



Lancaster University
ESTATE STRATEGY
2022 - 2027



RECYCLE
REPURPOSE
REDUCE
CARBON

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The Strategy

The Estate Strategy has been developed over a period of two years through consultation with stakeholders across the University. It is a strategy for the estate at Bailrigg Campus, located three miles to the South of the City of Lancaster.

The Estate Strategy is a key enabler of the University's new Strategic Plan 2021-26 and aims to deliver:

- The physical and virtual infrastructure to create world class research
- Teaching and learning environments that are required to support the Strategic Plan

The Strategy also supports the delivery of the People & Culture Plan 2021–2026 and the University Masterplan 2017–2027.



Aims & Objectives

The Estate Strategy presents new sustainable space options by challenging traditional behaviour over the use of space for Bailrigg Campus to accommodate student growth, Professional Services and Academic space use, enhance student experience and facilitate a 'collection of communities' culture.

The aim is to deliver the physical and virtual infrastructure to create world class research teaching and learning environments that are required to support the Strategic Plan.

A Capital Programme will be presented annually supported by an Estate Spatial Plan, defining individual projects and delivery outputs.

The feedback from across the University community covers the following key themes:

- Capturing learning from the impact of the pandemic
- The opportunities for the physical and virtual estate
- Future plans and priorities for the next five years

Key Objectives

- To support the University's strategic objectives by utilising our estate and leveraging opportunities that arise from our landbank
- To deliver our climate emergency commitment, we need to:
 - Adopt new ways of working by challenging traditional behaviour and recycle, repurpose and reduce carbon by using our expanded existing estate
 - Implement sustainable technologies
- Create a physical and digital infrastructure that builds thriving communities within our affordability

Measuring Success

- Future space needs of the University are achieved with minimal growth in the physical estate
- Efficient re-use of space delivering a positive impact on environmental and financial sustainability and carbon emission KPI performance and supportive of the University's Climate Emergency Declaration
- End-user satisfaction via ongoing stakeholder consultation before and after delivery of key projects

Evaluation

- Carbon emissions Key Performance Indicators (KPI) performance and carbon reporting required for the Council KPI targets of Scope 1 & 2 to be carbon neutral by 2030 and Scope 3 to be carbon neutral by 2035
- Student satisfaction measured by National Student Survey (NSS) and other surveys
- Support achieving Top 10 league table performance

Delivering world class learning environments

The Estate Strategy complements and supports delivery of the following:

- University Strategic Plan 2021 – 2026
- People & Culture Plan 2021 – 2026
- University Masterplan 2017–2027



Setting the Scene

The Higher Education (HE) sector is facing transformational change on an unprecedented scale following the impact of the Covid-19 pandemic.

During the last decade Lancaster University invested circa £350M in the campus estate.

The Bailrigg Campus (main campus, Alexandra Park, Health Innovation One & Forrest Hills), non-residential estate has grown by 19.3%. The peak occurred in 2019/20 with £70M (new build and expansion) investment including the Lancaster University Management School West Pavilion, Library extension, Sports Hall extension and Margaret Fell Lecture Theatre.

19.3%
CAMPUS EXPANSION
Approx. equivalent of
3 x Health Innovation One
buildings

£350m
INVESTMENT

More than two thirds of our non- residential estate includes new buildings and buildings that are in good condition, and the expansion of the estate means we have created flexible, adaptable and exciting places for teaching, research, academic growth and student experience.

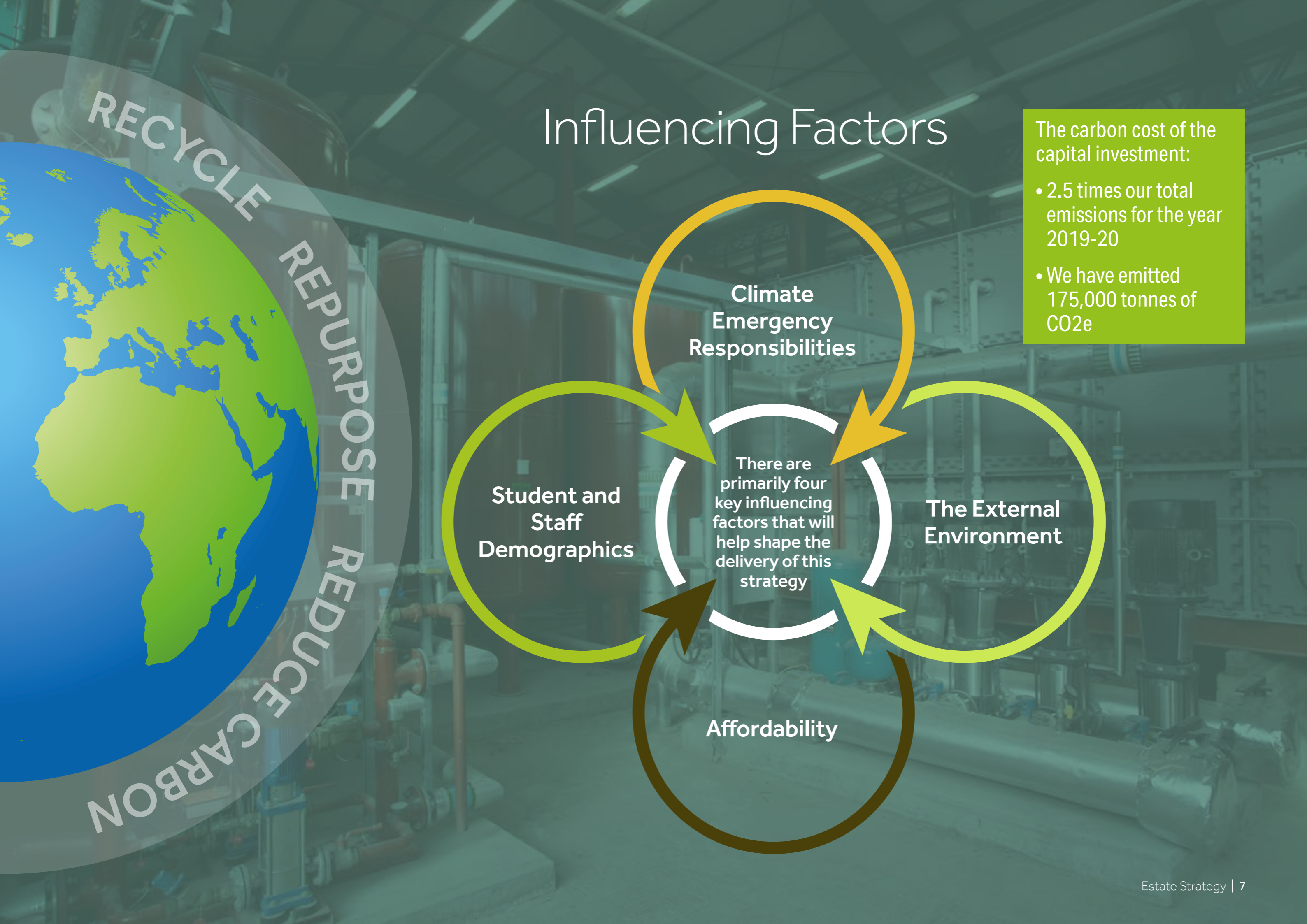


Strategic Drivers

The University Strategic Plan drivers identify six thematic, crosscutting and high priority activities that feed directly into the Estate Strategy.

