

**Manchester City Council
Report for Resolution**

Report to: Executive - 28 June 2017

Subject: The Manchester Metropolitan University Estate Strategy 2017 - 2027

Report of: Strategic Director, Development

Summary

This report sets out Manchester Metropolitan University’s Estate Strategy for the next ten years during which the University intends to invest very significantly in new assets that supports the University’s academic ambition and reinforce the centrality of the University to the city.

Recommendations

The Executive is recommended to:

- 1) Note the contents of this report and to endorse, but so far only as the same does not prejudice the City Council’s rights, powers, duties and obligations as a local authority, planning authority, highway authority or in any other such capacity, the Manchester Metropolitan University’s Estate Strategy as appended to this report; and
- 2) Note that further reports will be submitted to the Executive in due course in respect of the Manchester Sport Institute and in respect of a new Student Accommodation Strategy for the city which will seek to support the ambitions set out in the Manchester Metropolitan University’s Estate Strategy.

Wards Affected: Ardwick and Hulme primarily but impacts on all wards

Community Strategy Spine	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Manchester Metropolitan University is a key economic driver within the city not only as an employer but in helping to underpin a wide range of key sectors in the city through its research and development capacity and as a provider of new graduate talent.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	The Manchester Metropolitan University provide significant numbers of graduates, and increasing numbers of apprentices, who are employed within the Greater Manchester economy.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Manchester Metropolitan University are committed to working with all communities within the city actively and energetically.
A liveable and low carbon city: a destination of choice to live, visit, work	The Manchester Metropolitan University has a strong commitment to environmental sustainability and this is embedded within the management of the existing estate and the plans for the new estate.
A connected city: world class infrastructure and connectivity to drive growth	The Manchester Metropolitan University over the last nine years have already invested significantly in new assets that have helped drive the city's growth agenda. The new Estate Strategy seeks to deliver new world class assets across the city that will continue to support our growth ambitions over the next decade.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

There are no immediate capital consequences arising as a result of these proposals.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Manchester Metropolitan University Campus Development at Birley Fields, Hulme, Executive, 24th June, 2009
- The Rationalisation and Development of the Manchester Metropolitan University Estate, Executive, 24th July, 2013
- Eastlands Regeneration Framework, Executive, 8th March 2017

1.0 Introduction

- 1.1 This report sets out Manchester Metropolitan University's Estate Strategy for the next ten years during which the University intends to invest very significantly in new assets that supports the University's academic ambition and helps reinforce the centrality of the University to the city.

2.0 Background

- 2.1 Over the last decade Manchester Metropolitan University and the City Council have established a track record of working successfully in partnership, and with other partners, for example, within the Corridor Partnership, to help further the city's economic, social and environmental ambitions. During this period the University's commitment to rationalise its estate into two versatile and sustainable campuses, as part of a plan to improve efficiency and raise standards, has been successfully delivered through collaborative and partnership working with the City Council. Plans for the new Hulme Campus were considered and approved by the Executive in June 2009 with the facility opening in October 2014. In total the University made a £350m investment into both the new Hulme and All Saints Campuses creating new high quality learning environments, supported by key welfare and academic services administration in the city.
- 2.2 Arising out of the creation of both campuses the University worked with the City Council to develop and implement a disposal strategy for the University's surplus assets such as the Didsbury Campus and the Aytoun Campus. This strategy was geared to ensure these assets made a significant contribution to the regeneration and overall transformation of city, made a lasting contribution to the delivery of the city's wider growth ambitions, and that these assets would leave a very positive legacy to the city.

3.0 The Manchester Metropolitan University: Corporate Strategy

- 3.1 Over the last 20 years the Manchester Metropolitan University has established itself as an academic institution which makes a very positive contribution to the economic functioning of the city and which seeks to work in a collaborative and partnership based manner with the city, its businesses and its communities. Today, for example, the University is ranked in the top 3% of Universities in the world, it has a global network of 270,000 Alumni living in 130 countries and it is one of the "greenest" Universities in the country.

- 3.2 The University's Mission is now as follows:

"We are a great, modern university, in a great global city, here to make an impact on Manchester, our nation and beyond, with a driving ambition to discover and disseminate knowledge, and make higher education accessible and beneficial to all those with the passion and ability to succeed.

