

# Estates Sub-strategy 2022-30

## Introduction

The estates sub-strategy starts from a position of considerable strength. Our campuses have an exceptional heritage with globally recognised historic buildings and landscapes that provide a rich and distinctive setting for the university. The quality of the campuses and the facilities they offer are fundamentally important in attracting our students and staff to the university and therefore represent a key asset requiring careful stewardship, investment and enhancement.

The estates sub-strategy will support the delivery of the University of Greenwich Strategy 2030 and deliver a modern estate that would be expected at a top modern university. The estates sub-strategy is intertwined with the digital and people-enabling sub-strategies, to help all three be delivered successfully.

The purpose of the sub-strategy is to set out how we aim to develop our estate and infrastructure, working in close partnership with stakeholders so that our campuses are fit for the future. This sub-strategy comprises six principles that support this ambition:

1. Quality of space is as important as quantity.
2. Space should be multipurpose wherever possible for maximum utilisation and flexibility.
3. Future investment should be driven by the size and shape of the institution, student numbers by campus, and forecasts for how this will change in coming years.
4. Digital and physical provision will be intertwined in all developments.
5. Carbon neutral ambitions will be central to all investments.
6. The estate will be inclusive and accessible.

We will achieve these priorities through establishing six guiding themes that will be embedded in all we do. These are:

1. Inclusive
2. Knowledge and learning
3. Identity and place
4. Accessible and connected
5. Responsible and sustainable
6. Viable and flexible.

The guiding themes (figure 1 below), provide a comprehensive and indivisible framework for the development of the estate. Each of the guiding themes has an equal and important role to play in delivering our vision for the future.

## Vision

Our campuses will be safe, attractive, and welcoming to all. They will provide stimulating and inclusive spaces for learning, research, and collaboration, providing a great environment for our students and staff to achieve their best. Campuses will be welcoming and sustainable beacons in our communities, giving back and leading by example.

The estates strategy has established an outline programme of investment projects which will enable the university to absorb its student and research growth commitment in the University of Greenwich Strategy 2030 and our sub-strategies. It includes a rolling programme of refurbishment which will improve and level up the quality of the estate and an investment plan that will allow the university to achieve its net zero carbon ambition.

## The plans

### *Strategic investment*

- These plans are driven by growth and will allow the university to achieve the targeted population growth while delivering the strategic themes.

### *Rolling investment/Business as usual (BAU)*

- These plans will target investment in the areas of estates not developed as part of the strategic growth response. This will allow all areas of the estate to be uplifted and aligned to the strategic themes and strategic priorities.

### *Net zero investment*

- The investment plan targets the university's commitment to achieving net zero carbon and will allow our campuses to be connected by net zero technology in a sustainable way.

The plans will embed the estates themes and principles ensuring strong alignment to the outcomes of the sub-strategies. The development of three masterplans for each campus provides a framework to establish both short- and longer-term opportunities.

The guiding themes of estates broadly align and support the sub-strategies as follows –