People & Culture Plan 2021 – 2026

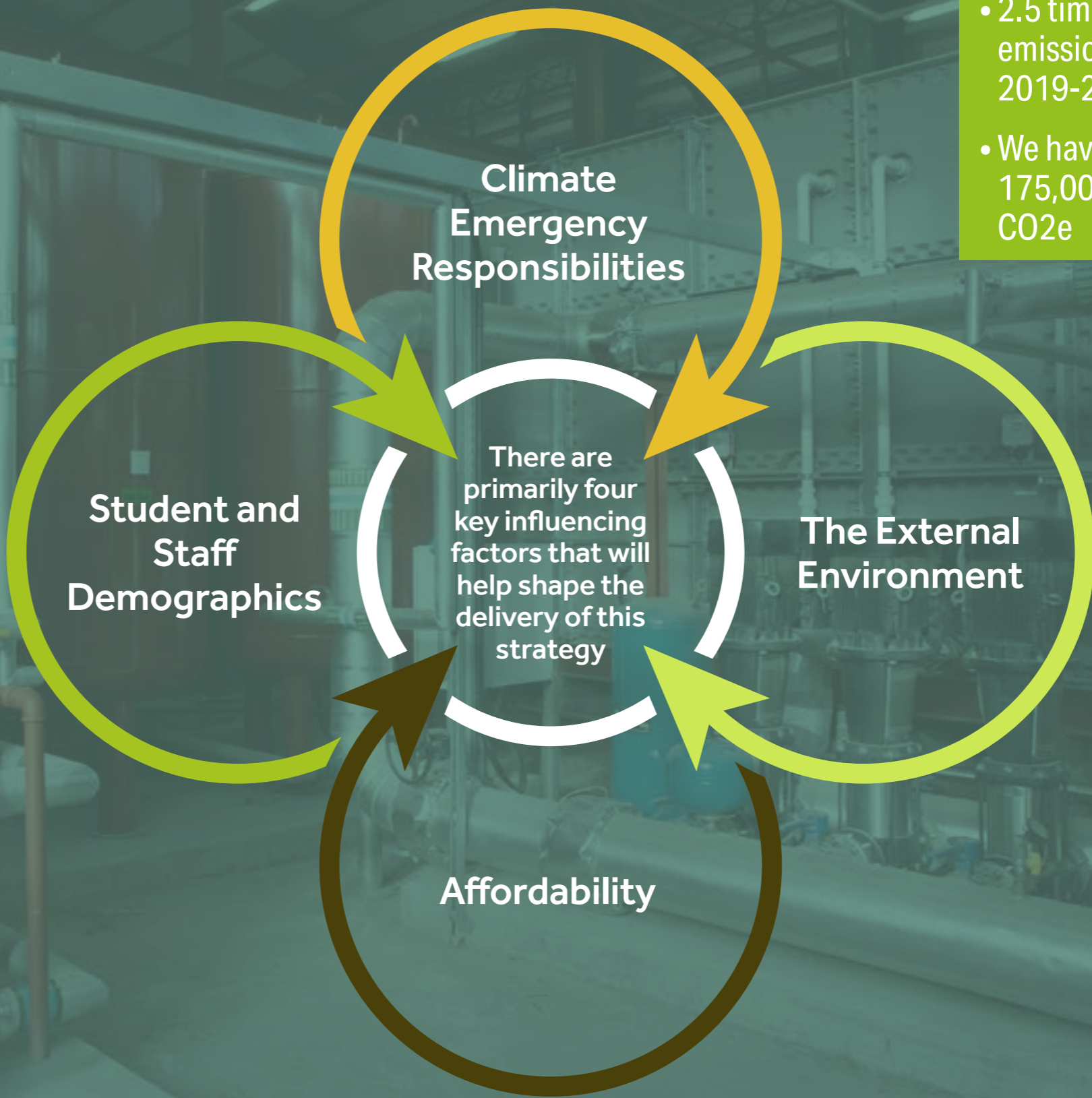




Influencing Factors

The carbon cost of the capital investment:

- 2.5 times our total emissions for the year 2019-20
- We have emitted 175,000 tonnes of CO₂e





Climate Emergency Responsibilities

In November 2020, the University Council announced its aim to become carbon neutral by 2035. Our aim is to be carbon net zero for carbon emissions from electricity and heating by 2030 and net zero from Travel and Procurement emissions by 2035.

The University is already the highest producer of renewable energy of all UK universities and has reduced its electricity and heating emissions by 50% since 2005.

Our community's collective commitment to tackle climate change will draw on our world-leading research and engagement with external partners to achieve our sustainability goals.

Achieving our ambitious targets will entail significant financial planning to improve activities and infrastructure across many areas of the University and a continuing commitment by staff and students, recognising that this may at times require difficult choices and change.

This is critical to delivering positive change, particularly in relation to our travel and energy consumption and to achieve our carbon net zero KPIs.

Our annual carbon emissions are currently 70,000 tonnes CO₂e. The impact of our capital programme has been significant, c13% to 19% of the total from Scope 3 which is construction in the supply chain, moving forward our default position will be to recycle, repurpose and reduce carbon from the existing expanded estate. This will require us to challenge traditional use of single person office space.



Scope 1
ENERGY



Scope 2
ENERGY



Scope 3
TRAVEL



Scope 4
PROCUREMENT

We will forecast the carbon impact of our capital programme level to monitor our KPI target of scope 1 and 2 carbon neutrality by 2030.



Our Climate Emergency Commitment

We have identified Carbon Reduction and Energy Efficiency as targets related to the delivery of this Estate Strategy and these are contained in the Climate Emergency Carbon Reduction Plan.

Our priorities

1 Challenging behaviour over use of space to recycle, repurpose and reduce carbon by utilising the existing and expanded Estate and attempting to contain growth from the baseline. The estimated forecast for carbon emissions for the next five years of capital investment is 15,000 tonnes CO₂e compared to 85,000 tonnes CO₂e from the last five years. Where we must build new, this will need consideration of low carbon construction which will attract a higher capital cost.

2 Implementing sustainable technology

- Deliver the 16.5MW Solar Farm in 2023 & 2024
- Design during 2022 & 2023 a completely new Estate Heating Strategy with all buildings served by the District Heating System (currently 60% of the Estate is on the district heating)
- Design during 2022 & 2023 a new Central Energy Heating plant using heat pumps, to replace the gas boilers and Combined Heat & Power Plant
- Seek external grant support from Government for the implementation of the above projects
- Deliver ongoing energy efficiency projects to reduce overall electricity and heating need



Affordability

The University has set a target of 9 -11% of income for an Adjusted Net Operating Cashflow (ANOC) on a three-year rolling average. This is the cash left over annually after we have received income from tuition fees, research projects and other activities and paid for all commitments to revenue payroll and non-payroll expenditure.

Cashflow generation is critical for our sustainability as it pays for:

- Capital investment in our estate and IT infrastructure
- Debt repayment
- Providing flexibility for future strategic investments

Moving forward the aim is to increase the proportion of capital for strategic and structural investment.