We work closely with our city, with business, the community and our academic peers - locally, nationally and internationally - to be inventive and creative, generate great opportunities, and enable our students, colleagues and everyone whose lives we touch to make an impact.”

- 3.3 The University's Strategy is now geared around the five themes of: Place; Ambition; Partnership; Community; and Sustainability. Each theme is briefly outlined below:

Place: A university with all the drive and spirit of a great global city

“You can feel the energy. In the place. In the buildings. In the students and staff. You can sense the determination to succeed. Manchester Metropolitan is a great modern university, in a great global city, and we share the same drive and spirit to explore, create, invent, re-invent and make the world take notice.”

Ambition: Setting the bar higher to make more of an impact

“We are ambitious and happy to shout about it. Ambitious for our students. Ambitious for our staff. For our partners. And for ourselves as an academic institution. We expect a lot from everyone who studies and works here. Set high standards and measure our success by the impacts we make academically, and in business and society.”

Partnership: Reaching out to push the boundaries of the possible

“Education, and particularly higher education, should always be a collaborative process and here at Manchester Metropolitan our world is enriched and our achievements made more effective through partnership at every level.”

Community: Making a contribution not just to one community, but to many

“We are an active, energetic and engaged university, putting our thinking and ideas, our research and knowledge to work in the real world. So our staff, students and alumni contribute not only to the Manchester Metropolitan community, but to all the communities and lives we touch.”

Sustainability: Working hard now and in the future to help craft a better world

“Higher education exists in an increasingly dynamic, demanding and competitive world, where to stand still is to go backwards. At Manchester Metropolitan, we have a conscious cultural commitment to maintaining our energy levels and continuing to drive up academic and creative standards, achievements in research, and engagement in the community.”

- 3.4 There are clear linkages and principles from the corporate strategy that feed into the new 2017 – 2027 University Estate Strategy as set out below:

Place: A university with all the drive and spirit of a global city

- Develop bold, vibrant buildings and facilities that attract high achieving staff and students.
- Create a sense of place through density of development and critical mass.
- Provide collaborative spaces that bring academics and students together.
- Establish public realm that connects our buildings and public spaces with Manchester city.
- Maximise our connections with city and visibility on the Oxford Road corridor.
- Be bold, brave and distinctive in our development and design of the Estate.
- Promote curiosity and enquiry across our campus.

Ambition: Setting the bar higher to make more of an impact

- Develop inspirational buildings in the right neighbourhood.
- Set high standards for our building design whilst cognisant that form follows function.
- Benchmark ourselves against our peers and aim for excellence.
- Create excellent learning, teaching and research spaces.
- Reach out to the city, peers and beyond.

Partnership: Reaching out to push the boundaries of the possible

- Encourage collaborative working across academic disciplines, particularly in research.
- Encourage greater collaboration across Professional Services.
- Provide 'Project Ready Space' with assistance from partner organisations/groups.
- Actively promote adaptability and quick reconfiguration project ready spaces.
- Create physical adjacencies to encourage collaboration throughout the University.
- Engineer serendipity for students and staff within academia and professional services.
- Develop a library/student space as the heart of our collaborative working environment(s).

Community: Making a contribution not just to one community, but to many

- Make our estate welcoming, accessible and inclusive.
- Embrace Oxford Road rather than turn our back to the community.
- Engage with the wider community rather than wait for others to come to us.
- Work closely with our neighbours sharing insight, skills and resources.
- Showcase our activities, especially those of relevance to employer partners.

Sustainability: Working hard now and in the future to help craft a better world

- To stand still is to go backwards in a dynamic, demanding and competitive world.
- Quality measured through function and flexibility.
- Be ready to embrace change and be flexible in response.
- Develop an affordable estate with buildings that are designed for the future.

3.5 Looking forwards the University will now commence a very significant programme of new capital investment within the city to help it realise its mission and corporate strategy requirements. This programme of investment is set out within its new Estate Strategy.