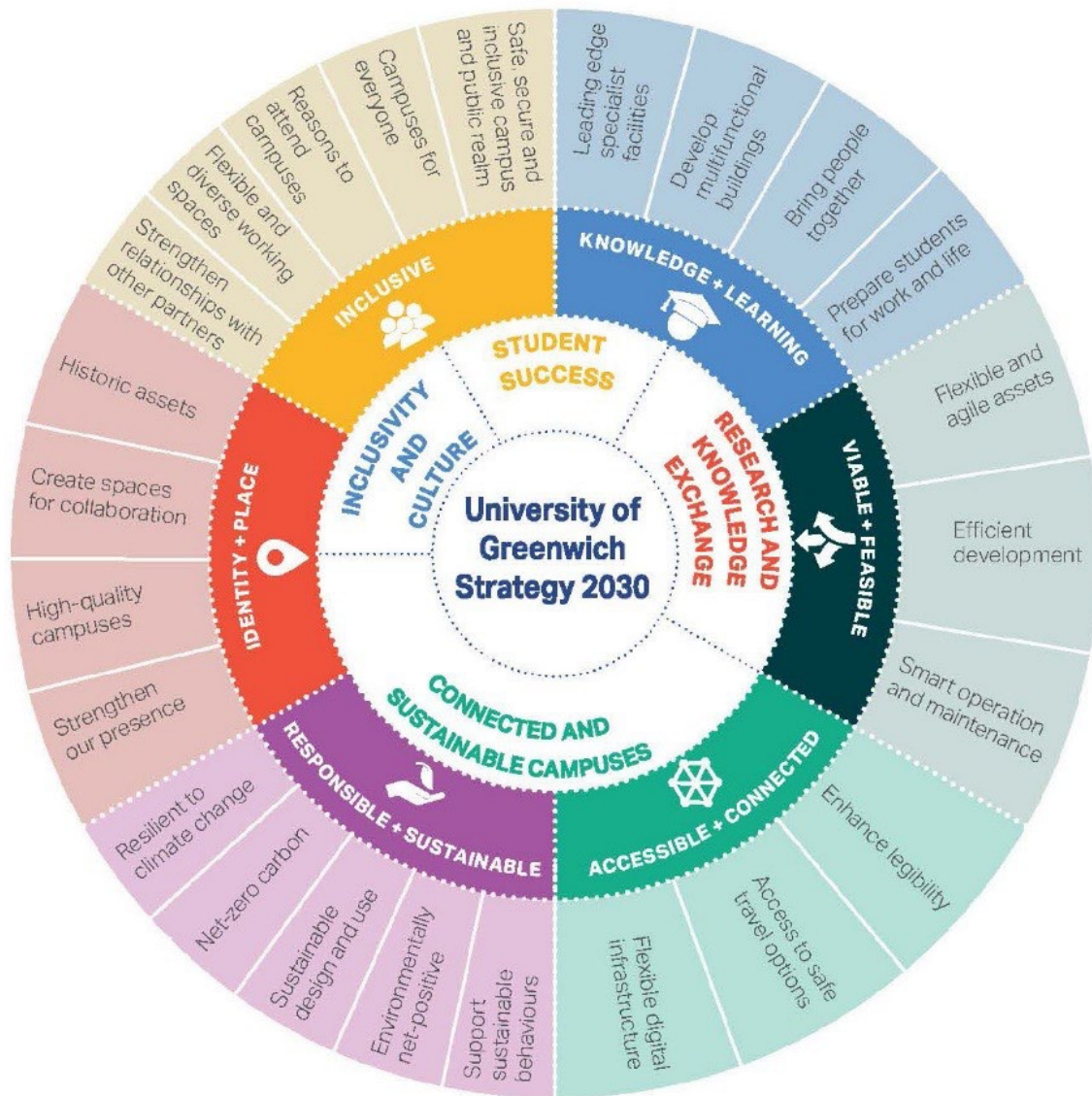


Figure 1: Key themes, priorities and relationship with sub-strategies

The delivery of the themes across the three investment plans will support and deliver enablers of the three sub-strategies and move our campuses to be more inclusive and accessible.

## Campus masterplans

### Greenwich Campus

The Greenwich Campus masterplan sets out important proposals that will strengthen the university's presence and identity and broaden the range of our teaching, research and engagement with partners. The campus currently has two entrances – western and eastern – that form the campus gateways. The main focus for change within the Greenwich Campus masterplan relates to the western gateway where the university has greater direct responsibility and ability to effect change in its estate. Concurrently, the western part of the campus presents an important opportunity to create a new learning, research and enterprise hub

which will strengthen the connections with Stockwell Street and Dreadnought buildings and support future growth in student numbers. This strengthened connection will enhance the flow of students, staff and visitors across the campus and enhance the identity of the university.

