

UNIVERSITY OF WARWICK

Minutes from the Meeting of the University Estate Committee held on 4 June 2015

Present: Mr G Howells (Chair), Mr R Ankcorn (Democracy and Development Officer, Students' Union), Professor D Elmes, Professor S Hand, Mr K Sloan (Registrar and Chief Operating Officer) (from item 65/14-15), Ms C Turhan (President, Students' Union).

Apologies: Ms R Drinkwater, Mr P Dunne, Ms P Egan, Professor D Haddleton, Professor L Young.

In Attendance: Mr J Breckon (Director of Estates and Secretary), Mr C Carrington (Deputy Director of Estates and Capital Programme Director), Mr K Edwards (Chief Finance Officer, Estates), Mr W Heynes (Operations Director, Estates), Ms J Horsburgh (Deputy Registrar) (until item 64/14-15), Dr E Melia (Senior Assistant Registrar (Space Management and Timetabling)), Mr H Rowles (Assistant Registrar (Space Management and Timetabling) and Assistant Secretary), Mr A Smith (Finance Director), Ms J Taylor (Architect, Estates) (for items 62/14-15- 63/14-15 and 68/14-15), Mr R Wilson (Director of Business Development (Real Estate), Campus and Commercial Services Group).

60/14-15 Minutes

RESOLVED:

That the minutes of the meeting of the University Estate Committee held on 18 March 2015 be approved subject to the following amendments, (additions underlined, ~~deletions struck through~~):

56/14-15 Capital Projects

(...)

- (c) That the design team responsible for the Arts Centre project had been made aware of new Plaza was to be appointed to oversee the developments to the new Plaza of the Arts Centre.

(...)

61/14-15 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.

RECEIVED:

A report on the proposed masterplanning process for the Gibbet Hill Campus, as set out in paper UEC.34/14-15.

REPORTED: (by the Architect (Estates Office))

- (a) That the Estates Office was in the process of recruiting the masterplanning team for the Gibbet Hill campus, with work starting early July and completion by early November 2015.
- (b) That Gibbet Hill had been developed in a piecemeal manner over its lifetime, noting that a strategic review was required to ensure that the campus continued to meet the requirements of the School of Life Sciences (SLS) and Warwick Medical School (WMS).
- (c) That services on the site were beginning to reach capacity, noting that decisions would need to be made about the renovation or demolition of several buildings on the site.
- (d) That the process provided an opportunity to fully review the use of the site for learning, teaching and research and ensure that it was fully fit for purpose.
- (e) That the masterplanning team would work with SLS and WMS to support them and ensure that their strategies were aligned with the development of the campus and the University strategy and wider masterplan.
- (f) That the process would provide the opportunity to develop a sustainable legacy on the site.
- (g) That work would be undertaken to consider the size and capacity of the site and its fitness for purpose based on sector benchmarking data.

(by the Deputy Registrar)

- (h) That the Academic Resourcing Committee (ARC) planning process would need to be incorporated to ensure the masterplan aligned with strategic planning objectives.
- (i) That the Gibbet Hill campus had a defined and limited footprint, restricting on the scope of future development.

(by the Director of Estates)

- (j) That the Estates Office had liaised with the Dean of WMS, the Head of SLS and the Provost to scope the anticipated future size and space requirements of the Schools.
- (k) That there was an urgent need to develop additional laboratory space.

- (l) That part of the process would include modelling the relocation of one of the Schools away from the Gibbet Hill campus.

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

- (m) That there had been a substantial increase in the number of staff accommodated on the Gibbet Hill site as activity had been relocated from Wellesbourne.

(by Professor D Elmes)

- (n) That links to the University Hospital site also needed to be considered as part of the masterplanning process.

(by the Chair)

- (o) That the masterplan would need to ensure that any development did not limit the possibilities for future growth on the site.

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

- (p) That the site was at capacity based on the current masterplan approved by the local authorities.

RESOLVED:

That the masterplanning team be encouraged to consider the development of the Gibbet Hill site at a strategic and holistic level.

RECOMMENDED: (to the Academic Resourcing Committee)

That the Academic Resourcing Committee consider the planned size and shape of the School of Life Sciences and Warwick Medical School to provide guidance to the masterplanning team.

63/14-15 Humanities Forum

RECEIVED:

An update presentation from the Architect (Estates Office) on the Humanities Forum.

REPORTED: (by the Architect (Estates Office))

- (a) That the Humanities Forum was included in the University's capital plan from 2019, noting that this period allowed for detailed scoping and planning of the building.
- (b) That work was being carried out on the business case for the building, noting that this would be presented to the Capital, Space and Amenities Group for initial consideration in October 2015.
- (c) That a series of workshops had been undertaken to consult with staff and students in the Faculty to identify uses of space and the ways in which a new building could facilitate new teaching and research.