4.0 The Manchester Metropolitan University: the 2017 – 2027 Estate Strategy

4.1 The development of the Manchester Metropolitan University 2017 – 2027 Estate Strategy has taken place over the last two years. Officers from the City Council have been engaged in this work over this period enabling a full appreciation of the University's ambitions and requirements to be developed along with the opportunity to help shape key aspects of the organisation's approach to development in the city. A copy of the 2017 – 2017 Estate Strategy is appended to this report.

4.2 Over the next five years the University's student headcount is projected to grow by circa 10% to 36,312 by 2020/2021. The area which is growing most in terms of both numbers and percentage is apprenticeships, from 99 to 2,209 students. Other large areas of growth are in postgraduate taught study (1,905 students, 41% growth) and international students (994 more students, 72% growth). Finally, there is a smaller but not insignificant growth in postgraduate research numbers (219 students, 28% growth). This growth is counterbalanced by a reduction in undergraduate students (-1,810 students).

4.3 All faculties with the exception of Cheshire are forecast to moderately grow. The two faculties with the largest forecasted growth are Health, Psychology and Social Care (HPSC) (38%) and Education (27%). These are also the only two Faculties who show a growth in undergraduate numbers, with the rest showing a reduction in undergraduate numbers which is counteracted by a growth in postgraduate, international and apprenticeships.

4.4 The University is dedicated to offering the highest quality education and student experience to their students. It recognises that the Teaching Excellence Framework (TEF) is critical to future reputation and fee income. Key aspects of the TEF include student satisfaction, student prospects upon graduation and successful student progression from 1st year of study to 2nd year. The 2017 – 2027 Estate Strategy is aligned to support and deliver on a high quality education and student experience.

4.5 Against these backdrop the University has identified a number of key strategic projects the most significant of which are as follows:

1. A new facility for the Faculty of Arts and Humanities to:

- Create an inspirational venue on the Oxford Road corridor that brings together a dynamic mix of conservatoire Theatre and Music, alongside one of the most successful Creative Writing Schools in the country, a growing Multimedia Journalism suite of programmes and Languages and Linguistics that will be at the centre of the international agenda;
- Address the weakness in research and knowledge exchange (RKE) and postgraduate activity by providing market leading accommodation and facilities for the Creative Writing School;
- Provide the School of Theatre with the capacity and quality to compete with the five leading theatre schools in London; and
- Provide added capacity and quality for Multimedia Journalism to develop its postgraduate programmes, accommodate additional student numbers over the coming years in its programmes and drive opportunities in teaching, research and public engagement.

2. A new facility for the Faculty of Science and Engineering to:

- Build substantially upon trailblazing, world-class research in Musculoskeletal Science, Advanced Materials and Microbiology;
- Grow significant, sustainable world class research groups in Vascular Pathology, Complex Systems, Conservation Biology and Computational Intelligence and Big Data;
- Create a fully functional and equipped research centre with expanded facilities for elite research areas and flexible lecturing space for high profile seminars and conferences;
- Grow international student numbers and postgraduate provision due to the Faculty's uniquely positioned subject mix; and
- Grow its RKE activity and income from £6m to £18.5m by 2024 and increase teaching income by 23 percent over the same period.

3. A new International Screen School Manchester to:

- Create a digital skills powerhouse, supporting the growth of a priority sector both for the north and the country as a whole;
- Establish a comprehensive inter-disciplinary undergraduate curriculum connecting computer science with film production and animation with human-centred design;
- Undertake a programme of industry-driven apprenticeships and executive education, combining short courses and accredited professional development training that develop skills needed by businesses;
- Provide a specialist incubation and support hub, providing advice and guidance for innovators and start-ups across creative and digital sectors; and

- Establish a suite of specialist production and studio labs focused around motion capture, virtual reality, animation, special effects and digital music production.

4. A new Manchester Sport Institute to:

- Create a centre of excellence for academic, performance and participation sport within Manchester;
- Provide students with access to a unique collection of world-class sports facilities within a global sport city;
- Increase sport participation opportunities creating healthier students and city residents;
- Attract performance sport professionals to undertake and take part in research and drive research income and outputs; and
- Develop mutually beneficial partnerships with Manchester City Council, Manchester City Football Club and other sports organisations in the region.