The annual capital investment from 2022/23 onwards is circa 50% allocated to 'rolling programmes', which is investment to keep the estate and IT/digital infrastructure in an acceptable condition, meeting statutory and legislative standards. The remaining capital is for strategic objectives that could include academic expansion research opportunities, student services, facilities and carbon reduction projects.

The University is committed to an integrated digital plan that supports and enhances the physical estate. This is demonstrated by investment in digital infrastructure including investment in core networks, Wi-Fi, storage and virtualisation infrastructure. Building on our foundational infrastructure and in support of the Estate Strategy, a set of digital initiatives based around the following themes will be designed:

- Digital ready network
- Physical and Logical Digital Security and access
- Digital Twins – a digitally modelled copy of a physical asset



Student and Staff Demographic Forecasts

The number of Full Time Equivalent (FTE) staff has increased by 13.4% over the last 5 years with the total reported in Estates Management Return (EMR) 2020/21 at 3,022. Student FTE growth for the last 5 years was 27% at 15,200.

Current student projections for Bailrigg Campus are that there will be modest growth and the Estate Strategy needs to accommodate this, we will need to achieve this by recycling and repurposing space to subsequently reduce carbon.

Changes to the estate to accommodate student growth will be managed within the current campus footprint, wherever possible.





The External Environment

Government Agenda & Levelling Up

In response to the Government's proposals to level up prosperity across the country, the estate will need to be responsive and agile to any opportunities that may arise in future years such as as outcomes of REF21, National Cyber Force, health developments and leveraging our land bank and space to recycle for other uses.

We are well placed to benefit and contribute to this agenda with our land bank and recyclable space for other uses.

Lancaster City Council

The University has a good working relationship with Lancaster City Council to the benefit of the wider Lancaster region and North West of England. The Council has also sought a Climate Emergency Local Plan Review (CELPR) that will proceed to Planning Inspectorate Public Enquiry late in 2022.

The University fully supports this agenda and the Council's commitment to providing a more robust policy framework that allows the planning system to support truly sustainable development, and respond to the climate emergency through planning interventions focussed on adaption and mitigation.

The University works to maximise links with the City to support students and staff living locally and enhance the local economy, whilst developing campus services that complement the City and maintaining a vibrant campus.

South Lancaster

The planned changes to the M6 J33 slip roads will use Hazelrigg Lane and create access to the Bailrigg Garden Village. These plans require land owned by the University and will impact on the entrance from South West campus. There is potential for a new Southern entrance and rearrangement of the link road which will provide access to campus with Infolab and ISS buildings being the gateway and additionally, creating opportunities for the Data Cyber Quarter.

We will seek opportunities to maximise University potential from South Lancaster developments whilst protecting the University as a high-quality, campus based, safe and secure location. We will also aim to improve sustainable transport across South Lancaster and enhance sustainable transport to and from the Campus.

The Council has ambitious plans for South Lancaster with the Bailrigg Garden Village and is currently developing an Area Action Plan to act as a formal framework for development in the area and the significant number of new homes that are planned over the next 20 years.

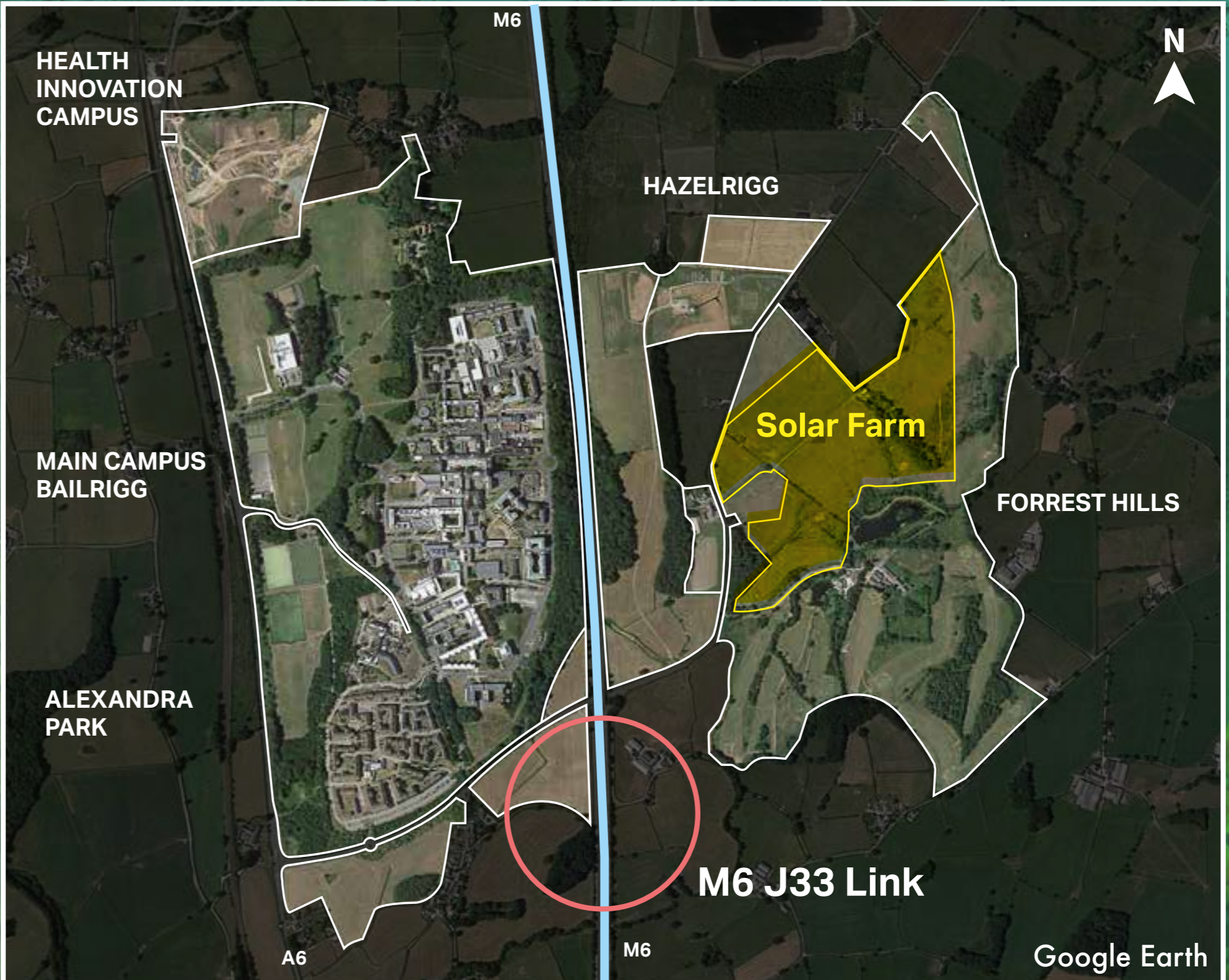
Eden North

The Lancaster region is also on the cusp of a significant regeneration project for Morecambe Bay with the Eden North Project.

The project, costing £125M, is estimated to attract 750,000 visitors a year, employ 400 staff directly and generate an estimated visitor spend of more than £200M per year in the region, which would support an additional 1,500 jobs.



Plan of Main Campus and Surrounding Land





Land Opportunities

The University owns significant land around the Bailrigg Campus and any new development will need to consider low carbon construction if we are to restrict our baseline growth in pursuit of the climate emergency.

Development of the Health Innovation Campus (HIC)

The HIC campus has the potential for an additional c25,000m² of growth.

