

# Estate Strategy

## Introduction

The process of developing the University of Hull's Estates Strategy has followed current HEFCE guidance (Estate Strategies, a Guide to Good Practice - HEFCE 00/04). In line with this guidance, a 'Scoping and Specification' document was produced for Senior Management in December 2011. This document builds on that specification and is structured in accordance with it.

The timing for producing a new Estate Strategy has been carefully considered. The current 2003 strategy has been regularly reviewed. Any estate strategy must be driven by clearly articulated academic and financial strategies. The University of Hull's Strategic Plan (2011-2015) was published in July 2011 and an investment strategy was approved by Council in June 2012. Other key inputs will come from the IT infrastructure plan and the Residences Strategy, the latter is currently in the development process. The Estate Strategy will cover the 4 year period 2012/13 to 2015/16

The demand side has been developed in one to one consultations with Faculty Deans and Departmental Heads over the last year. During the consultation process, over summer 2012, updated information will be sought from Faculties and Departments. Comparative demand side data has been drawn from the well developed Estates Management Statistics (EMS) data base, held by HESA for all UK Universities, and knowledge sources within the Facilities Directorate. An independent benchmarking exercise was also commissioned from independent consultants (Drivers Jonas Deloitte) which has informed the strategy (see attachment 1)

The potential actions on the supply side are comprehensively covered in the 2010 Master Plan. The master plan framework is sufficiently robust to cope with the demand over the next 5 years and probably beyond. The Master plan should be reviewed when briefing for projects such as Health West Campus and Creative Arts become clearer. Residence provision is subject to a separate strategic review. The University has commissioned Jones Lang LaSalle to facilitate our review and develop options for consideration by the University. This review commenced in September. Some strategic disposal opportunities may come forward for consideration over the period.

This document concentrates on the demand side of the Estates Strategy and alignment with the 5 year investment programme and Strategic Plan.

# The University of Hull

## Estate Strategy 2012 - 2016

### 1.0 Executive Summary

#### 1.1 Introduction

The Estate Strategy is aligned with the Strategic Plan and financial plan (including the University Investment Strategy). The University has funded estate developments at a lower level than sector norms over a number of years both as a proportion of income and as a % of Insured Replacement Value (the two major estate investment KPI measures monitored by HEFCE)

#### 1.2 Current Situation

The Campus is laid out on a 1960's master plan based on generally low-rise brick buildings set in a structured, landscaped public realm. The few recent insertions are of mixed quality. The former Lincoln University campus to the west has largely been sensitively refurbished and modernised although a number of semi derelict buildings remain which should be refurbished or demolished. The overall impression is that of an attractive campus University which is generally well maintained but has not had the levels of investment common in most of the HE sector over the last 10 years.

#### 1.3 Proposals

The emerging project proposals address the under-investment in the capital infrastructure in recent years. The plans represent a suitably proportioned plan for a University of this size, striking a balance between ambition, affordability and sustainability. Major projects identified include the University Library, one of the most important buildings in any University, which is in poor condition and below sector standards.

#### 1.4 Funding

Funding is dealt with in detail in the University Investment Strategy; approved by Council in July. Further capital funding by government is unlikely, however the University is concentrating efforts to improve fundraising. Our investment plans are now further supported by a new loan facility.

### 2.0 Linking Strategies, Mission and Finance

#### 2.1 University Strategic Objectives (From the University Strategic Plan 2011 – 2015)

The key strategic aims which will have a direct bearing on the Estate Strategy are:

- The University will grow its research and postgraduate streams and will require an attractive, functional and modern estate to attract excellent graduates and academic staff.
- The University recognises that the physical environment is an important part of the offer to students, to staff and to current and prospective partners and funders.
- The University aspiration is to develop the physical estate to properly reflect its status as an important regional and national University with a strong research and teaching reputation.