5. Strategic investment to deliver the Student Residential Accommodation Strategy to:

- Increase proportion of University controlled stock via development of owned halls, or via other joint-venture or lease arrangements;
- Revise the portfolio mix needs to adequately cater for risks or changes in student bed space demand; and
- Be the 'best in class' in terms of the residential service offer to the student community and develop halls on or close to campus.

6. Strategic investment in an expanded Library and Student Commons to:

- Increase capacity and quality of study, learning and collaborative working spaces in line with student requirements sector benchmarking;
- Create an intellectual hub for the University where users can engage and converse with each other and with information specialists;
- Create a place to study, learn and be creative, integrated within the heart of the campus; and
- Offer a safe welcoming environment, a flexible space, which can be adapted to meet future changes and demands.

7. Heat Network and Energy Centre:

- Reduce the Institution's reliance on external power and market volatility;
- Utilise system efficiencies to reduce unit energy costs;
- Improves environmental credentials i.e. less fuel per unit generated; and
- Excess heat captured and re-circulated through the network.

4.6 As part of the strategic engagement with the Leadership of Manchester Metropolitan University the City Council has already provided significant

advice and support to the development of the International Screen School Manchester. With regard to the proposal for a new Manchester Sport Institute there has been an ongoing dialogue with the University to establish a robust business case for the Etihad Stadium to act as a potential location for the Manchester Sport Institute to provide the world class Higher Education offer to deliver sports related undergraduate and postgraduate courses as set out within the draft Eastlands Regeneration Framework which is currently being consulted upon. Finally, it should be noted that work is currently being undertaken to bring forward a new Student Accommodation Strategy for the city which will seek to take into account the requirements of all Higher Education Institutions operating in the city. This Strategy will be reported to a future meeting of the Executive for consideration.

5.0 Concluding Remarks

5.1 The long standing relationship between the City Council and the Manchester Metropolitan University has provided a very solid platform of partnership working within which the 2017 – 2027 Estate Strategy has been developed and which will now be taken forward. The investment proposed, and the collaborative working arrangements with the University, offers the potential for this investment to be aligned with, and to make a significant contribution to, the overall transformation of city, to make a lasting contribution to the delivery of our growth ambitions, and to create a robust platform for the University to be globally competitive.

5.2 Detailed recommendations appear at the front of this Report.

6.0 Contributing to the Manchester Strategy Outcomes

(a) A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities

6.1 The Manchester Metropolitan University is a key economic driver within the city not only as an employer but in helping to underpin a wide range of key sectors in the city through its research and development capacity and as a provider of new graduate talent.

(b) A highly skilled city: world class and home grown talent sustaining the city's economic success

6.2 The Manchester Metropolitan University provide significant numbers of graduates, and increasing numbers of apprentices, who are employed within the Greater Manchester economy.

(c) A progressive and equitable city: making a positive contribution by unlocking the potential of our communities

6.3 The Manchester Metropolitan University are committed to working with all communities within the city actively and energetically.

(d) A liveable and low carbon city: a destination of choice to live, visit, work

6.4 The Manchester Metropolitan University has a strong commitment to environmental sustainability and this is embedded within the management of the existing estate and the plans for the new estate.

(e) A connected city: world class infrastructure and connectivity to drive growth

6.5 The Manchester Metropolitan University over the last nine years have already invested significantly in new assets that have helped drive the city's growth agenda. The new Estate Strategy seeks to deliver new world class assets across the city that will continue to support our growth ambitions over the next decade.

7.0 Key Polices and Considerations

(a) Equal Opportunities

7.1 An outcome will be to capture local employment opportunities and ensure that local residents have the opportunity to compete for such job opportunities.

(b) Risk Management

7.2 Not Applicable

(c) Legal Considerations

7.3 None at this juncture



Manchester Metropolitan
University

ESTATE STRATEGY **2017-2027**

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See Separate documents:

ESTATE STRATEGY

Appendix A: Estates Baseline Report

Appendix B: Stakeholder Consultations

Appendix C: Project Summaries

Appendix D: Masterplans

1. EXECUTIVE SUMMARY

The Estate Strategy 2017-2027

sets out a framework through which the development of the estate will support and enable the University Strategy. The 2017-2027 Estate Strategy will focus upon developing our existing presence within Manchester City Centre and the Oxford Road corridor to support our academic ambition and reinforce the centrality of the University to the city and our community. The Estate Strategy is a key enabler of success and of the continued delivery of a high quality student and staff experience in an increasingly competitive sector.