- (d) That an initial site appraisal had been carried out to identify potential locations for the building, noting that this would help to inform the business case.
- (e) That after applying a range of scoring metrics, three sites had been identified as being preferable:
 - (i) Site of Car Park 7
 - (A) That Car Park 7 required significant investment to allow it to remain in use, noting that its location was contrary to the University's longer-term plans to move car parking away from the centre of campus.
 - (B) That building the Humanities Forum on this site would allow the creation of a "cultural quarter" on Campus, incorporating the Arts Centre and the new Teaching and Learning Building.
 - (C) That closing Car Park 7 would create issues for parking for the Arts Centre, particularly for visitors requiring accessible parking.
 - (ii) Site of Current Sports Centre
 - (A) That the Sports Centre was due to be replaced by a new Sports Hub on Warwickshire land.
 - (iii) Site of Radcliffe Conference Centre
 - (A) That this site would allow for the development of the flow of academic activity into the Warwickshire land in line with the masterplan for the campus.

(by the Deputy Registrar)

- (f) That the Library was the same age as the current Humanities building, noting that it would be necessary to assess the condition of the Library building and any other buildings of similar age and construction.

(by the Chair)

- (g) That the masterplan should inform the options for this project and other future capital developments as well as providing an indication of the overall capacity of each development site to ensure that the estate is being used efficiently.
- (h) That he welcomed the early planning for the Humanities Forum, noting that it allowed for the exploration of different options for the use of space.
- (i) That there were a number of external organisations with strong links to the University that would be happy to organise tours and showcase their newly developed spaces.

- (j) That there needed to be a strong local lead for the project, noting that this did not necessarily need to be a member of senior management.

(by Professor S Hand)

- (k) That the site of Car Park 7 was considered the obvious location by many staff in the Faculty, noting that this was in part due to its proximity to the current Humanities Building and the Arts Centre.
- (l) That staff and students needed to be encouraged to be bold about their ideas for the use of space.

(by the Registrar and Chief Operating Officer)

- (m) That it was important that staff and students considering the Humanities Building were not limited by the experience of existing academic buildings and that other examples of design and configuration also influenced expectations.
- (n) That it could be useful to consult with Warwick Alumni and former staff members to canvas their views on the current Humanities Building and the spaces in which they now worked.
- (o) That it would be helpful to encourage staff to visit other buildings and institutions themselves to help them develop ideas about potential uses of space.

(by the President of the Students' Union)

- (p) That the transient nature of the student body required that consultation and engagement was ongoing throughout the lifetime of the project.

64/14-15 Car Parking (minute 52/14-15 referred)

RECEIVED:

An oral report from the Operations Director (Estates) on alternative car parking solutions on main campus. An annotated campus map indicating the proposed locations and capacities of additional short-term car parking as set out in paper UEC.37.14-15 tabled at the meeting.

REPORTED: (by the Operations Director (Estates Office))

- (a) That the proposals outlined short-term capacity increases in car parking over the next six months.
- (b) That only the Gibbet Hill site would be a permanent car park, noting that this would be situated to the south end of the site, between the boundary planting and existing buildings.
- (c) That the construction of the Gibbet Hill car park would involve the removal of a small number of trees from the site.

- (d) That the Gibbet Hill car park would provide capacity for the start of the 2015/16 academic year, while the other car parks would provide parking during peak periods over the summer.
- (e) That temporary lighting would be installed where required, noting that the temporary car parks would not be covered by CCTV.
- (f) That a shuttle bus would be in operation between the Energy Centre car park and main campus.

(by the Registrar and Chief Operating Officer)

- (g) That if required the temporary car parks could be opened only during office hours.
- (h) That the spaces would be allocated and used in accordance with the current car parking policy.

(by the Director of Estates)

- (i) That a tree survey was about to be initiated as requested by the Vice-Chancellor, noting that the University planted more trees than it removed on any project.
- (j) That the additional spaces to be provided by the new car parks would be within the allowance of spaces indicated in the Travel Plan agreed with the local authorities.
- (k) That the construction of the new Sherbourne residences would involve the removal of some parking spaces.

65/14-15 Condition Survey

CONSIDERED:

A report from the Operations Director (Estates Office) on the development of a new set of annual condition surveys as set out in paper UEC.31/14-15.

REPORTED: (by the Operations Director (Estates Office))

- (a) That a full catalogue of assets would be compiled as part of the condition survey.
- (b) That the initial surveys would include a visual inspection of structural condition, noting that further assessment would then be carried out if deemed appropriate.
- (c) That the surveys would aim to assess the cost of operation of each building by considering items such as insulation.
- (d) That the prioritisation of the surveys was not yet complete but would be available for the next meeting of the Committee.
- (e) That the surveys would be undertaken on a rolling basis, covering 20% of the estate per annum.

(by the Registrar and Chief Operating Officer)

- (f) That it would be helpful to have a single-sided visual representation of Estates processes.

(by Professor D Elmes)

- (g) That it would be important to ensure consistency in any energy and sustainability measures.
- (h) That it would be important to consider buildings in the context of their integration with the wider estate and not just in isolation.

