus and Gibbet Hill Campus (paper UEC.21/14-15).

REPORTED: (by the Director of Estates)

- (a) That the most advantageous tendered cost for the proposal for Car Park 1a was not considered acceptable value for money, and therefore alternative solutions were to be considered;
- (b) That short term solutions, such as shuttle buses from other car parks, had been considered while working towards a longer term plan;

(by the Development Plan Architect)

- (c) That the proposal to develop further surface car parking around the Gibbet Hill site would significantly impact upon valuable landscape;

(by the Pro-Vice-Chancellor (Academic Planning and Resources))

- (d) That both staff and student satisfaction feedback strongly referenced the lack of sufficient parking available at Gibbet Hill campus.

RESOLVED:

- (a) That the progression of early designs and a planning application for surface car parking extensions to Car Park 1 and other areas of Gibbet Hill Campus to provide at least 100 spaces in place of the previous approved multi-deck extension to Car Park 1A, be approved;
- (b) That further exploration of alternative car parking solutions on Main Campus be considered to alleviate the short term pressures on parking.

53/14-15 Condition Survey (minute 28/14-15 referred)

CONSIDERED:

An update on the development of a new condition survey for the University's estate (paper UEC.22/14-15).

REPORTED:

- (a) That at its meeting on 10 December 2014 the Committee resolved that the Asset Management Director develop some initial ideas on the development of a new condition survey for the University's estate;

(by the Chief Finance Officer, Estates)

- (b) That the new property condition survey would form the basis of longer term property planning at the University, and would include the Wellesbourne Campus;
- (c) That good practice indicated the cycle of condition surveys should be every five years, but that newer buildings could be reviewed every seven years;
- (d) That there was a desire to move towards a preventative approach in order to tackle issues with properties before reaching the end of their lifespan;
- (e) That, while it was important to commence the condition survey as soon as possible, consideration towards the ease of access to buildings was required, particularly when Conference bookings could be in place up to two years in advance;

(by the Development Plan Architect)

- (f) That the condition surveys would provide useful information for the University Masterplan, particularly if current building condition and future use were both to be considered;

(by the Director of Estates)

- (g) That space utilisation needed to be considered alongside the results of condition surveys when the potential for new buildings and refurbishment were discussed;

(by the Pro-Vice-Chancellor (Academic Planning and Resources))

- (h) That the prioritisation and scheduling of condition surveys was critical, noting the limited value of survey outcomes for buildings where particular issues were already known to exist;

(by the Director of Business Development (Real Estate), Campus and Commercial Services Group)

- (i) That, while a condition survey would provide excellent information regarding University property, significant resource was still required to take action in all areas identified;

(by Professor D Elmes)

- (j) That condition surveys would identify and provide a better understanding of the opportunities presented within existing buildings;

(by the Chair)

- (k) That the University required a strategy for both the quantity and quality of its accommodation, given the finite level of resources available;

(by Professor D Haddleton)

- (l) That the energy efficiency of buildings should also be considered as part of the new property condition survey;

(by the Senior Assistant Registrar (Space Management and Timetabling))

- (m) That consideration should be given to how the Capital Space & Amenities Group (CSAG) would allocate space as a result of maintenance requirements, for example, decant space for departmental moves.

RESOLVED:

- (a) That a prioritised plan of condition surveys across the estate with financial implications be considered at the next meeting of the University Estate Committee, scheduled for Thursday 4 June 2015;
- (b) That a proposed framework for the new property condition survey be created and shared with the University Estate Committee at a future meeting.

RECOMMENDED: (to the University Executive)

That a set of property condition surveys be procured on an annual basis to address the need for more detailed information about the status of its assets with new surveys prioritised to address specific areas of concern.

54/14-15 Energy and Sustainability (minute 29/14-15 referred)

CONSIDERED:

A paper on the HEFCE Policy Framework on Sustainable Development in Higher Education as considered by the Steering Committee on 2 March 2015 (paper UEC.23/14-15 (SC.96/14-15)).

REPORTED:

- (a) That at its meeting on 10 December 2014 the University Estates Committee resolved that the Director of Estates and Asset Management Director consider carbon targets, noting the work of the Carbon Challenge Group and points raised at the meeting and report to a future meeting of the Committee.