Teaching and research are at the heart of what we do as an organisation. We are a great, modern university, in a great global city, here to make an impact on Manchester, our nation and beyond, with a driving ambition to discover and disseminate knowledge, and make higher education accessible and beneficial to all those with the passion and ability to succeed.

We work closely with our city, with business, the community and our academic peers - locally, nationally and internationally - to be inventive and creative, generate great opportunities, and enable our students, colleagues and everyone whose lives we touch to make an impact.

Operating at the level set by our ambition will require significant investment in areas to sustain excellence in key areas or to focus on areas we have not yet fully exploited. Student numbers will remain relatively stable, but there is an ambition to increase the number of international and postgraduate students within the student mix.

To attract international students, support planned growth in postgraduate students and increasing external interactions, the estate will need to respond by providing suitably configured and functional space for a broader range of stakeholders compared to the predominant home/EU undergraduate base load.

Attendance based education is likely to remain the predominant mode of delivery over the coming decades but this will be increasingly complemented by alternative modes of delivery, such as blended provision or workplace learning. Our campus will increasingly become a blend of teaching spaces, learning commons, meeting places and industry facing laboratories and studios. Blended learning means students will want to take advantage of both on-site contract hours and digital technologies to support their learning. They will expect to be able to access digital content remotely, but also to be able to use social learning space on campus to engage with digital material in a way that enhances and supports their learning experience. As a result, the estate will need to evolve accordingly, particularly in terms of technology infrastructure and we will need to plan our digital estate alongside our physical estate.

In terms of performance, the University estate generally performs well when compared to peer and sector benchmark groups. This is due to the significant investment in the estate over the previous 10 years and the large number of students and staff, being one of the largest HE providers in the country, that efficiently utilise the estate on a day-to-day basis. Whilst planned activity throughout our estate is high, there is some room for improving our understanding of the actual usage and consumption of the estate through the deployment of more effective management controls and systems, i.e. smart campus technologies. However, this is generally a sector wide issue and the University cannot afford to stand still in an increasingly competitive market.

The Estate Strategy aligns a range of themes and principles including; quality, effectiveness and efficiency, with our University and Academic strategies, particularly aligning with the core thematic areas of education,



Figure 1: Aerial image of Existing Estate

research and internationalisation. On a broader level, the requirements of our stakeholders are diverse, but common themes, amongst others include; improving the flexibility and utilisation of the estate, confidently showcasing our strengths to our community, improved campus wayfinding, celebration of our identity and opportunities to facilitate office based working adjacencies. The student living experience is also central to the evolving strategy with the right product mix required across the portfolio, particularly with a focus on exerting more control over the quality and location of beds offered to students.

From a financial perspective, over a 6-year period there is borrowing headroom in our existing Financial Strategy to fund £200m of investments from cash generation and up to circa £100m from external borrowing. There is also scope to explore alternative funding sources such as development partner funding i.e. upfront capital costs offset by revenue forfeiture. However, the financial

strategy after this period, to the end of the framework, is still yet to be defined.

Therefore, careful consideration of affordability, project prioritisation and potential phasing is needed. The Strategy also signposts high-level procurement options and sets out clear guidance regarding governance of projects through a gateway process to display clear and consistent decision-making. Overall, deploying the strategy using current assumptions will lead to an overall increase of space of circa 16% on the Manchester campus.

The proposed Estate Strategy 2017-2027 and associated investments have the scope to significantly contribute towards the delivery of the University's institutional and academic objectives. In addition, the proposed investments are part of a much wider redevelopment of the Manchester City corridor that will create quality buildings and public spaces in line with the City's own aspirations.