(by the Chair)

- (i) That it would be helpful to see a visual representation of the completed condition survey as a heat map of campus.

RESOLVED:

- (a) That the finalised details of the prioritisation of the condition survey be considered at the next meeting of the Committee.
- (b) That the Director of Estates produce a graphic to illustrate the relationship between all estates processes for the next meeting of the Committee.

66/14-15 Capital Plan Update

CONSIDERED:

A Capital Plan report, detailing progress on major capital projects and associated issues with programme delivery and the status for each Project Progressing Group as set out in paper UEC.29/14-15.

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

- (a) That there were significant concerns about the completion of WBS Phase 3b and the subsequent refurbishment works of WBS 3a, noting that this created a high risk for the planned reorganisation of the Faculty of Social Sciences.
- (b) That the National Automotive Innovation Centre (NAIC) was slightly behind schedule, noting that completion was still planned to be July 2017.
- (c) That further work was still required to realise all of the Value Engineering opportunities on the NAIC project.
- (d) That the new Teaching and Learning Building had reached the stage where the project needed to be considered by the Quality and Design Sub-Group (QDSG).
- (e) That WMG had received the HEFCE grant offer letter for a new steel research hub, noting that this could require the construction of a 3,500m² building in the near future.

(by the Director of Estates)

- (f) That the QDSG would need to be convened to consider the Mathematical Sciences Extension, Arts Centre, Sports Hub and Flat Floor Conference Facility.

(by the Registrar and Chief Operating Officer)

- (g) That the new Teaching and Learning Building had been planned in a way that was sympathetic to the site and retained the value of the setting.
- (h) That the Art Collection Committee (ACC) reported directly to Council, noting that consideration should be given to linkages between the ACC and the University Estate Committee.
- (i) That there was a discrete art collection budget.

(by Professor S Hand)

- (j) That there was a need to incorporate art into new buildings, noting that a budgetary requirement for art in new projects could be allocated.

RESOLVED

That the Quality and Design Sub-Group be convened to consider the Mathematical Sciences Extension, Arts Centre, Sports Hub and Flat Floor Conference Facility.

67/14-15 Conference Facility (minute 48/14-15 referred)

CONSIDERED:

A report on the scope, design and purpose of the flat-floor conference facility, as set out in paper UEC.30/14-15.

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

- (a) That the facility was in technical design, noting that there was commercial pressure to complete the project by August 2016.
- (b) That the work was progressing well and would be considered by the Quality and Design Sub-Group (QDSG).

RESOLVED:

That the proposals for the Conference Facility be approved, subject to consideration by the Quality and Design Sub-Group.

68/14-15 Space Norms

CONSIDERED:

Detailed Space Norms based on a series of reviews carried out by the Architect (Estates Office), as set out in paper UEC.33/14-15.

REPORTED: (by the Architect (Estates Office))

- (a) That the work had been undertaken to raise awareness of space and provide guidance to create inspiring environments.

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

- (b) That more work was required to provide final detail for more challenging spaces, particularly for types of space allocations for which the University had not previously had norms.
- (c) That teaching would need to be supported with access to additional spaces including small seminar rooms as offices were reduced in size.
- (d) That the aim was to increase the equity of access to PGR desk space across the University, recognising that the research practices in specific departments needed to be reflected in availability of desks.

RESOLVED:

- (a) That the space norms inform revised space management guidelines for the allocation of existing space to be communicated to Heads of Departments.
- (b) That the space norms be utilised to inform the feasibility and design of new buildings, including the Mathematical Sciences Extension and the Humanities Forum.

69/14-15 Energy and Sustainability (minute 54/14-15 referred)

CONSIDERED:

A report on the University's Sustainable Development Strategy, as set out in paper UEC.32/14-15.

RECEIVED:

A presentation from the Director of Estates and Energy Manager on Estates Office targets and measures for sustainability and energy efficiency.

REPORTED: (by the Director of Estates)

- (a) That the aim of the sustainable development strategy was to influence the wider agenda, not just hard targets relating to carbon.

(by the Head of Sustainability and Energy (Estates))

- (b) That the Estates Office had delivered £600k of carbon reduction projects this year.

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

- (c) That a performance specification for refurbishments was required.

(by Professor D Elmes)

- (d) That the campus needed to be considered as an integrated system, rather than a set of isolated buildings.

RESOLVED:

That a series of metrics and targets be prepared for the meeting of the University Estate Committee in February 2016.

70/14-15 Capital, Space and Amenities Group

RECEIVED:

A report summarising the main items of business from the meetings of the Capital, Space and Amenities Group held on 23 April and 11 May 2015 as set out in paper UEC.35/14-15.

71/14-15 Date of the Next Meeting

REPORTED:

That the next meeting of the University Estate Committee would take place on Wednesday 21 October 2015 at 9.00am in the Council Chamber, Senate House.