(by the Director of Estates)

- (b) That the HEFCE Policy Framework on sustainable development in higher education was published by the HEFCE to enthuse and encourage change;
- (c) That there was a potential linkage of the HEFCE funding to the University's sustainability performance;

(by Professor D Elmes)

- (d) That the University had already used its performance in this area to successfully obtain awards and grants, and that future opportunities to access funding would feedback into research and teaching, extending the engagement of sustainability with the curriculum;

(by the Pro-Vice-Chancellor (Academic Planning and Resources))

- (e) That the partnership with Monash University demonstrated the integration of research and sustainability;
- (f) That the Students' Union had undertaken projects on sustainability that could be integrated within the University's overall strategy for this area;

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

- (g) That there was a requirement for a clear articulation of the University's strategy for sustainability and carbon reduction;
- (h) That, in the absence of tangible goals for carbon reduction, discussion would continue without significant action;

(by Professor D Haddleton)

- (i) That the Estates Office had the opportunity to interact further with the academic expertise available at the University in the area of sustainability.

RESOLVED:

That the Director of Estates consider the scope and targets for the University's sustainability performance and report to a future meeting of the University Estate Committee.

55/14-15 Capital Programme Boards (minute 20/14-15 referred)

CONSIDERED:

A proposal for the development of capital programme boards and governance of capital project development and decision making (paper UEC.26/14-15).

REPORTED: (by the Director of Estates)

- (a) That the proposal for the development of Capital Programme Boards would create efficiencies by reducing the number of Project Progressing Groups (PPGs) and enable better delivery to the customers of the Estates Office;
- (b) That projects would be managed by the relevant Capital Programme Board following the approval of design and budget;

- (c) That the NAIC project was of sufficient size and complexity to merit its own PPG;

(by the Development Plan Architect)

- (d) That, from the point of view of the University's Masterplan, the Capital Programme Boards would require oversight to ensure that they all considered the variety of public works that would cross all of the Boards;

(by the Pro-Vice-Chancellor (Academic Planning and Resources))

- (e) That the Capital Programme Boards would bring coherence to academic, commercial and administrative requirements;

(by the Senior Assistant Registrar (Space Management and Timetabling))

- (f) That appropriate representation was being sought to ensure consistency in membership across the Capital Programme Boards;

- (g) That Financial Procedure 18 (FP18) would subsequently be reformed to reflect the introduction of the Capital Programme Boards;

(by the Group Finance Director)

- (h) That she was working with the Chief Finance Officer, Estates, to establish how budgetary controls would be exercised within the proposed new structure.

**RECOMMENDED:** (to the Steering Committee)

That the proposal for the establishment of Capital Programme Boards to govern and oversee the delivery of approved capital projects be approved in principle. Further development is required to further define membership and allocation of projects to programmes.

#### 56/14-15 Capital Projects

RECEIVED:

The Estates Office Capital Projects report, detailing (i) progress on major capital projects and associated issues with programme delivery and (ii) the status for each Project Progressing Group (paper UEC.24/14-15).

REPORTED: (by the Deputy Director of Estates and Capital Programme Director)

- (a) That a feasibility proposal for the Hurst/Redfern development to provide over 600 student rooms had been completed, and that the style of the development was yet to be agreed;

- (b) That it was important for a clear and robust design brief to be agreed as early as possible with academic input, prior to its consideration through the governance process;
- (c) That the design team responsible for the new Plaza was to be appointed to oversee the development of the Arts Centre;

(by the Development Plan Architect)

- (d) That the design of the Arts Centre development needed to be well integrated with the new Plaza, and that long term vehicular access to the Arts Centre should also be considered;

(by the Group Finance Director)

- (e) That significant variation within the townhouse and apartment model for new student residences on the Hurst/Redfern site would inflate the estimated costs of the development;

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

- (f) That, while the townhouse and apartment model for student residences was aspirational, the importance of being located on campus for students outweighed the need for the most ideal configuration of student accommodation, particularly considering the associated prohibitive costs;

(by the Director of Estates)

- (g) That the student body should be further consulted on their priorities for any new student accommodation;

(by the Chair)

- (h) That long term consideration should be given to the opportunities for internal reconfiguration, should future requirements of the student residences change.

#### 57/14-15 Wider Impact of Capital Developments

REPORTED: (by the Democracy and Development Officer)

- (a) That he would welcome a standing item on the wider impact of capital developments on campus, including road networks, public realm, and communications;

(by the Pro-Vice-Chancellor (Academic Planning and Resources))

- (b) That greater engagement with the student body regarding the communication of the Capital Plan was being sought by the Marketing Communications team;

(by Professor D Elmes)

- (c) That he anticipated that greater communication of the expected end date of each project would assist tolerance levels from those impacted.

58/14-15 Capital, Space and Amenities Group

RECEIVED:

A report summarising the main items of business from the meeting of the Capital, Space and Amenities Group held on 28 January 2015 (paper UEC.25/14-15).

59/14-15 Date of the Next Meeting

REPORTED:

That the next meeting of the University Estate Committee would take place on Thursday 4 June 2015 at 2.00pm in the Council Chamber, Senate House.