2. THE CURRENT ESTATE AND ITS PERFORMANCE

2.1 HISTORY AND PREVIOUS STRATEGY

The University's previous Estate Strategy led to significant change across the University estate. Between 2008 and 2014, a £350m Masterplan focused on the consolidation of the estate from seven campuses to two. Disposal sites included Alsager, Aytoun, Didsbury, Elizabeth Gaskell and Hollings. The primary aim was to reinforce the University's position in Manchester and Crewe and dispose of surplus assets in a poor state of repair. Recent, major new investments by the University have included:

- The Business School and Student Hub** (£75m)
- Birley Fields Academic and Residences** (£140m)
- The Benzie Building** (£35m)
- A New Students' Union** (£10m)

The University has also rationalised its estate in Cheshire over the last five years. It has vacated its site in Alsager and consolidated provision in Crewe. Teaching activity in Alsager ceased in 2010 and all sports related use ceased in 2012. The Alsager and Aytoun sites are in the process of being sold. The University has sold its landholdings in Didsbury, Hollings and Elizabeth Gaskell (see figure 2). The University also took ownership of the Platt Lane sports complex in 2014, previously Manchester City Football Club's training ground, to provide a new centre for student participation and team sports.

2.2 THE CURRENT ESTATE

Manchester Metropolitan University operates from an estate in two principal academic locations: Manchester and Crewe in Cheshire. The total non-residential estate totals 47 buildings of circa 209,000m², of which circa 185,000m² (c. 87%) is in Manchester.

Non-Residential (Source: Man Met Estates Team)			
Site	Buildings	NIA (m ²)	Gross (m ²)
Manchester	29	115,749	185,277
Crewe	18	16,580	23,698
Total	47	132,329	208,975

Table 1: Size of Non-Residential Estate

The University provides residential accommodation for its students in both Manchester and Crewe and owns directly some 1,937 beds, as well as controlling a further 3,300 bed spaces through lease arrangements and nomination agreements with the private sector.

Residential (Source: Man Met Estates Team)			
Site	Tenure	No. Bldgs	No. Beds
Manchester	Freehold	8	1,937
	Leasehold	5	1,193
	Nominations	4	1,308
Crewe	Freehold	0	0 ¹
	Leasehold	1	799
Total		18	5,237

Table 2: Residential Estate Bedspaces

Note, further information regarding the composition of the existing estate, and benchmarking of performance against peer group/sector is provided in *Appendix A – Estates Baseline Report*.

¹Note four residential properties (Barlow, Davenport, Harley and Halfway House) are vacant due to downturn in student numbers at Crewe.

