Estates Strategy

2012-2017



Liverpool Hope University EST. 1844

Executive Summary

The University recognises that its estate is a key resource which is central to the achievement of the University's academic endeavour and Corporate Plan.

The University is rightly proud of the investments it has made in creating two outstanding garden campuses which provide the backdrop to University's ambitions to provide students with an outstanding learning and social experience; and staff, the facilities and work environment that encourages collegiality, high level research and exceptional commitment to our students and the University's success.

As we reflect on the previous planning period (2007-2011) the University completed a number of iconic buildings: the Gateway Building (bringing together in one place, student support services, counselling and advice), the Award Winning Capstone Theatre (an impressive and acoustically excellent performance venue) and the innovative EDEN Building (which sympathetically wraps around an existing 1960s build to give a unique and contemporary learning space).

Much has also been done to systematically improve and enhance the teaching and learning spaces across the campuses, with the creation of a new library and reading room at the Creative Campus, and the modernisation of teaching space in the Hilda Constance Allen Building. The student experience has also benefitted from the refurbishment of Fresh Hope (Food Mall and shop) and the opening of café outlets on both the sides of the campus. At the same time, the University has invested in its Outdoor Residential Centre at Plas Cardeon, converting an old stable block into quality accommodation and installing solar panels.

This work continues: this year will see the Hope Campus Library refurbished with an increase in student study space as well as the formation of an environmentally controlled vault for our prestige collections. A student hub (My Place) will be created by over-roofing the small quad adjacent to Fresh Hope and a shop and student social space will be formed at the Creative Campus.

The University has developed a Carbon Management Plan and Sustainability Strategy which will help direct its thinking as we approach the new planning period.

As we look forward, the University (and indeed the sector) faces unprecedented change through the government's funding policies which makes strategic planning grossly unpredictable. However, this does not change our compass bearings: the University is clear about its academic ambitions and what is required to achieve them. Central to that is the good planning, careful budgeting and sound management of our estate in order to support the University through the changing environment over the next few years.

Underpinning this strategic plan is therefore the need:

- to maximise the estate resource in order to reduce operating costs;
- to continue to work to reduce the University's carbon footprint;
- to ensure all buildings meet the category B condition as a minimum in the life time of this plan;
- to continue to develop the curriculum and make provision for targeted growth in areas such as the sciences; and
- to be mindful that unforeseen changes may impose constraints, or provide new opportunities, that might require unexpected or rapid response.

Dr. Ian Vandewalle
Pro Vice-Chancellor (Resource Management & Planning) 23rd May 2012

1) Introduction and overview

1.1) Estates Strategy

The Estates Strategy provides a long term plan that will support the University's academic ambitions, its community and business engagement programmes within a financially and environmentally viable framework that contribute towards a sustainable future. What facilities are required to deliver the University's academic plan is essential in managing the estate.

The campuses and support services are vital to the future development of the University. The University's current estate is a blend of historic and modern buildings set within a garden campus which contributes to the success of the University.

This Estates Strategy covers a five year period from 2012-2017. The Strategy will take into account both external and internal changes affecting the University. Individual building projects cannot be planned in isolation; decisions need to consider the whole, since one planned development will invariably impact on a number of others. Given the number of uncertainties over the timescale of the Strategy, then there needs to be flexibility in the plan, to recognise that current priorities may be superseded by others, and some future developments may not yet feature in the Strategy. The Strategy will provide an overview of the estate needs and associated policies of the University to support its academic ambitions, and to ensure that there is consistency between strategic direction in estates terms, effective management of assets, and a forward programme of intended projects.

1.2) University overview

Liverpool Hope University is an ecumenical Christian Foundation and is one of the newest Universities, gaining University status in 2005 and research degree awarding powers in 2009. Liverpool Hope University, however, has a long tradition which stretches back over 160 years when the Church of England Diocese of Chester and Roman Catholic Sisters of Notre Dame established separate teacher education colleges for women.

The University has approximately 900 staff and 7,700 students within an estate of over 250,000 m^2 and a physical estate that comprises of buildings (including residential) with a gross internal area (GIA) of over 70,000 m^2. There are two main campuses: Hope Park, located in Childwall on the outskirts of Liverpool (occupying a site area of 150,400 m^2) and the Creative Campus in Everton (occupying an area of 8,000m^2). In addition, the University owns accommodation at Aigburth Park occupying a 17,500m^2 site and an outdoor learning centre at Plas Caerdeon in North Wales (occupying an area of 78,110 m^2).

