

## Westminster Higher Education Forum policy conference:

### Next steps for university estates in the UK

Timing: Morning, Wednesday, 8<sup>th</sup> July 2026

\*\*\*Taking Place Online\*\*\*



WESTMINSTER  
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FORUM

Draft agenda subject to change

- 8.30 Registration
- 9.00 **Chair's opening remarks**  
Senior Parliamentarian
- 9.05 **Assessing strategic priorities for university estates in the UK**  
**Jane Harrison-White**, Executive Director, Association of University Directors of Estates  
Questions and comments from the floor
- 9.30 **Key considerations for estates planning, financial sustainability and long-term investment**  
*aligning estates strategy with institutional missions under financial constraint | portfolio rationalisation and improving utilisation across teaching, research and residential space | utilising estates data and evidence to support long-term investment decisions | prioritising capital investment, backlog maintenance and compliance risk | integrating estates planning with place-based strategy, planning policy and regional growth | delivery models, procurement routes, phasing and risk management for large programmes | board-level governance and assurance for major estates decisions | planning reform and regional growth*  
Senior representative, university  
Senior representative, finance  
Senior representative, construction  
Senior commentator  
Questions and comments from the floor
- 10.15 **Supporting renewable energy transitions and net zero delivery**  
Senior representative, energy
- 10.25 **Strategies for supporting decarbonisation and improving climate resilience across university estates**  
*translating net zero commitments into deliverable estates programmes | balancing carbon ambitions with affordability and capital constraints | performance measurement, verification and closing the design-operate gap | integrating climate resilience and adaptation into decarbonisation plans | managing disruption, phasing works and maintaining service continuity on live campuses | building estates capability, skills and supply chain capacity to deliver at scale*  
**Kelly Crews**, Head, Decarbonisation, Willmott Dixon  
Senior representative, university  
Senior commentator
- 10.40 Questions and comments from the floor
- 11.05 **Chair's closing remarks**  
Senior Parliamentarian
- 11.10 Break
- 11.20 **Chair's opening remarks**  
Senior Parliamentarian
- 11.25 **Strategic priorities for digital estates and internationalisation**  
**James Clay**, Head, Higher Education and Student Experience, Jisc
- 11.35 **Developing digital estates and smart campuses**  
*estates data governance and integration across systems | interoperability and standards for joined-up planning | analytics, performance monitoring and closing the design-operate gap | linking estates, carbon and financial data to support investment decisions | cyber security, data protection and operational technology risk | capability-building, procurement and change management for digital estates delivery | supporting transnational provision through digital strategies*  
Senior representative, university  
Senior representative, technology  
Senior commentator
- 11.50 Questions and comments from the floor
- 12.15 **Supporting teaching quality, accessibility and student experience through the estate**  
*accessibility and inclusive design across the campus estate | learning spaces, pedagogy and teaching quality | widening participation, commuter students and cost-of-living pressures | digital and physical accessibility in blended and flexible learning environments | managing estate change while protecting continuity of student experience | civic responsibility, community access and shared use of university space | governance, transparency and accountability for student-focused estates decisions*  
Senior representative, university  
Senior representative, students  
Senior representative, local authority  
Senior commentator  
Questions and comments from the floor
- 13.00 **Chair's and Westminster Higher Education Forum closing remarks**  
Senior Parliamentarian  
**Sean Cudmore**, Westminster Higher Education Forum