The University needs to establish a vision of how this land can most effectively contribute to University objectives. Options include developments in health, National Cyber Force and other opportunities connected to our research strengths. This land presents opportunities for co-location of companies collaborating with our research. There is great interest from the commercial market for partners to work with the University once the vision is established.

Data Cyber Quarter

There is potential to provide a new entrance to the South of the campus linked to the M6 J33 road network which will see a new junction close to our Southern boundary, with the gateway being the InfoLab and ISS Building right in the heart of the Data Cyber Quarter.

Land at Forrest Hills and East of the M6

The long-term planning and purchase of land east of the M6 near to the University has been in place for many years and approximately equates to the same area as the main Bailrigg Campus. This provides many opportunities to assist in meeting the sustainability strategic objectives of the University both in our operations such as the Wind Turbine, Forest of the Future and the planned Solar Farm as well as rich opportunities for our research for the Lancaster Environment Centre.

Key considerations include:

- Land already in use, e.g. Environmental Monitoring Station, Wind Turbine and Forrest Hills Conference Centre
- A land bank for future developments eg Solar Farm, Expansion of Forrest of the Future, new academic research projects
- Operate a Management Board for all our land holding east of the M6 to deliver priorities requiring land including academic, climate emergency, sustainability and commercial projects
- Development of the Solar Farm
- Expansion on Forrest of the Future
- Support Academic teaching and research projects that require open land

Development of south campus benefitting from junction 33 of the M6 motorway / new entrance onto campus into the Data Cyber Quarter.



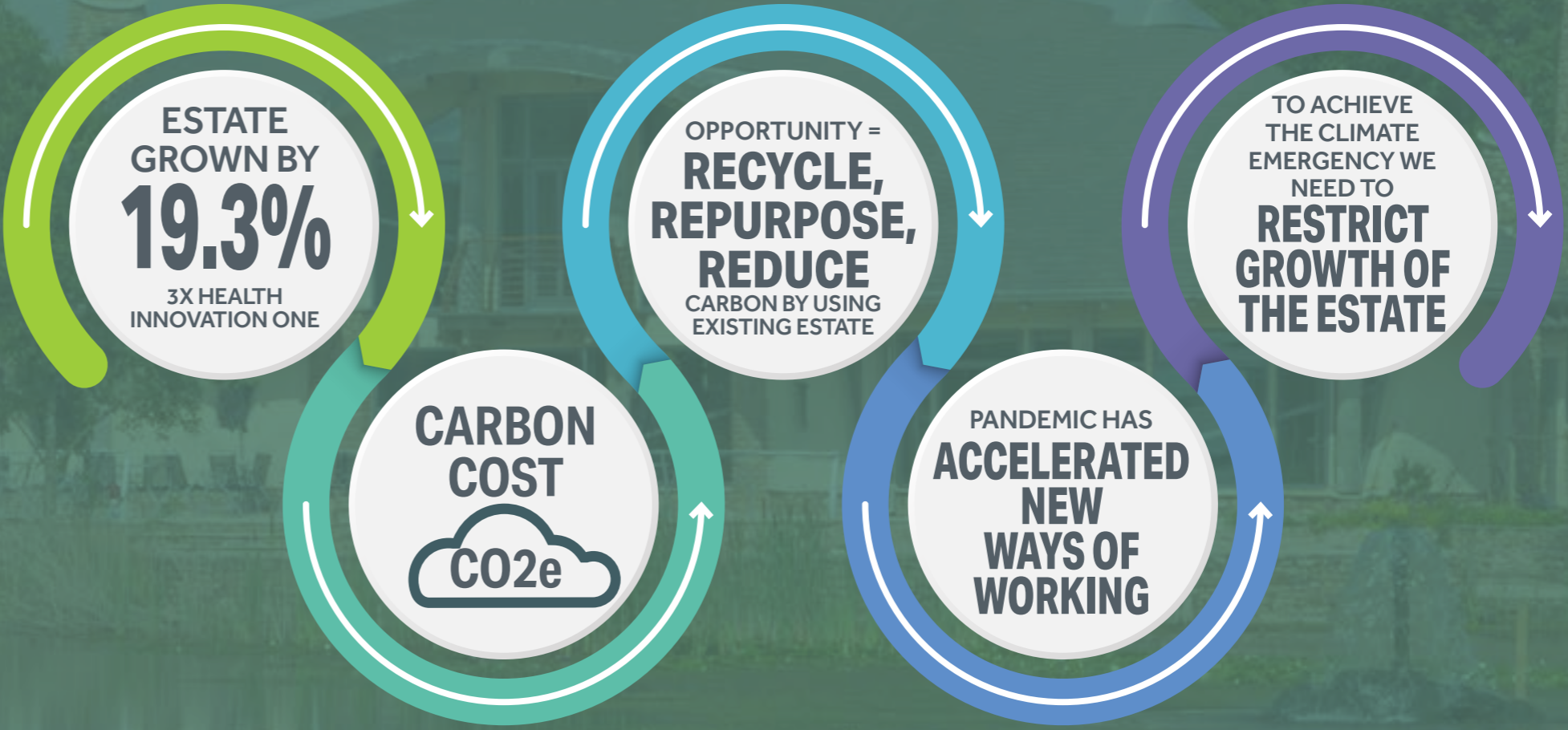
Emerging Themes

A number of estate themes and opportunities have emerged from stakeholder consultations which support the drivers of the University Strategic Plan.

ESTATE THEMES	OPPORTUNITIES
Teaching	<ul style="list-style-type: none"> • Increase informal learning spaces • Simplify the curriculum by review • Digital - online examinations
Research	<ul style="list-style-type: none"> • Research to be known for three major themes: <ul style="list-style-type: none"> • Data Cyber Quarter and opportunities from National Cyber Force • Sustainability – Lancaster Environment Centre, new Institute, across Academy • Repositioning LUMS • To also support our existing research including any opportunities from REF 21
Business	<ul style="list-style-type: none"> • Opportunities for co-location of businesses, SME's, third sector and charities, to work with our researchers and create opportunities for our students • Development of Health Innovation Campus and Data Cyber Quarter on South campus
Engagement	<ul style="list-style-type: none"> • Leverage of the campus to assist with marketing what we do and connecting with our local, regional and international partner communities • Civic role and community events • Creating further opportunities on campus for community engagement • Breaking down boundaries between the campus, Lancaster and Morecambe • Eden North • Ruskin – Museum and Research Centre • Opening up campus by providing a stimulating Arts & Culture programme and develop a 'City of Festivals'
Students & Student Experience	<ul style="list-style-type: none"> • Improve visibility of the Student's Union to students • Improve face to face facilities for student services • Provide space to enable collaboration and inclusivity for all and promote Equality Diversity and Inclusion (EDI)
Colleges	<ul style="list-style-type: none"> • Improve physical identity, inclusion and community • College size, potential extra college
Digital	<ul style="list-style-type: none"> • Enhancements to digital to provide seamless movements through technology • Enable enhanced use of outdoor spaces • Digital Twins
Campus Life	<ul style="list-style-type: none"> • Arrival and Reception • Campus provides a sense of belonging, community, inclusive environment, porous campus, vibrancy for students and staff and collaboration with partners • Inclusive opportunity and EDI
Landscape	<ul style="list-style-type: none"> • The importance of outdoor spaces for wellbeing, pedagogy, for students, staff and visitors • Enhance Biodiversity • Student and staff recruitment