Greenwich Campus is noted for its rich built heritage and aesthetic quality which profoundly contributes to the identity of the campus. The whole of the educational campus is designated by UNESCO as being of ‘outstanding universal value’, in recognition of its global importance. The university is mindful of its responsibility as the guardian of these historic assets and will explore how to sensitively improve wayfinding and more inclusive access for all while enhancing the academic experience and conducting interventions to achieve the university’s net zero carbon agenda. The masterplan provides a framework for improved pedestrian and cycle connectivity and enhanced safety and legibility within our campus. The proposals include the creation of memorable outdoor focal points, a simplified wayfinding system and a programme of public realm investment to create beautiful, new and enhanced space.





## Avery Hill Campus

The Avery Hill Campus masterplan sets out important proposals to strengthen the university's presence within south-east London, to enhance the student and staff experience and to provide further engagement with our partners in public service and the wider community. With student numbers at Avery Hill set to grow, investment in the campus will deliver new and enhanced inspirational spaces for learning and living and research. A new main entrance building is a key element in our vision for the campus and will increase the university's visibility and presence in the area. We will pursue our sustainability ambitions by restoring the green spaces within the campus with a programme of tree-planting and landscape-enhancement to strengthen the ecological assets, maintain a sense of openness and prioritise walking and cycling within the campus. Avery Hill Campus is renowned for its first-rate teaching and sporting facilities. Our investment at Avery Hill will include modernising existing teaching, learning and research spaces, along with the delivery of new spaces, to meet the needs of the changing models of health and education and to provide more active learning spaces. The investment programme will also include interventions to deliver the university's net zero carbon target.

Our vision for Avery Hill Campus includes the strategic opportunity to create a new community centre for wellbeing, recovery and care that will support a new life-course model of primary care. The university will explore opportunities to collaborate with national, regional and local partners and professional bodies to develop this vision and create a world-class facility offering health and wellbeing benefits to communities across south-east London and beyond. A new central boulevard provides a route between the new main entrance and the student village, with a sequence of spaces harmonising the learning, living and social zones of the campus. Through imaginative design, the central boulevard will grow into a highly attractive and flexible focal space for staff and students to socialise and to enjoy a programme of events and activities. Our masterplan for Avery Hill Campus includes a substantial programme of investment in our residential halls, including provision of higher-quality living spaces and better spaces to socialise and study. Reconfiguring the existing halls will place shared social spaces at ground floor level and create new entrances on the external sides of the buildings.



## Medway Campus

Our masterplan for Medway Campus sets the framework for a well-connected and harmonious campus that will enhance the student and staff experience and advance our teaching, research and engagement with partners. The masterplan will guide our investment in delivering state-of-the-art learning and research spaces to reflect our leading-edge expertise in science, technology and engineering, as well as supporting an increase in student numbers. To support our inclusive and collaborative culture, we will prioritise the creation of new physical links between our buildings on the upper campus, and between the upper and lower campuses. This will include new linking buildings and a sequence of social spaces to maximise the opportunities for interdisciplinary engagement and the exchange of knowledge and experience.

The western gateway to the campus presents a great opportunity to create a stronger sense of arrival with a highly attractive and visible front door to the campus. This will enhance the sense of pride of our students and staff and create a welcoming ambience for academic, research and external partners. Jellicoe Building can play a strategically important role as a gateway location through a new extension to its north and south facades, including a linking structure to connect the upper and lower campuses. This would provide extra indoor teaching space and enable further step-free movement between two levels of the campus. Our proposals to enhance the gateway will include improving the visibility of Pembroke Building to celebrate its grand 19th-century architectural elegance.

Our investment in new facilities on Medway Campus will include the provision of a new enterprise and innovation centre which will be a hub for collaboration with partners, exchanging knowledge, coordinating research activity and strengthening our academic expertise. Investment in the new centre will create a new state-of-the-art facility dedicated to engineering, science, and research. The construction of the building itself will be a tool for research. The masterplan provides a framework for improved connectivity and enhanced safety and legibility within the campus. The proposals include the creation of physical linkages between the buildings on the upper campus with well-defined entrances that are accessible for all.



Medway Campus masterplan

## Goals

To deliver the outline investment programme on time and to budget.

- The outline investment plan and programme has been established to meet the growth and strategic targets of the university. The programme sets out the proposed years that projects will commence and complete and establishes an estimated capital sum.