Liverpool Hope University is a teaching-led, research-informed University. The University offers undergraduate and postgraduate courses through three faculties: Arts and Humanities, Education and Sciences and Social Sciences. Academic accommodation is predominately based at Hope Park, with Arts and Humanities Faculty, based mainly at the Creative Campus. Aigburth Park is solely residential and Plas Caerdeon is used by a range of teams for academic and other activities, including enterprise.

Due to the level of uncertainty across the sector, the University needs to diversify its income streams in order to reduce reliance on student income. Top quality facilities are therefore essential in order to generate rental income, strengthen partnerships with key institutions and to attract conference and enterprise income.

The University has made good progress in this area over the last five years but needs to expand and develop these new income streams further. Therefore investment will be required in the estate in order to maintain this income and to take advantage of new opportunities as they appear. For example the University currently provides accommodation for Milap, the European Opera Centre and a range of other business units who are integral to the University's academic purpose. At the

same time, offering facilities for the conference trade, CPD and enterprise delivery, sporting activities and other external events which are considered central to the University's Corporate Plan.

1.3) Structure

The Estates Strategy has been written using an analysis of the existing estate, the academic ambitions of the University, current resources and future opportunities.

2) Strategic Objectives

The Estates Strategy forms part of Liverpool Hope University's Corporate Plan. The Corporate Plan is underpinned by the University's Mission and Values:

- Provide a nurturing environment for all
- Aspire to be a collegial, open and hospitable community set in aesthetically pleasing and welcoming environment
- Ensure that the Estate is developed sustainably in line with the University's strategy of academic repositioning

The University's vision is to create a high quality Estate which:

- Provides teaching, learning, social and accommodation spaces which are fit-for-purpose, flexible and well managed
- Are aspiring, aesthetically pleasing, welcome and accessible
- Are environmentally sustainable
- Are safe and secure

2.1) Principles Underlying the Key Developments

2.1)1. Context

The Higher Education sector is now entering a period of unprecedented financial upheaval as the method of funding Higher Education radically changes from 2012/2013. The University is confident that it can adapt and thrive and continue to deliver the Estates Strategy. However, it recognises that the next five years will be a challenging period where:

i) Student numbers are unpredictable. The introduction of the 'core' and 'margin' student number controls and the constant and rapid change in these allocations gives rise to significant uncertainty
ii) Effects of the funding changes on student numbers within specific subject areas are unknown.
iii) Loss of HEFCE 'C' and 'D' band funding will mean that future finances will be almost entirely dependent on students numbers (which are no longer assured, see i) above)
iv) Funding for Estates via Capital Infrastructure Funding (CIF) has been drastically reduced (together with other discrete funding initiatives)
v) Strategic Development Funds (SDF) are no longer available
vi) Student expectations and demands are likely to increase
vii) Demand for accommodation may change (decline) with a potential shift towards more local student recruitment

2.1)2. Planning Through Change

i) Student Numbers

Currently the student headcount is around 7,700.

The University's ethos is that it should know its students one-by-one and be able to provide a safe and nurturing environment for its student body. It therefore has no desire to grow larger than about 9,000 students (split ⅔:⅓ undergraduate:postgraduate).

ii) Curriculum Provision

The Deans are charged with constantly reviewing their curriculum offerings, and so changes are expected. To what extent these are likely to impact on Estates resource provision is difficult to determine at present.

However, some changes are known:

- the University is about to implement a new curriculum structure which affirms the minimum contact time, but also seeks to give students 1:10 seminar sessions, and 6 hours of formal

teaching time (predominantly in the form of lectures). This should significantly increase occupancy levels across the University.

