

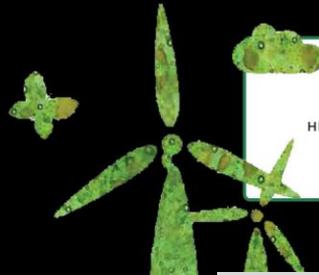


Green Gown  
Awards 2012

**Highly commended  
case study**

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# Worcestershire County Council and the University of Worcester

## Modernisation Effectiveness and Efficiency in the Estate

**Joined up thinking: How the hive delivers a shared vision between a university and county council for the benefit of the wider community**

### Section 1 About the project Summary

The Hive is Europe's first fully integrated, jointly funded university and public library in a £60m landmark BREEAM 'outstanding' building within a city regeneration zone.

It is an innovative partnership between the University of Worcester and Worcestershire County Council bringing together books, documents, archives, digital technology and services from both organisations. It also houses one of the country's largest children's libraries, council customer services, meeting rooms, study areas and a café.

### Project partners

The development of the Hive over 9 years from concept to completion demonstrates outstanding depth of multi-agency partnership, in particular with Worcestershire County Council, but also with the City Council, HEFCE, DCMS, and the RDA.

There has also been active engagement with future stakeholders and users of the Hive throughout its development including an access group to ensure outstanding facilities and ease of use for all with disabilities; consultation with children; as well as broad community discussion.

### Section 2 The results The problem

The distinctive and ambitious nature of the project brought together two public bodies wishing to enhance the services provided to the wider community. Central to this ambition was a vision that recognised the integration of the partners' five separate services: university and public libraries, customer service centre, historic archive and archaeology services would enable better access to services for all, more efficient use



University  
of Worcester

#### Profile

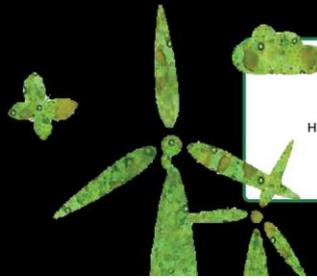
- University of Worcester
- 10,000 students (includes full and part time students)
- 1,000 staff
- Urban



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of assets and a significantly lower carbon footprint than normal. The synergies offered in the development and delivery of a shared facility with integration of services and shared staffing, would also maximise value for money in both capital investment and revenue expenditure.

The vision set out a route for The Hive to become a model for cross-sector partnership, delivering a modern approach to public sector services, and defining a university in the 21st century genuinely serving its regional community.

### The approach

A Joint Project Team (JPT) was assembled to represent the five services that were to constitute The Hive. The development process was created and managed by a Project and a Design Manager answerable to the high level Partnership Project Board. Central to the process was a commitment by all to openness and to a sharing of concerns, ideas and ethos. The early focus was upon establishing core values. This was achieved by identifying the key aspects of each service, from which operational synergies and common philosophies emerged.

The emphasis was upon the nature and value of the services to be provided. The process was wide ranging including the longevity of the printed word and appropriate architectural style. This process convinced the Project Partners that the concept of a fully integrated set of services, easily accessible on one site, could be translated into a viable and sustainable project. The JPT went on to be fully involved in all subsequent stages of the project development from community consultation, creating a unique 160 page detailed design statement, PFI stages, through to construction.

### Our goals

The vision for the Hive is to inspire people into learning, creating a democratic, civic space with fundamental principles of inclusion and access. It is a regional hub for education, research, business and cultural experiences, attracting people who have not traditionally enrolled in a library: to raise aspirations, and forge links between the university, people and organisations.

### Obstacles and solutions

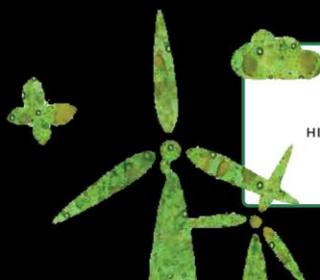
<b>TRUE PARTNERS:</b>	The approach to integration of public services and university requirements is believed to be completely transferable. Success is largely dependent upon creating and maintaining good partnership commitment.
<b>TRANSFERABLE APPROACH:</b>	The design, environmental and service quality of the preferred bidders proposal is exceptional. This is due to the overall approach taken. The experience should be directly transferable to any PFI proposal for a major public building.
<b>PLANNED EXECUTION:</b>	Throughout the procurement and construction phases of the project all of the partners' project team participated fully in the competitive dialogue process and evolution of the final design. In parallel, it also developed the detail required for the integration of the services. This was achieved through a series of specialist work streams whose tasks included: ~ creation of an integrated library catalogue ~ protocols for access to stock through an Identity Management System. ~ a joint approach to management and support of ICT ~ a policy and programme for promoting Heritage and the Arts.