To reduce the backlog liability.

- This target will raise the quality of the university estate and improve the student experience. The current recorded value is £34m. Please note: The university has a new condition survey currently under way and will use this updated data to prioritise and set actual target value, due to be completed by July 2022.

To achieve net zero carbon target .

- The university estate impacts on the Scope 1 and 2 carbon emissions. This target will be monitored to ensure delivery of a programme of works that will achieve net zero.

To become a top 10 green league university.

- The university is committed to being a leading green university and currently holds position 23 out of 154 universities on the green league. We have a target to move and sustain a top 10 position by our investment in estates, carbon reduction and sustainability.

To improve space utilisation by 6% per student.

- The floor area per student calculation shows that space could be used more efficiently. This target will improve our utilisation while still recognising that we operate from an historic estate that has some challenges around functional suitability.

## How we will know we have been successful

The success of the estates sub-strategy will be monitored by the achievement of the five key performance indicators (KPIs) and delivery of the enabling elements of our sub-strategies. The estate has potential to influence multiple KPIs and enhance the university's reputation in line with our corporate mission statement.

The process of ensuring that we achieve our commitment to our themes and sub-strategies will require comprehensive and robust governance and business case development and approval processes.



# A vision for Estates – Summary

**Our Vision:** University of Greenwich campuses will be safe, attractive and welcoming to all. They will provide stimulating and inclusive spaces for learning, research and collaboration, providing a great environment for our students and staff to achieve their best. They will be welcoming and sustainable beacons in our communities, giving back and leading by example.

**Mission:** The best modern estate built on historic foundations.

Challenges and Opportunities	Key strategy areas, implemented through:				Outcomes and KPIs by 2030	Impact
<b>Values:</b> Inclusive, Collaborative, Impactful, Sustainable						
<p><b>Opportunities:</b></p> <ol style="list-style-type: none"> <li>1. Implement the growth strategy by optimising the efficiency of our estates.</li> <li>2. Empower safe, secure and inclusive campuses.</li> <li>3. Achieve net-zero carbon across all our campuses.</li> <li>4. Influence sustainable behaviours and habits.</li> <li>5. Provide high-quality student experience.</li> <li>6. Create attractive and flexible spaces across all the campuses to enhance sense of community.</li> </ol> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Work within heritage constraints.</li> </ol>	<p><b>Priority 1</b> Student Success</p>	<p><b>Priority 2</b> Inclusivity and Culture</p>	<p><b>Priority 3</b> Research and Knowledge Exchange</p>	<p><b>Priority 4</b> Connected and Sustainable Campuses</p>	<ul style="list-style-type: none"> <li>• Deliver the outline investment programme on time and to budget.</li> <li>• Reduce the backlog.</li> <li>• Achieve net zero carbon commitment.</li> <li>• Become a top 10 green league university.</li> <li>• Improve space utilisation by 6% per student.</li> <li>• Safe, secure and inclusive campuses.</li> <li>• Leading edge specialist facilities.</li> <li>• High-quality campuses with stronger identity.</li> <li>• Smart operation and maintenance.</li> </ul>	<p><b>Campuses for everyone.</b></p> <p><b>Strong community, outward looking and welcoming.</b></p> <p><b>High quality student experience.</b></p> <p><b>Strengthened presence and profile.</b></p> <p><b>Merged learning and social activities.</b></p> <p><b>Students ready for work and life.</b></p> <p><b>Innovative and transformative outcomes.</b></p> <p><b>Immersive digital learning experience.</b></p> <p><b>Flexible and agile facilities and spaces.</b></p>
ENABLER 1: <b>THEMES AND DEVELOPMENT PRINCIPLES</b>						
ENABLER 2: <b>DEVELOPMENT AND DELIVERY PROGRAMME</b>						
ENABLER 3: <b>ROLLING REFURBISHMENT PROGRAMME</b>						
ENABLER 4: <b>DIGITAL AND PEOPLE</b>						
ENABLER 5: <b>ZEROBY30 STRATEGY</b>						