- There is continued emphasis on Sciences (noted by the continuation of funding for Band B Science provision) and, at the same time, a recognition that the University is seeking to improve its provision in this area. Indeed, a new science building was one of the three capital projects within the previous SDF bid (2007) and the only one which the University is yet to realise. A Science Building is therefore a high priority in this new strategic plan.

iii) Social and Leisure Facilities

The University is conscious that, as the fee increases, students will be seeking improved facilities in all aspects of work, rest and play. Much has been done to invest in the 'work' element, and previous CIF monies have been spent on a systematic up-grade of teaching space across the University. In recent years, the University has created several social learning zones and is about to create a student hub (My Place) for 'rest' and 'play'. However, more needs to be done to develop further the University's leisure facilities and increase the sports/gym offerings. This might complement the further development of Sciences (for example, Health, Nutrition and Fitness) as in ii) above.

iv) Collaborative Arrangements

The University has only a few partnership arrangements in relation to its estate. In 2011 it reacquired Hopkins Hall by taking over the lease from the original partnership collaboration as the University considers that it can deliver a better residential experience on its own, than the partnership could provide.

The residential accommodation at Aigburth is a similar partnership arrangement which is currently not working well, but is one where the cost of buying out of the contract is prohibitive.

Other partnerships (for instance, where ERDF monies have been acquired) often result in a set of outputs that compromise the University's use of the space, which render such partnerships undesirable.

Currently then, the University is extremely circumspect when it comes to collaborative building projects and while it is not inconceivable that this might happen, but it would be on the clear understanding that a collaborative partnership will add to, rather than compromise, the University's academic endeavour.

v) On-Site Accommodation

The University currently has some 1200 bedrooms on three campuses across Liverpool, and residential life is seen as an important part of the student experience.

At the moment we are unable to guarantee all first year students accommodation if they desire it, although we do prioritise them, with a consequence that we cannot then offer sufficient accommodation to our second or third year students.

However, there is a contrary issue here, arising from the increased fees, whereby students may choose to study locally in order to reduce costs. Demand for accommodation might decrease in the near future. The University is therefore minded to wait and see what effects the increased fees might have before it develops further its accommodation strategy.

To achieve the University's vision, the Estate's Strategic Objectives are to:

- Ensure a greater focus on meeting student's needs
- Provide teaching spaces and accommodation which are fit-for-purpose, flexible, properly maintained and well managed
- Provide a choice of high quality student accommodation

- Develop the science facilities on the Hope Park Campus
- Create a safe and secure environment
- Improve its environmental sustainability across its campuses
- Assure the maintenance and further development of Plas Caerdeon
- Achieve at least a Building Condition C and a Functional Suitability 3 for all buildings

3) Estates Data

The Strategic Objectives outlines the future direction of the University and the accommodation needs resulting from this. To determine the development required to fulfil the strategic objectives, the scope of the current estate needs to be taken into consideration. Detailed information on a building-by-building information can be found in Chapter 4; the data provided is from the Estates Management Statistics (EMS 2010-2011 data).

3.1) Areas

The University has three campuses and seven houses within Liverpool and an outdoor recreation centre in Plas Caerdeon near Barmouth. The University's operational estates comprises of 36 buildings (Table 1) and some 24 hectares of which:

- 8 hectares are part of the operational estate
- 2 hectares are playing fields
- 16.2 hectares are grounds and gardens

Table 1. Breakdown of the 36 buildings

	GIA (m^2)	Residential (m^2)	Non-residential (m^2)	Balance space (m^2)	Bed Spaces
Houses	692				
Creative Campus	13665	2498	5245	5922	185
Aigburth Park	11960	7031	460	4469	433
Hope Park	51703	8262	24391	19050	595
Plas Caerdeon	1022	584		438	80

3.2) Age

The University's buildings were constructed between 1840 and 2010 (Table 2).

Table 2. Construction dates of the University's building (percentage)

	Residential	Non-residential	Total estate
1840-1914	0	14	9
1914-1939	9	14	12
1940-1959	0	0	0
1960-1979	29	31	30
Since 1980	62	41	49

3.3) Ownership

The University owns the freehold to the Taggart Avenue Houses, Creative Campus Buildings and Plas Caerdeon. At Hope Park, the freehold on the Hilda Constance Allen (HCA) side of the Campus is owned by the Archbishops' Council (of the Church of England) and the leasehold is held by the Trustees of Warrington Training College Inc. A Deed of Agreement allows the University to use the land and Buildings. The freehold on the Frances Mary Lescher (FML) side of the Campus is, for the most part, owned by the Trustees of Christ's and Notre Dame, save a small parcel of land surrounding the Business School which is owned by Notre Dame Land Company. A Deed of Agreement allows the University to use the land and Buildings. The ownership of the buildings at Aigburth Park is complex and further investigation is required.