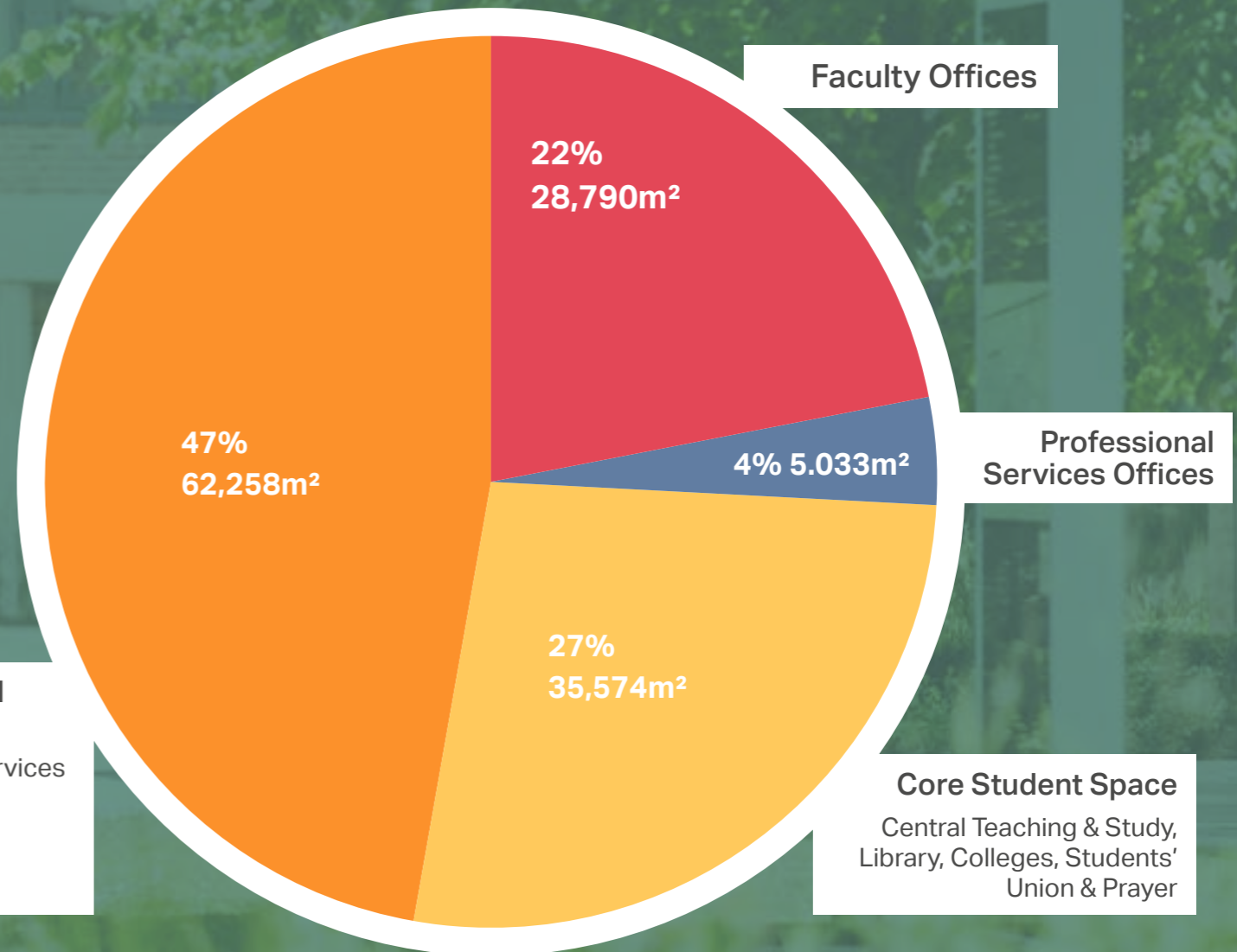
The Opportunity



Enablers to deliver the Strategy

Challenging behaviours over the use of space

To accommodate our demographic growth forecasts against carbon reduction targets we need to maximise opportunities to recycle and repurpose existing space. Analysis of space data indicates that there are opportunities within the non-residential estate to review how office space is used in conjunction with agile working and re-imagining working practices.



Other Non Residential Space
Faculty & Professional Services
Non Office Space, Sports
Centre, LU Commercial,
Business Co-Location,
Leased to Others, Vacant

Core Student Space
Central Teaching & Study,
Library, Colleges, Students'
Union & Prayer

More than a quarter of this area is in use as office space, in central Professional Services and Faculty offices (including individual academic offices). It should be noted that this total office space area is nearly equal to the amount of space dedicated for central non-specialist teaching, study, library, college, Students' Union and prayer space. This is illustrated above.

Faculty Office space represents 22% of the non-residential estate compared with central Professional Services at 4%. There is a real opportunity to redress the balance of office space and student space.



Reimagining Work Practices (RWP) Programme

Central Professional Services Pilot

The pandemic has provided a unique opportunity to reimagine and redefine the campus, with an emphasis on maximising space efficiency and creating the ability to recycle and repurpose the expanded estate and deliver more sustainable solutions. The Professional Services Reimagining Work Practices (RWP) pilot provided a trial of newly designed spaces and technology with a focus on staff interaction, collaboration and creativity, and formal desk work.

Learning and feedback from staff and the continuation of agile working, will influence how we configure space to support a new, sustainable working environment and future working styles, enabling strong communities to flourish. Changing to agile working, less work-and-business travel and less capital development in the future will also support the declaration for Climate Emergency.

If we fail to adopt new ways of working, allowing us to recycle and repurpose existing space rather than build new, we are unlikely to achieve our climate emergency declaration for scope 1 and 2 by 2030 and scope 3 by 2035.



Agile working presents opportunities to release 3000m² of PS space on campus for other use.