## 2.2 The University Strategic Plan

In terms of a direct response to the Strategic Plan 2011-16, the Estate Strategy will address all of the 5 'principles' underpinning the plan and has a direct contribution to make to 5 of the 17 key actions as follows:

1. 'Grow our research capacity, intensity, performance and reputation,' and in particular:
  - Improve and refurbish as necessary research areas in faculty buildings
  - Reorganise space to provide dedicated spaces for PGR students within faculty envelopes and in the Library.
  - Provide new buildings/spaces dedicated to research activity (e.g. Allam Building, developments for HYMS)
2. 'Deliver an exceptional student experience,' and in particular:
  - increase the size and quality of the student residence offer
  - improve further the catering offer on campus
  - provide first class learning spaces (see below Brynmor Jones Library)
  - work with the HUU to improve facilities in University House
3. 'Enhance our learning environment'
  - Deliver the mission critical Brynmor Jones Library project which will dramatically improve the learning infrastructure
  - Further improve the teaching accommodation by progressive refurbishment and improvement to teaching technology
4. 'Ensure academic, financial and environmental sustainability'
  - Implement the Carbon management Plan (2011) to reduce the University's CO2 emissions by 34% by 2020 from a 1990 baseline. (approx 6000t)
  - Actively pursue other elements of the environmental agenda and in particular encouraging behaviour change.
  - Bring forward proposals to increase income from commercial activity to support core activities
  - Bring about efficiency gains in space utilisation and optimisation. This will link to improvements in timetabling policies and processes
5. 'Develop infrastructure to provide competitive advantage'.
  - All of the above and in particular under items 1,2 and 3 will deliver on this action.

## 2.3 University Investment Strategy.

The University 'Investment Planning Strategy' covering the period 2011/12 – 2015/16 was presented to F&E Committee in April 2012 and approved by Council in July 2012. The University's financial plans and investment strategy reflect the known reduction in full time undergraduate numbers 2012/13, but reflect the Strategic Plan's objectives to secure future growth, particularly in research and post-graduate activity.

### **3.0 Estate Strategy context**

#### **3.1 Estate Strategy Objectives**

- The strategy will reflect the Strategic Plan at University and Faculty level
- The strategy will look to make best use of existing buildings whether as currently used or repurposed in response to changing needs. New buildings and the demolition of existing structures will be considered if this proves the most cost effective option.
- The strategy will seek to promote the efficient and effective use of space
- The strategy will drive reduction in carbon emissions, water usage and waste.

#### **3.2 Planned Changes in Business Activity**

The Estate strategy will reflect the University's Strategic Plan and financial projections. This will reflect lower full time undergraduate numbers and growth in post-graduate students and research activity.

#### **3.3 Changes in Academic Delivery Systems and Modes**

The University has already made significant progress in adjusting its academic delivery to the changed circumstances caused by sector expansion over the last period. Innovation in teaching methods will continue as the University expands its provision of blended and distance learning to support part-time provision.

The use of web-based learning material, digital transmission of coursework and media rich teaching methods will increase. IT infrastructure and the equipment specifications in teaching and learning spaces will continue to develop. This will have an impact of the balance of room sizes and configuration of teaching space.

#### **3.4 Locations and Sites**

The University is currently based on two sites; the main campus in Hull and the satellite campus at Scarborough. The University will consider strategic acquisitions on an ad-hoc basis should any sites or buildings adjacent to existing University property come to market. No strategic disposals are envisaged in the academic estate although existing isolated or redundant buildings should be considered for disposal again on an ad-hoc basis. This will apply to student residential accommodation and academic buildings. The University considers it has sufficient development sites for any emerging proposals at Hull.

#### **3.5 Constraints and Key Policies**

There are no particularly onerous planning constraints at either Hull or Scarborough. The Hull campus is in a flood risk area but development is not limited by this constraint.

The University is fully committed to carbon reduction targets in line with Government and HEFCE requirements and the strategy will reflect that commitment in terms of the investment levels required to meet these targets.

### **3.6 Master Planning**

The University zoning is generally logical and a full master planning exercise was completed in 2010. This provides a clear development framework in terms of demolitions, traffic and pedestrian flows, new-build and expansion sites.

The library project is of particular importance in this regard as it will make a significant contribution to unifying the two halves of the campus spatially due to its position at an important pedestrian 'cross-roads' in the centre of the campus.

### **3.7 Environmental Sustainability Strategy**

Carbon Dioxide reduction remains the focus of the HEFCE approach to environmental sustainability. Sustainability in this context is a much broader agenda however and the Estate Strategy will address other areas such as waste management, biodiversity, water use, and student and staff environmental awareness. The University approach to sustainability issues in building design and construction will also be considered.

The University Carbon Management Plan was approved in 2011. A first tranche of carbon reduction projects was completed in 2011 and a second tranche will progress in 2012 as part of the current approved capital plan.