The Cornerstone at the Creative Campus is a grade II listed building and the Hilda Constance Allen Building at the Hope Park Campus will be potentially listed in 2012/2013.

3.4) Building Condition

The condition of the buildings (excluding Plas Caerdeon) was formally assessed prior to 2005 and it is updated annually on an *ad hoc* basis after completed works to provide data for the EMS, see Table 3.

The building condition survey was undertaken using the RICS building maintenance indicators:
A – New or as new
B – Sound, operationally safe and exhibiting only minor deterioration
C – Operational, but major repair or replacement needed in the short to medium-term
D – Inoperable, or serious risk of major failure or breakdown

Table 3. Condition of the University's building (percentage)

	Residential	**Non-residential**	**Total estate**
A	30	25	26.9
B	38	63	53.5
C	32	10	18.3
D	0	2	1.4

The majority of maintenance works (condition C) are within buildings constructed between 1960 and 1979; these are a combination of residential and non-residential properties at Hope Park and Aigburth Park. There are two condition D buildings which were constructed between 1914 and 1959, which are currently empty and require major refurbishment.

The University has commissioned a firm of independent building consultants to undertake a full building condition and functional suitability survey of all its buildings. From this more accurate planned preventative maintenance schedule may be drawn up.

3.5) Functional Suitability

The functional suitability of the buildings (excluding Plas Caerdeon) was formally assessed prior to 2005 and is updated annually on an *ad hoc* basis after completed works to provide data for the EMS, see Table 4.

The functional suitability survey was undertaken using EMS data definitions:
1 – Excellent (fully support current functions)
2 – Good (provide a good environment for current functions in all or most respects)
3 – Fair (provides a reasonable environment for current functions in all or most respects)
4 – Poor (fail to support current functions and/or are unsuitable for current use)

Table 4 Functional Suitability of the University's buildings (percentage)

	Residential	**Non-residential**	**Total estate**
1	49	45	46.4
2	36	47	42.8
3	15	6	9.4
4	0	3	1.4

The majority of buildings have an excellent or good functional suitability, reflecting the large investment made in the estate within the past. The grade 4 functional suitability buildings were built between 1914 and1959 at Aigburth Park and are currently empty. The grade 3 buildings are all

residential buildings and have a building condition of C; the majority of which are situated at Hope Park.

3.6) Value

The University has commissioned a firm of independent chartered surveyors to undertake a Property Reinstatement Cost Assessment (Insurance Replacement Value [IRV]) of all its buildings and the contents on an annual basis; the IRV includes demolition and site clearance, foundations, the effect of special site restrictions, professional fees and VAT. The net book value takes account of the depreciation of the properties and is re-evaluated every three years in line with financial regulations.

Overall, the buildings within the four campuses have a high IRV and net book value (Table 5). The lowest IRV and net book value are located at Aigburth Park and these buildings are also a building condition D and a grade 4 functional suitability. Aigburth Park is co-managed through a collaborative partnership with an external company (Opal), although these buildings remain the property of Liverpool Hope, are valued historical buildings and can be restored to functional use as apartments to provide future income generation.

Table 5. Value of the University's buildings (£)

	IRV (£ million)	**Net book value (£ million)**
Hope Park (including externals)	137	60
Creative Campus	52	21
Aigburth Park (ONLY Hermitage and Cloisters)	2	0.4
Plas Caerdeon	2	0.8

3.7) Running Costs

The total property costs have been calculated for residential and non-residential properties (excluding Plas Caerdeon), see Table 6. The property costs include the rateable value; rates paid; insurance premiums paid; net service charge; energy, water and sewerage costs; maintenance costs; cleaning costs; and internal and external estates management costs as defined within the EMS.

Table 6. Operating costs for residential and non-residential buildings

	£/m^2
Non-residential	113
Residential (excluding rateable value and rates paid)	77

3.8) Space Utilisation

The space utilisation of the University's teaching rooms (general and specialist) is calculated on an annual basis (Table 7). Detailed space utilisation rates on a building by building basis can be found in Appendix A; rates range from 5% to 47%. There is a wide variation between general and specialist teaching space, between buildings and campuses.