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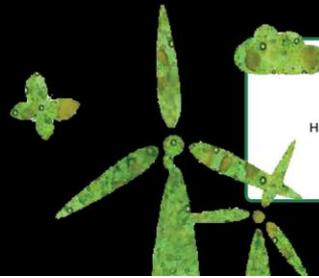


<b>USERS AT THE HEART:</b>	A design centred around the users' experience which has created spaces allowing for the integration of this unique mix of services in a highly accessible and inviting environment.
<b>REGENERATION FOCUS:</b>	A building and landscape of the highest design quality which makes a major contribution to the regeneration of a previously neglected area of Worcester.
<b>SUSTAINABLE:</b>	A facility which will provide services within a very low carbon footprint. Innovative use of technology has achieved a highly sustainable building solution awarded BREEAM Outstanding.
<b>SAVING LEARNINGS:</b>	The synergies created by co-location, integration and partnership working has meant a usable floor area of 10,500 sq metres was required, representing a space saving of 2,500 sq metres over individual facilities. This also represented a significant capital and revenue saving to all partners.
<b>LEADING THE WAY:</b>	This project is an exemplar of how the public and private sectors can work together to create an innovative solution providing benefit to all. It was the forerunner of the wider Worcestershire Capital and Asset Partnership which now has 17 public sector bodies working together to create benefits from co-location and sharing, which in turn, facilitates service transformation in front line services. This project was one of the reasons why Worcestershire was selected to work with the Department for Communities and Local Government as a Capital and Asset Pathfinder Wave 1 Authority, to identify and articulate the benefits partnership working and property rationalisation delivers
<b>PERCENT FOR ART:</b>	Divided resources between a community arts programme and commissioning major pieces of public art from nationally significant artists. The community arts programme principles were; participation based and involved communities learning new skills and taking part in activities, local and/or regionally based artists, each activity linked to at least one of the building values and one partner.
<b>ACCESSIBLE:</b>	A footbridge connects it directly to the City bus station serving the county wide bus network. Worcester railway station is a five minute walk away and is on the main London /Hereford rail route. Public transport is well placed to respond to demand for The Hive's services.
<b>CONTRACTUALLY BINDING:</b>	Contractually binding targets were set for CO <sub>2</sub> emissions, recycled content (WRAP), renewable energy and reductions in potable water consumption.
<b>SAVINGS:</b>	Savings are seen in floor area (a 20% saving in space requirements); capital synergy saving (£4.176 million - costs at February 2005 base date); revenue (saving of £267,547).

## Performance and results

Since full opening on July 2, the Hive has attracted over 320,000 visitors. Community impact can be measured by new library membership, (not university students): at 1 November, 9,881 new people had registered, an increase of 8,634 over the same period last year. Book borrowing by the community rose from 96,367 issues to 195,944, an increase of 103.3%.

A high number of users of the Hive are from low-income families, without a record of educational achievement. It is by design that the outstanding children's library is adjacent to the council customer service centre, attracting families who wouldn't normally use a library to use books and resources. The



historic role of a public library as a place of educational opportunity for those unable to afford a formal education is redefined through our joint university and public library in a way that offers a model of inclusion and access for others.

A wide range of voluntary groups use the Hive for meetings including the Alzheimer's Society, Rethink Mental Illness, Worcestershire Council for Youth Services, and Worcestershire Bat Group.

## Section 3 The future

### Lessons learned

The Hive is developing a new paradigm for academic libraries, and offers a model of collaboration between universities and local authorities which can be replicated wherever there is shared strategic vision.

Innovatory practice includes:

For the first time a university has worked as an equal partner with a public authority to create a stunning public children's and young people's library. Students following courses in children's literature, education, drama, digital media, youth and community, have opportunities to work directly with children, funded by our Outreach and Access Programme, genuinely earning while learning.

Developing a new model of library collection management to ensure students continue to have access to material they need for their course while promoting community access.

The Hive is open to all for more than 90 hours a week across a full calendar year, which is unsurprising for a university library, but is extremely rare for a community library.

Creating The Hive has involved bringing together staff from the university and public library to learn how to serve the needs of all users. This has been a cultural challenge for both sets of colleagues, but the outcome has been an extension of skills for all.

The Hive represents a model of shared services which demonstrates efficient use of resources. It is rediscovering or reinterpreting the library's historic role in facilitating access to learning in its widest and most inclusive sense, and is a tangible demonstration of the transformational benefit that a university can bring to society.

### Sharing your project

See our case study video

### What has it meant to your institution to be highly commended at the Green Gown Awards?

As a forward-thinking establishment, winning a Green Gown Award provides independent recognition of our commitment to delivering innovative and sustainable projects and solutions benefiting not only our students and staff but also the wider community.

### Further information

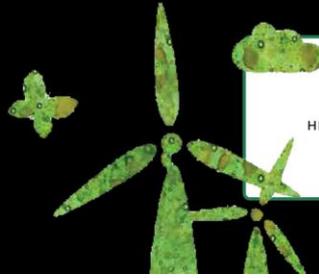
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