The University of Hull Carbon Reduction Target is aligned with Government and HEFCE targets, which seek a 34% reduction in CO<sub>2</sub> emissions, from a 1990 baseline, by 2020. This translates into a saving of 6,662 tonnes of CO<sub>2</sub> on 2009/10 levels. This is an extremely ambitious target which will not be achieved without embedded behavioural change and investment in existing buildings, and procuring energy from renewable sources. The future legislative and financial impetus for carbon reduction is increasing unclear, as is the commitment by government to sustainability. This changing political environment will be monitored closely by the University.

## **4.0 Estate Data (with peer group comparisons) 2009/10 (latest comparative data)**

The national data set for Estate evaluation purposes is the Estate Management Statistics (EMS) which is now compiled and published by HESA. For the purposes of Capital Investment Framework 2 (CIF2) evaluation, HEFCE selected 15 key measures by which they judged individual institutions' performance.

The Hull data are set-out in appendix 1. The peer group set chosen for comparison purposes has been selected from the various peer groupings identified in the 2011 document 'A Profile of the University of Hull Part A dated 18 January 2011. The peer universities are similar in terms of the age of estate (i.e some pre-WW2 buildings but with a substantial number of 1960's and 1970's buildings) and to a degree by current mission and academic profile. The peer group set chosen for Estate Strategy purposes is:

The University of Bradford  
Brunel University  
The University of Essex  
The University of Keele

The University of Leicester  
The University of Reading  
The University of York

### **4.1 Investment level against peer universities**

A very relevant KPI (not included in the HEFCE set) is the relative investment levels in the University estate in £ per m<sup>2</sup> and £/FTE (student and staff). *Table removed.*

## 4.2 Benchmarking

Further peer group benchmarking has been carried out by Drivers Jonas Deloitte. The executive summary from that independent report states:

*‘Over the last decade the University has invested in its estate at the lowest rate (per student) of its peer group average: on average across this period, at c. £600 per FTE student per annum compared to c. £1,300 for its peer group. By comparison, for current student numbers, this represents ‘underinvestment’ of £10.5m per annum below the peer group mean. Building condition has been maintained, but the University lags behind its peers in terms of functional suitability’*

## 5.0 Hull Campus Estate Strategy

An extensive consultation with faculties and departments was carried out in autumn 2011, to identify estates needs. This exercise has been reviewed and updated throughout 2012, to reflect the input of new deans and other key post-holders. The emerging headlines are outlined below.

### 5.1 Faculty Requirements/Issues

#### 5.1.1 Arts and Social Sciences (FASS)

1. Various (pool) teaching space issues, including the need for more flexible flat floor spaces, to reflect course structure changes
2. Desire for dedicated PG space within faculty footprint
3. Graduate Centre not fit for purpose
4. Growth in PG and International envisaged
5. Signage and identity could be improved
6. Need for collective research communities – cross faculty and in faculty
7. Arts collection space could be improved
8. Expansion of creative arts department
9. Move of Creative Music Technology department from Scarborough to Hull Campus
10. Development of a Pearson language testing centre

#### 5.1.2 Education

1. Graduate Centre not fit for purpose
2. Growth in PG and International envisaged (not quantified)
3. Ongoing need for specific teacher training spaces but usage pattern issue
4. Various (pool) teaching space issues
5. Faculty locations dispersed

#### 5.1.3 Health and Social Care (HSC)

1. Flexible flat floor teaching space is a priority
2. Cohort sizes up to 300 (teaching space issue, Foss facility poor)
3. Clinical skills facilities poor (Leven) – upgrade/refurbishment required
4. Collaboration with HYMS will influence development
5. Possible physical link between Hartford and Calder buildings
6. Improvement to main entrance (Aire/Dearne)
7. Additional department being added to Faculty

#### 5.1.4 Hull University Business School (HUBS)

1. Increase in PG provision will require space changes
2. Shortage of flat floor teaching (workshop) space for 40 – 120 cohorts
3. Academic numbers increasing therefore office provision required
4. Existing Graduate Centre not fit for purpose
5. Request to investigate provision of a Hotel facility

6. Request to investigate provision of a swimming pool
7. Refurbish Swale Building (function not clear)
8. Work to Nidd building to improve functionality

#### **5.1.5 Hull York Medical School (HYMS)**

1. Improved teaching facilities requested - existing Ryton provision poor
2. Capital investment requested to improve facilities for staff and students. Existing space and buildings of inferior quality
3. PG Taught numbers likely to increase (PGMI status under review)
4. Staff numbers likely to increase (approx by 10)