Table 7. Space utilisation of the University's teaching rooms (percentage)

	Minimum	Maximum	Average
Hope Park	5	47	25
Creative Campus	7	38	17
University wide	5	47	23

The best average space utilisation is within the HCA building which has a high proportion of general teaching space; the lowest average space utilisation is within the Capstone Building which is predominantly specialist teaching space. Hope Park has a higher space utilisation as it has a higher proportion of general teaching space, whereas the Creative Campus is mainly specialist teaching space.

The University undertakes weekly room audits to ensure that the rooms are being used when booked; a room charge fine is in place for those who do not use the room. There is scope for increased utilisation across the campuses.

3.9) Summary

The University has a good estate which provides suitable services for high quality teaching and research. However, there are areas and buildings which could be improved and these are highlighted within the next section. There are also opportunities within the University estate to improve the buildings condition and functional suitability in order to improve the learning and teaching, and student experience.

4) Performance Assessment

The current and future requirements of the estate are highlighted within this section in order to fulfil the University's Strategic aim. The requirements for all activities, including academic and support floor space, residential accommodation are discussed, and the deficiencies within the current facilities are addressed on a campus by campus basis. The problems, opportunities and proposals for each campus are also discussed.

4.1) Houses

Table 8. University owned house details

	91 Taggart Avenue	93 Taggart Avenue	95 Taggart Avenue	97 Taggart Avenue	101 Taggart Avenue	117 Taggart Avenue	55 Woolacombe Rd
GIA (m^2)	90	90	99	114	96	83	120
Construction Date	1914-1959	1914-1959	1914-1959	1914-1959	1914-1959	1914-1959	1914-1959
Building Condition	B	B	B	B	B	A	B
Functional suitability	2	2	1	1	1	2	1
IRV(£ million)	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Net book value (£ million)	0.2	0.2	0.2	0.2	0.2	0.2	0.2

Strategic Development
The University has purchased a number of houses to form contiguous space along Taggart Avenue, and more recently is exploring purchases along Woolacombe Road that back on to the University.

This strategy has a number of benefits:

- It provides properties which are attractive to visiting academics and those from overseas who require relatively short-stay accommodation while they find their bearings
- They provide ready revenue income in the form of rents
- They improve the balance sheet and become long-term assets
- They extend the footprint of the University which might allow expansion in the years to come.

However, we need to be aware that these are older and well established properties which often require a high level of maintenance and refurbishment to meet our normal quality standards. These properties also add to our carbon footprint and become subject to the University-wide sustainability agenda.

That said, the University will continue to seek to increase the University footprint by purchase of adjacent properties.

4.2) Hope Park –accommodation

Table 9. Hope Park accommodation building details

	Angela Halls	Austin Halls	Newman Halls	Stand Park Lodge	Taggart Lodge	Teresa Hall	Wesley Hall
GIA (m^2)	1299	1299	2840	92	192	2840	2840
Bed Spaces	57	58	110	2	4	110	110
Construction Date	1960-1979	1960-1979	Since 1980	1914-1959	1914-1959	Since 1980	Since 1980
Building Condition	C	C	A	A	A	A	A
Functional suitability	3	3	1	1	1	1	1
DEC	D	D	C	N/A	N/A	C	C
IRV (£ million)	2.7	2.7	9.9	0.2	0.4	9.9	9.9
Net book value (£)	0.8	0.8	3.3	0.09	0.3	3.3	3.3

Strategic Developments

Aside from the strategic issues relating to the development of accommodation (2v: page 5), the longevity of Austin and Angela should be questioned (both are building condition C and functional suitability 3). However, the University has recently invested in new discrete boilers to improve efficiency, and has commissioned the creation of new kitchen space on each floor to improve the student experience. Further sustainability measures would see these buildings move from category C to category B over the course of this strategic plan.

The 'new' Halls (Wesley, Newman, Teresa) are now in their 8th year. These buildings are in good condition. However, there is a need to improve the social space for the residential students, and the possibility of creating a series of linked atria between these Halls is currently being assessed. This would serve to increase cohesion within and between the Halls, as well as providing clear accessible space for social and leisure activities.