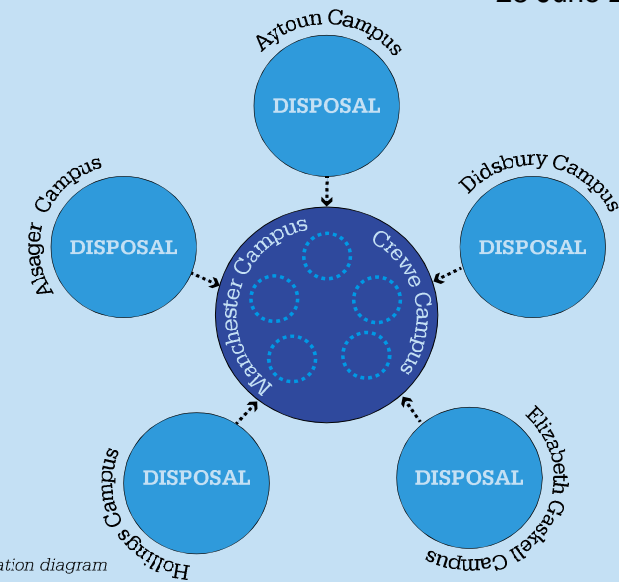


Figure 2: Consolidation diagram

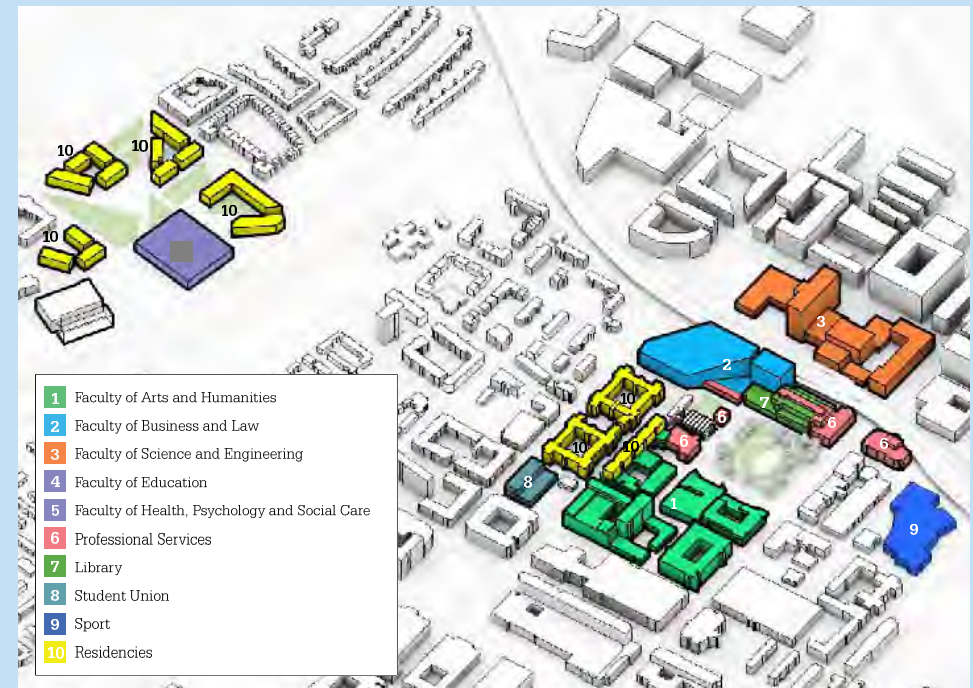


Figure 3: Location Of Facilities/Professional Service Teams

Manchester City Council

Executive
2.3 ESTATE PERFORMANCE

The Estate Strategy has included a comprehensive assessment of the performance of the current estate: in terms of condition, suitability, space utilisation, running costs and environmental sustainability. The detailed findings are included in a separate 'Estates Baseline Report' (Appendix A) which is a supporting document to the Strategy. A summary is provided below:

Property Condition

Property condition across the estate is generally good and is comparable with sector averages, reflecting the significant investment in the estate over the last five years and vacation of poorer sites and buildings. 90% of the estate is categorised as in good or very good condition. Poorer buildings remain, including John Dalton East, John Dalton West and Mabel Tylecote, as shown in figure 4 (below).

Functional Suitability

The University estate scores less well than the sector and peer groups in terms of the functional suitability – or usability and attractiveness of spaces. Circa 80% of the estate is described as good or very good in suitability terms with the sector average being over 90%. Mabel Tylecote, All Saints Building and the John Dalton Complex are the poorer scoring buildings. These are older properties that have seen limited recent investment.

Space Utilisation

The University measures the utilisation of its centrally booked teaching rooms in terms of frequency of use and levels of occupancy. This group of circa 250 rooms represents just 30% of the academic estate. It does not yet measure use of specialist teaching spaces, offices or support spaces. Monitoring a greater degree of this space would ensure a better understanding of how the estate operates.



Figure 4: Overall Building Score

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Space Utilisation of general teaching rooms comprises of three key measures. Frequency is the number of hours a teaching room is in use as a proportion of total time available. Occupancy represents the actual occupation of a teaching room as a percentage of total capacity. Utilisation is Frequency multiplied by Occupancy. Peer analysis includes the 10 established peer institutions and the sector analysis includes all institutions that returned complete Frequency, Occupancy and Utilisation statistics as part of the Estate Management Record (EMR) 2014/15 annual return.

capacities of 10-20, 20-30 and 30-40 than we currently supply. This implies there is significant demand to teach in smaller tutorial/seminar based groups. In reality, teaching pedagogy and the use of lecture capture could result in a reduction in demand for large lecture delivery, and an increase in demand for smaller seminar and workshop teaching. As teaching intensity is becoming increasingly important as a measure of teaching excellence, demand for small group teaching and social, group and project based learning space is likely to increase.