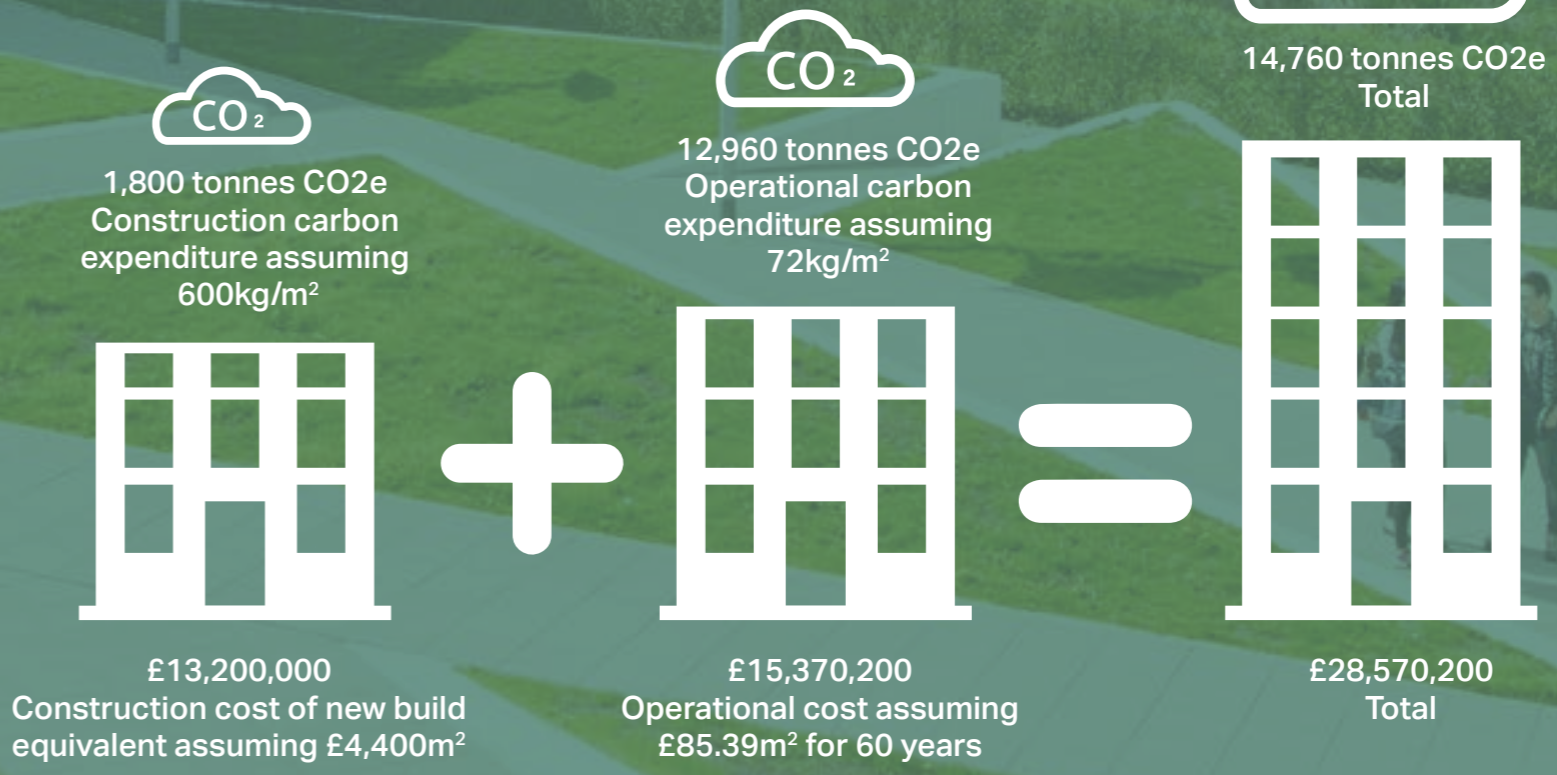


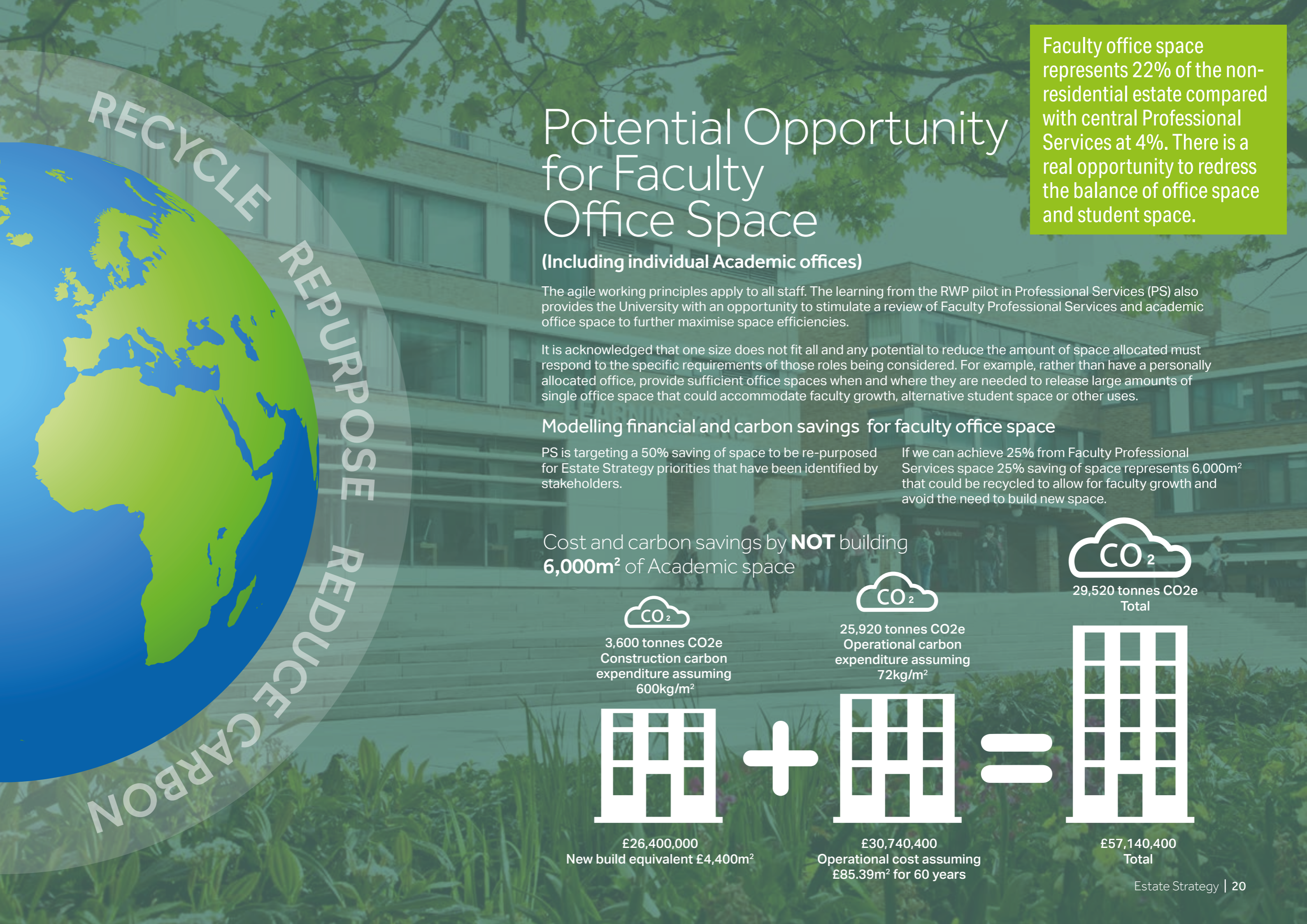
Learning from the RWP Pilot for Professional Services (PS)

- Learning from the RWP pilot has gathered evidence from the 'voice of the user' that there are considerable benefits in implementing a full role out programme for PS. This programme requires approval
 - The agile working principles will be utilised for the role out programme and the indications are that 3000m² of space can be re-purposed for priorities identified in this Estate Strategy
 - The role out programme will provide exciting space to complement the different work activities, support agile working and contribute to The People and Culture Plan 2021 - 26 which identifies the need to 'build strong communities' and to create positive change
 - The potential benefits of re-purposing 3,000m² of space help address the priorities within this Estate Strategy that stakeholders have identified
- For example:
- Improved student services
 - Additional student informal learning spaces
 - Improved welcome and visitor experience

Not building 3,000m² (circa 50%) would save LU £28.6m in costs and 14,760 tonnes CO₂e.