4.3) Hope Park – FML

Table 10. Hope Park building details on FML campus

	Business School	Frances Mary Lescher	Gateway Building	Green Lane Annexe	Green Lane Building	Security Lodge	Lecture Theatre Complex	The Conference Centre
GIA (m^2)	1491	9656	1751	365	1141	38	1530	421
Bed Spaces	N/A	N/A	N/A	FF 10	N/A	N/A	N/A	N/A
Construction Date	1960-1979	1960-1979	Since 1980	1960-1979	1960-1979	Since 1980	1960-1979	Since 1980
Building Condition	C	B	A	GF C, FF B	C	A	B	A
Functional suitability	2	2	1	3	3	1	1	1
DEC	C	D	Within FML	N/A	D	N/A	D	N/A
IRV (£ million)	3.1	20.1	6.5	0.8	2.1	0.1	4.8	1.1
Net book value (£ million)	0.9	8.9	4.3	0.2	0.7	0.08	0.9	0.6

Strategic Developments

In September 2011, the University opened the Education-Enterprise (EDEN) building and refurbished the Derwent space to give high quality conferencing space. At the same time, the University invested some £420,000 in improvements to Taggart Avenue. Nonetheless, there is still a congestion problem with vehicles stopping along the Avenue. The University intends to locate a Pelican crossing at the EDEN-Security Lodge crossing to increase pedestrian safety, but remains conscious that this will probably not relieve the congestion. Ideally, the University would wish to create a pedestrianized zone from at least the Irene Road junction to the Woolton cross-road junction. This would substantially improve pedestrian safety.

At the same time, the University is looking to improve car park management (particularly given the ban on wheel-clamping) and intends to install an improved barrier system to control parking on campus.

Within the scope of this 5-year plan, the University will also explore ways to create a one-way system around the FML campus, to relieve congestion at the security lodge entrance.

The newly formed Liverpool Hope Business School occupies a similar building style to Austin and Angela (built in the mid-1960s) and a category C space. The University has already started to re-roof this building and refurbish the ground and first floor to accommodate the Business School as it relocates from the FML building. The upper floor could be converted to postgraduate accommodation (but again, there is uncertainty about the demand) and so, in the meantime, these rooms could be converted to small seminar rooms to meet the demand for the 10:1 seminar sessions.

Similarly three new apartments are to be constructed in the Green Lane Annexe. This complements the accommodation on the first floor and will help lift this building towards a B rating.

Green Lane Building (also C-rated) currently houses Education Art and Education Science space. The Science should relocate to the new Science building on completion, and the Art could relocate to Cornerstone. Green Lane Building could be demolished within the life-time of this plan, to make way for a perimeter road, out to Green Lane North, or round to the Business School exit onto Woolton Road.

4.4) Hope Park – HCA

Table 11. Hope Park building details on HCA campus

	EDEN	Estates Office	Hilda Constance Allen	HCA East Wing	HCA West Wing	Markland Building	Sheppard Worlock Library	Sports Hall	Stand Park Annexe	Stand Park Building
GIA (m^2)	7395	256	2185	2561	2554	510	5122	2160	221	945
Bed Spaces	N/A	N/A	N/A	54	78	N/A	N/A	N/A	N/A	N/A
Construction Date	Since 1980	1960-1979	1914-1959	1914-1959	1914-1959	1960-1979	Since 1980	Since 1980	1960-1979	Since 1980
Building Condition	A	C	B	B	C	B	B	B	C	B
Functional suitability	1	2	2	2	3	2	1	1	2	1
DEC	D	N/A	D	Within HCA	Within HCA	Within HCA	Within HCA	C	N/A	N/A
IRV (£ million)	20.4	1.7	26.3	Within HCA	Within HCA	1.0	10.9	5.3	0.5	2.1
Net book value (£ million)	12.2	0.5	7.3	Within HCA	Within HCA	0.5	5.7	3.9	0.2	0.9

Strategic Developments
The case to develop a Science building has been made previously. The current building retains the squash courts and outdoor changing facilities which ideally would be relocated within the Sport provision. Some Science (Sport Physiology) is located in the Stand Park Annex building (category C), and the Educational Science is also located in a category C building (Green Lane Building).

The new Science development would consolidate the provision around the area of Health Sciences, and with a core of bioscience or biomedical science laboratories. The Science building would also house Sport Physiology and fitness testing as well as bring together Sport and Cognitive Psychology.

There is then a natural link with the Sports Hall, a relocated squash court and other gym/leisure sport activities.