#### **5.1.6 Science**

1. Student numbers increasing
2. Limited increase in staff numbers (space pressure in some areas)
3. Some re-distribution of personnel and functions post Allam completion
4. Various refurbishments required inc Lab refurbishment programme – comprehensive faculty specific space review required but no overall increase in envelope
5. Collaboration with HKR Rugby League club (note not included in section 7 until more information becomes available)

#### **5.2 Academic Support Department Requirements/Issues**

1. University (Brynmor Jones Library) refurbishment
2. More PGR dedicated space in/nearer to Faculty space envelopes (Graduate Centre not successful)
3. New approach to computer access spaces (less regimented)
4. Lecture Theatre rolling refurbishment

#### **5.3 Sports and Student Union Requirements**

1. Improved sports hall provision (possible arrangement with Newlands School)
2. Improved fitness suite facilities (modernisation/extension)
3. Additional sports provision
4. University House Refurbishment (part-completed)
5. 25m swimming pool.

#### **5.4 Central Services**

1. Brynmor Jones Library Refurbishment
2. Venn building requires further refurbishment
3. Middleton Hall refurbishment and re-purposing
4. Cohen building requires refurbishment
5. Graduate Centre re-purpose
6. Loten Building (Estates or PG use)
7. Meeting 2020 co2 emission targets
8. Catering outlets require refurbishment
9. Demolish redundant buildings (Bain, Foss)

#### **5.5 Residential**

1. Significant shortage of modern facilities, especially on-campus
2. Further investment in student houses, particularly furniture.
3. Further investment in Ferens
4. Lawns Complex refurbishment and repurpose

## **6.0 Scarborough Campus Estate Requirements/Issues**

1. Additional teaching /seminar space required
2. Existing sport and fitness facilities inadequate
3. Main catering facility poor
4. No large flat floor space (teaching/Exams/open days)
5. Changing environment for head lease properties
6. Relatively small number of university owned on campus bed spaces

## **7.0 Priorities and Proposals**

Each emerging project, within the estates strategy, will need to be prioritised against available funding and other projects. The business case will be developed and scrutinised to determine timing and priority. The Executive will review the investment plan on a regular basis, and bring changes forward annually as part of the budget cycle, or individually if required urgently. The needs and requirements of students (through the HUU), faculties and support departments have been identified above. The prioritisation of projects has been reviewed by the SMG and Executive, against the priorities of the Strategic Plan

## **Conclusion**

The University of Hull Estates Strategy provides an overarching framework for the development of our physical infrastructure. This estates strategy is focused on understanding and responding to the demands of the University as it delivers its new Strategic Plan. These have been translated into an investment plan that is affordable and has been approved by Council in July 2012. This will be reviewed on a regular basis, to ensure it matches latest requirements.



## Appendix 1 2009/10 HEFCE KPIs - University of Hull

	Measure	Hull	TRAC Group median	Sector Median
1	Proportion of space in condition A&B (As new to good)	85%	72.3%	81.1%
2	Proportion of space with good functional suitability (Grades 1 and 2)	85%	87.5%	85%
3	The size of the non-residential estate as a % of level predicted by SMG (Hefce)	117.1%	96.9%	108.9%
4	Gross internal area per m2 per FTE (Staff and student combined)	8.5	8.0	8.3
5	Tonnes of Carbon per £100k income	9.0	7.3	7.6
6	Tonnes of Carbon per FTE (Staff and student combined)	0.8	0.8	0.7
7	Waste mass tonnes per FTE (Staff and student combined)	0.11	0.13	0.14
8	Water consumption m3 per FTE (Staff and student combined)	9.21	4.36	5.31
9	Cost to upgrade buildings in condition C and D as proportion of total income	8.0%	13.0%	8.5%
10	Cost to upgrade buildings in condition C and D as proportion of Insurance replacement value	5.6%	6.4%	4.3%
11	Total income per m2	£1033	£1165	£1220
12	Insurance replacement value (IRV) as a proportion of total income	1.42	1.88	1.97
13	Expenditure (Capital and revenue combined) on buildings as a % of insurance replacement value	4.4%	5.7%	4.7%
14	Average Expenditure (Capital and revenue combined) over last 3 years on buildings as a % of insurance replacement value	4.6%	5.9%	5.1%
15	Average Expenditure (Capital and revenue combined) over last 3 years on buildings as a % of total income	7.2	10.7	10.4