Cost and carbon savings by **NOT** building 3,000m² of Academic space





Faculty office space represents 22% of the non-residential estate compared with central Professional Services at 4%. There is a real opportunity to redress the balance of office space and student space.

Potential Opportunity for Faculty Office Space

(Including individual Academic offices)

The agile working principles apply to all staff. The learning from the RWP pilot in Professional Services (PS) also provides the University with an opportunity to stimulate a review of Faculty Professional Services and academic office space to further maximise space efficiencies.

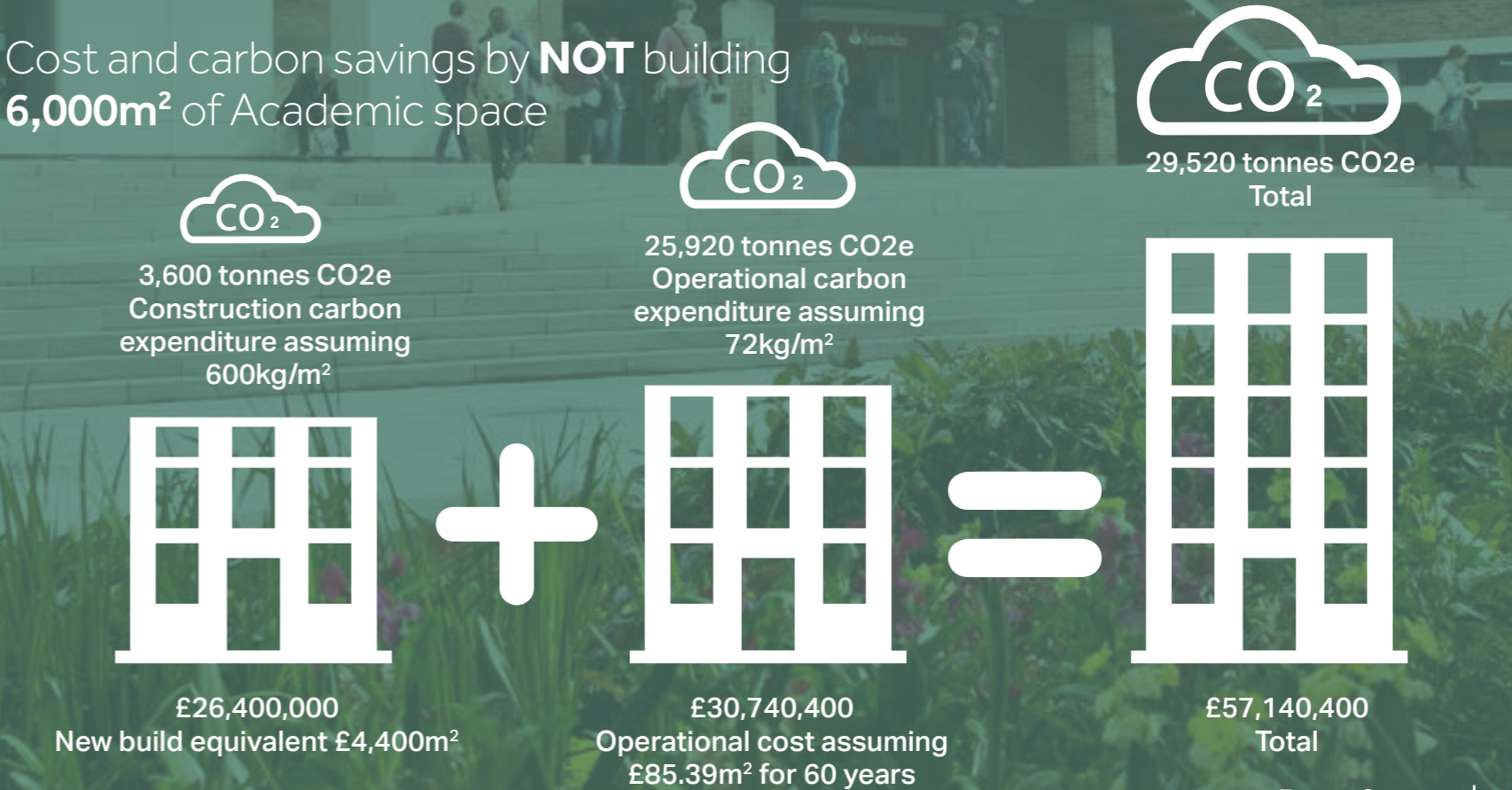
It is acknowledged that one size does not fit all and any potential to reduce the amount of space allocated must respond to the specific requirements of those roles being considered. For example, rather than have a personally allocated office, provide sufficient office spaces when and where they are needed to release large amounts of single office space that could accommodate faculty growth, alternative student space or other uses.

Modelling financial and carbon savings for faculty office space

PS is targeting a 50% saving of space to be re-purposed for Estate Strategy priorities that have been identified by stakeholders.

If we can achieve 25% from Faculty Professional Services space 25% saving of space represents 6,000m² that could be recycled to allow for faculty growth and avoid the need to build new space.

Cost and carbon savings by **NOT** building 6,000m² of Academic space





Priorities and Outputs from Stakeholder Consultations

Teaching and Research

Faculty of Health and Medicine

- Agile working models (under consideration)
- Sourcing additional teaching space in addition to Health Innovation One provision (teaching split between HiOne and elsewhere on campus)
- Expansion of student numbers across the Faculty – Doctorate in Clinical Psychology (DClinPsy), Lancaster Medical School (LMS), Biomedical and Life Sciences (BLS), Sport Science – will require additional facilities and teaching space provision
- Considering adding to the course portfolio and will be submitting proposals to 2023 planning round

Faculty of Arts & Social Sciences

- To consolidate PS departmental staff across the faculty where appropriate
- To facilitate the planned growth within the School of Architecture
- To explore the potential benefits for shared academic offices
- To ensure The Ruskin – Museum and Research Centre achieves University Museum Accreditation for the return of the Whitehouse collection in September 2023

Lancaster University Management School (LUMS)

- To consider sustainability in everything we do
- To ensure our space reflects the different needs of the different cohorts we have
- To ensure we maximise the opportunities brought about by the Data Cyber Quarter
- In occupying the new West pavilion, explore different ways of working for our academic staff

Faculty of Science and Technology

- Evaluation of the provision of dedicated office space to academics where appropriate
- New teaching methodologies post-Covid – online lectures and in-person seminars
- Creation of a ‘Science Quarter’ on campus
- National Cyber Force collaboration – huge opportunity for Cyber Security
- Improvement of quality of space ie Fylde and S&T or relocate departments to a better space
- Growth of Computing and Communications, Maths & Statistics, Psychology, Chemistry and Engineering

Research

- To be known for four key leading areas:
- REF 22 Outputs
 - Data Cyber Quarter – major opportunity and key focus
 - Sustainability – LEC, new Institute, across Academy
 - Repositioning of LUMS, ethical leadership, sustainability





Business and Engagement

Enterprise, Innovation and Business Partnerships

- Open up the estate to Business Co-Location; notion of broader Innovation Campus
- Create spaces which stimulate vibrancy, whilst aligning with purpose, vision and strategy
- Introduce more flexible, inspiring and comfortable environments, to attract business and staff
- Provide co-location space with specialist infrastructure (e.g. cTAP)
- Future proof the estate considering future impacts and changing dynamics (eg Cyber, motorway gateway junction, Bailrigg Garden Village)
- Better facilities for commuting such as showers, drying, changing and more electric car charging spaces