These developments could be incremental, but might link the Stand Park Building with the Sports Hall to provide a Science – Sports complex, with research physiology labs adjacent to wet labs and with educational teaching alongside the subject discipline.

At this point it may be beneficial to demolish Stand Park Annex, unless it serves an integral purpose in the new development.

The University is aware that HCA is likely to become a listed building in the course of this strategic plan. At worst, this could restrict future developments and will undoubtedly lengthen the planning process.

There are two future developments to note here:

i) The current library refurbishment is seen as the first phase in the library upgrade: work is concentrated in the mid-sections, the wings around the Quad and the creation of a vault in the Markland Building. However the East end of the library will also require an up-lift. Further consideration also needs to be given to the rear library quad, which could form a major forum opposite the Science-Sport complex.

ii) Refurbishment of the West Wing is now a priority, given that the East Wing was refurbished over three years ago.

4.5) Cross University Developments

There are some general developments across the University:

Once the library is complete, there will then be a need to create a 24 hour computer room at Hope Park. This would need to be secure and visible. This is less of a problem at the Creative Campus as the current student PC hub is highly visible from the security lodge.

Reinstatement of a Bank or at least a Cash-Point Machine.

The Carbon Management Plan set out rigorous targets which may need to be reviewed in the light of reduced University funding. Nonetheless, many of the projects make good financial sense (as well as progressing our commitment to reducing our Carbon footprint) and should be implemented.

The University should remain an open and welcoming space. However, there is need to ensure that all buildings can control access at certain times, so that we are aware who is on our premises. To this end, the University will look to enhance its technological solutions to security at all main entrances and exits.

4.6) Creative Campus

Table 12. Creative Campus building details

	Capstone	Cornerstone	Hopkins Hall	Security Lodge
GIA (m^2)	2433	6763	4431	37
Bed Spaces	N/A	N/A	185	N/A
Construction Date	Since 2000	1840-1914	Since 2000	Since 2000
Building Condition	A	B	B	A
Functional suitability	1	2	2	1
DEC	B	D	B	N/A
IRV (£ million)	7.6	34.3	10	Within Capstone
Net book value (£ million)	8.0	6.6	6.1	0.04

Strategic Developments

There has been substantial investment in the Creative Campus in recent years, with the creation of the Capstone Theatre, refurbishment of the Cornerstone building, creation of the Reading Room and the re-acquisition of Hopkins Hall. Further work now focuses on the student experience and the creation of a shop, social space and café area in the reception of Cornerstone.

However, Cornerstone remains a difficult space to manage: there is no lift or Equality Access on the left side of the building, and rooms and spaces rarely give good fit for study. Maintenance is the main challenge going forward.

In Capstone, air flow in the auditorium is a problem and work is planned moderate the air flow. At the same time work is needed to remove external girder structures to allow transport vans to draw up at the delivery point at the rear of the building.

The University owns a small piece of land where the Goblin public house stood. The size and usefulness of this space remains of little value and it should be decommissioned in the life time of this plan.

It may be possible to acquire property adjacent to the Creative Campus which would allow us to increase our footprint facing an important dual carriage-way in and out of the city.

4.6) Aigburth Park

Table 13. Aigburth Park building details

	Cloisters	Hermitage	St Julies	St Michaels	Trinity Hall
GIA (m^2)	639	483	5074	5152	612
Bed Spaces	Empty	Empty	213	220	
Construction Date	1914-1959	1914-1959	1960-1979	Since 1980	1960-1979
Building Condition	D	D	C	B	C
Functional suitability	4	4	2	1	3
DEC	N/A	N/A	E	A	N/A
IRV (£ million)	1.2	0.9			
Net book value (£ million)	0.2	0.2			

Strategic Developments

Aigburth remains a difficult partnership. The University ensures that the Landlord is meeting contractual duties, but there is a sense that the current investment falls well short of other University properties.

However, to buy out the contract would be costly and entail a substantial bank loan. This would require servicing for next ten years and would be at a level that might preclude further unforeseen opportunities for investments elsewhere. At the same time, student rental covers the lease cost to the partner and so Aigburth effectively covers its costs.

That said, the Cloisters and Hermitage remain University properties and should be converted into apartments for visiting tutors or postgraduates with families.