Engagement Areas

- Proudly showing off our University by working with all stakeholders locally, regionally, nationally and with our international partners to promote the University's objectives for engagement, by leveraging the campus and facilities and supporting our marketing messages
- To provide opportunities from the campus for community engagement and fulfil our obligations of the Civic University charter
- To look to remove perceived boundaries between the city and University, increase footfall to the campus, and seek mutual benefits from community engagement and from developments such as the Bailrigg Garden village. This could also be via a stimulating Arts & Culture programme and developing to be known as a 'City of Festivals'
- To support local initiatives such as the Morecambe Bay Curriculum and Eden North project by utilising the campus and facilities





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Students and Student Experience

Student Support

- Better quality provision
- Better spaces for delivery of services to students
- To accommodate more customised, tailored services for a growing and diverse population of students, facilitating both online and face to face services and providing for confidential conversations
- Sound-proofed, security-enabled, discretely positioned one-to-one rooms for in person/remote individual meetings with students
- More smaller meeting rooms for case conferences
- More larger spaces for student collaboration work including student-oriented events, seminars and collaborative sessions, delivered by Careers and the Transitions Team and group therapy
- Space for innovation, creativity and meeting external partners, e.g. employers and project partners
- Nicer social spaces where staff can relax and have lunch – not at their desks
- Teams want to stay as teams, working in a blended way

Students' Union (SU)

- Creating spaces students want to be in, in the places they want them
- Location of SU is key to increased participation
- Space requirements include event space, advice booth in a good location, Welcome Desk, meeting rooms with IT for agile meetings, society space (event and storage)
- Commitment to making space efficiencies in SU staff areas to increase space and benefit for students
- Any SU staff / back of house modifications should be completed within reasonable cost

Sport

- The move from Sport to a Sport and Physical Activity focus through the Active Lancaster strategy will lead to the utilisation of the campus landscape to promote physical activity e.g. active spaces, expansion of the trim trail, and activity spaces linked to nature to promote a sense of wellbeing
- Active Lancaster is initially focused on students, however, the ambition is to promote this strategy across our staff and then to the wider community. This will inevitably lead to a higher engagement on campus from the institution and city, leading to busier facilities
- The Active Lancaster Strategy will look to increase active travel to, from and around campus, further supporting the sustainability ambition for the University
- The current sport facilities are being reviewed and re-organised with a view of putting the students at the heart of what we offer. This review involves both indoor and outdoor facilities, looking at the most efficient models we can offer to enable as much activity as possible
- All commercial aspects of the sports facilities are being reviewed with a view of creating a customer focussed environment, representative of the world class facilities at the University
- Viewing the campus as an active landscape opens up the opportunities to increase participation in activity through daily life, for example walking to the library and lectures. There are further opportunities to explore making better use of space to encourage less formal social exercise like basketball
- The focus on building up college sport and activity by moving away from competition as our main measure of success enables the metric of participation to be our greater goal, thereby encouraging everyone to be active, not necessarily competitive



Residential Accommodation

- To meet all accommodation guarantees and provide rooms to a significant proportion of continuing UG students who want to have a room on campus
- To maintain a range of accommodation at a range of price points to meet student demand and if needed:
 - where possible and appropriate, convert existing estate to accommodation uses
 - build new student accommodation and potentially a new college
- To ensure accommodation supports vibrant college life

Colleges

- Potentially build a new college if student numbers are to grow
- Create spaces which will influence a sense of community and belonging
- Adapt to changes in student behaviour, heightened by the pandemic they want a place to meet, study, drink coffee and chat together
- Investigate ways to improve utilisation. Create flexible spaces with ambiance changes through the day, evolving from study café to restaurant, club and a place for society and social groups to meet in the evenings
- Improve sense of entrance with a vision of a hotel lobby, Apple store type model
- Information displays, links to the library
- Make college spaces friendlier again to university staff to help improve utilisation and create staff-student connections
- Improve College external areas, as they play an equally important role as the interior, enhancing the student experience

Library

- Contribute to the development of a 'sticky campus'
- Extend the successful elements of the library across other areas of the campus
- Ensure students have a suitable on campus location for remote learning
- Development of outside spaces as an extension of existing space in line with the wellbeing objectives for reflective spaces

Digital

- The University is also committed to an integrated digital plan that supports and enhances the physical estate.
- This is demonstrated by the £15M investment in digital infrastructure including investment in core networks, Wi-Fi, storage and virtualisation infrastructure. Building on our foundational infrastructure and in support of the Estate Strategy, a set of digital initiatives based around the following themes will be designed:
 - Digital ready network
 - Physical and Logical Digital Security and access
 - Digital Twins – a digitally modelled copy of physical asset

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Campus Life

Arrivals and Reception

- To develop an Arrivals and Welcome Centre that ensures a positive first impression for everyone coming to Lancaster University
- To ensure we keep pace with our competitors within the HE marketplace

Conferencing and Events

- To coordinate conferencing and event business with the wider academic and engagement priorities of the University
- To have, and invest in, a range of dedicated conferencing and guest room spaces to meet University business needs, to support business engagement and deliver income to the University
- To maximise flexibility of meeting, event and accommodation space usage to enable flexing to deliver larger events throughout the year (within other University priorities), and to deliver income from spaces that are underutilised at points in the year

Retail

- Maintain and develop a range of retail offers that support the needs of our diverse student and staff community and support campus life and the 'sticky campus'
- In collaboration with others, to support vibrant and varied college life through service differentiated offers
- Develop new retail and service zones that better support communities away from Alexandra Square and Edward Roberts Court heart of retail
- Complement the retail and service offer in the City centre

Landscape

- Our Bailrigg landscape is distinctive and appeals to students, staff and visitors. The pandemic has amplified the importance of being close to nature and the positive impact on wellbeing. We have opportunities to further leverage these natural assets that will demonstrate our commitment to sustainability in a very visible way
- Investment in the landscape has a high impact for a relatively low cost and we will increase opportunities for external teaching, learning and research
- We can also extend the Sport facilities by the creation of opportunities around the campus and close to colleges for recreation and exercise
- We will improve the wellbeing offer for students, staff and visitors and complement our marketing and recruitment collateral
- This could link improvements to benefits from our revolving credit facility and achieve incentives for increasing biodiversity

Projects include

- Creation of a memorial woodland to the south of Bailrigg House
- The Queen's Canopy Wellbeing Trail with the addition of several thousand trees around our existing woodland walk
- A number of projects to increase wild flower and bulb planting, rewilding parts of campus to demonstrate our commitment to sustainability and increasing biodiversity
- Identifying areas for external teaching supported by Wi-Fi connectivity
- Identifying areas for reflection and wellbeing



Review

The Estate Strategy is a dynamic document and the formal review will be every three years aligning with the current Masterplan.

The Spatial Plan accompanies the Capital Programme on an annual basis and realises the delivery of the outputs. We will measure this against the KPIs as outlined in the key objectives.

References

University Strategic Plan 2021 – 2026

People & Culture Plan 2021 – 2026

University Masterplan 2017–2027

Climate Emergency Carbon Reduction Plan