Trinity Hall remains an enigma: there is a lack of clarity within the contract with respect to ownership of this building. This needs clarifying and refurbishment is required as well as some investment to bring the building up to category B standard.

St Michael's Hall is in reasonable condition and has good occupancy rates. St Julies however, is a category C building and occupancy rates are falling. Some investment is required to enhance the student experience, and some refurbishment/sustainability work is needed to raise the building standard to a category B.

4.7) Plas Caerdeon

Table 14. Plas Caerdeon building details

	Plas Caerdeon
GIA (m^2)	1022
Bed Spaces	87
Construction Date	1840-1914
Building Condition	
Functional suitability	
DEC	D
IRV (£ million)	2.1
Net book value (£ million)	0.8

Recent investment in Plas Caerdeon saw the conversion of an old stable block into new accommodation between the cottages.

In the last year, recently solar panels have been fitted and now supply electricity not only to the Hall, but also contribute to the National Grid.

However, there is substantial maintenance work required to bring the accommodation up to the same standard as the rest of the University. There is good opportunity to refurbish this as a model of sustainability and good practice.

5) Implementation plan and financing

5.1) Implementation Plan

A full implementation plan is included in the appendices (Appendix B). This shows the projects required to consolidate, rationalise and develop the existing estate to realise the University's Strategic Objectives. The implementation plan is broken down campus by campus.

5.2) Finance

The introduction of the new funding regime from 2012/2013 and the level of change across the sector will result in Higher Education institutions facing an unprecedented period of uncertainty. As a result the financial focus for the University will be on increasing cash reserves to ensure financial viability and ensuring that all funds are used as efficiently and effectively as possible.

It should also be noted that in recent years the University has been able to obtain significant levels of capital grants from HEFCE, NWDA and European funding which has greatly helped in the funding of its capital programme. Unfortunately this level of funding will not be available in the future and the University will be mainly reliant on its own resources. There is no intention to use bank loans to fund the capital programme unless an exceptional opportunity should present itself and therefore the available funding will be mainly from cash reserves.

The financing of the Estates Strategy will need to form part of the detailed financial planning of the University. In order to do this the objectives identified within the Estates strategy will need to be costed, prioritised and then phased over the next five years in order to spread the financial impact while ensuring that the infrastructure is maintained. This will enable the University to manage the Estates Strategy in such a way as to ensure that funds are ring-fenced in advance and cash is made available in order to achieve the objectives without placing the finances of the University at risk.

As far as is affordable, the University will set aside a minimum of £1.5 million for capital projects and £500k for minor capital works and refurbishments per annum. There will also be an increased budget available for refurbishment of existing infrastructure to recognise the need to maintain the quality of the buildings.

6) Conclusion

The University is committed to achieving the Strategic Objectives detailed within this Estates Strategy. The Projects required to complete the Objectives are challenging, but are required to improve the standard of the estate, making it an even greater asset to the University.

Following the full building condition and functional suitability survey of all its buildings by an independent building consultancy a planned preventative maintenance schedule may be drawn up. The University focus over the last five years has been to complete a number of major capital new builds and refurbishments which have transformed the estate. The level of refurbishment work undertaken in this period removed the need for an extensive maintenance budget. However, now the majority of the capital programme is completed and given the lack of capital grants in the future, there will be an increased focus going forward on the funding of the on-going maintenance of the estate. The size of the preventative maintenance budget will be determined once the building condition and functional suitability survey results are available and the University will ensure that adequate funds are ring-fenced to support this.

The University has targets within the time period of the Strategy to:

- Improve all of its buildings to at least Building Condition C and Functional Suitability 3
- Improve the DEC rating of all relevant buildings to at least a C rating
- Reduce its Carbon footprint from a 2005-2006 baseline by:
    - 20% by the end of 2012-2013
    - 35% by the end of 2017-2018
    - 48% by the end of 2020-21
- Include environmental sustainability into all refurbishment and new build projects

The Estates Strategy will be reviewed annually and progress reports will be made to Senior Management Team monthly and the Estates Strategic Planning Group on a quarterly basis.

In such challenging times, the University is circumspect about the task ahead. Pragmatically it takes the view that its overall objective to consolidate, rationalise and develop the existing estate is deliverable, achievable and financially viable within the current available resources. However, it is mindful that the withdrawal of government funding has the potential to undermine this strategy.