As indicated by table 3 (below), the University records planned (i.e. based on timetable system bookings) utilisation at 51% compared to observed (i.e. a one week visual survey in November) utilisation at 24%. There is further work to be done to understand the low levels of attendance recorded. Early supply vs demand analysis indicates there is scope to right size our general teaching spaces, with a greater demand seen for more room

The Student Attendance Monitoring Programme, an initiative to monitor student engagement within the University, will inform this in more detail through the 'big data' sets and analytics generated through mapping students to a specific space at a specific time. There is also scope to spread activity more comprehensively over the full 9am – 6pm working day and even extend operating hours to 8pm to maximise usage of a limited supply of teaching spaces.

Rate	Man Met Planned (mean)	Man Met Observed (Mean)	Difference between planned and observed (mean)	Peer ² Group Observed (Mean)	Difference between Man Met and Peer Group
Frequency	74%	65%	-9%	61%	+ 4%
Occupancy	69%	36%	-33%	43%	- 7%
Utilisation	51%	24%	-27%	26%	- 2%

Table 3: Space Utilisation of General Teaching Spaces (30% of academic estate)

Property Running Costs

The University estate is extensive and significant sums are paid in operating the estate. The University needs to track property (and related) running costs and to explore and test whether efficiencies can be secured. Accounting processes make it difficult to ascertain a complete picture of the true running costs by building.

Environmental Sustainability

The University has strongly promoted the environmental sustainability of its recent new buildings. Using Display Energy Certificate (DEC) ratings to assess environmental performance, there are a number of poorer buildings in energy terms. These include: The John Dalton Complex buildings and the All Saints Building.

The running costs (including maintenance, cleaning and utilities) across the whole Manchester non-residential estate are circa £63 per square metre. Core buildings showing high running costs are the All Saints Building, the John Dalton Buildings, Platt Lane and the Old Students' Union.

Conclusion

Ranked across the five criteria, buildings that are fair, or poor, overall include; John Dalton Central, John Dalton East, John Dalton West, John Dalton Chester Street stores, Mabel Tylecote, Sir Kenneth Green Library and All Saints Building (see figure 4).

In terms of energy costs across the University overall, these were £15.31 per square metre, which puts the University below the Sector median of £16.61 per square metre and over half way to the lower quartile of £14.39 per square metre, suggesting the University is performing well in this regard due to investment in energy efficient new buildings.

Executive 2.4 TOWN PLANNING AND DEVELOPMENT CONTEXT

The Estate Strategy is influenced by town planning policy as it relates to the University estate and potential expansion or development zones in its vicinity. It must be flexible to the local property market and development activity influencing and taking place in and around the Manchester and Crewe Campuses.

Planning policy in both locations is generally supportive of the role of the University and the land uses and developments that are required to enable the University to function effectively. Clearly, the University has to adhere to key planning requirements – for example around the development and use of listed buildings – and operational needs around traffic, car parking and public transport infrastructure. The Manchester Spatial Framework and city planning principles are generally supportive of higher density developments in the city centre, particularly within our own demise and landed estate.

In Manchester, there is currently a planning policy which seeks to exert control over the amount and location of purpose built student accommodation. An important aspect of this policy is that it effectively gives the city's

universities a role in supporting (or otherwise) proposals for student accommodation proposals brought forward by the private sector.

In Manchester, the University Estate Strategy and future infrastructure planning will also need to have regard to the proposals for 'Manchester Oxford Road corridor', stretching along Oxford Road as the principal north-south route serving the All Saints Campus. Current investment is promoting bus and public transport movements along the corridor and reducing car traffic. This will have consequential impacts for the University estate. The first phase of corridor works began Q4 2016 to prioritise bus, taxi and cycles which will influence the future design and phasing.

In property market terms, the Manchester Campus is in a location where there are significant development pressures for residential and commercial use. A good example is the scale of mixed used development on the former BBC site (Circle Square) to the north of the University Campus on the east side of Oxford Road. These development pressures mean that land values are rising and the University will face significant competition and rising costs if it seeks or needs to acquire land or property to underpin the Estate Strategy. This means that any planned developments must maximise density and plot utilisation.

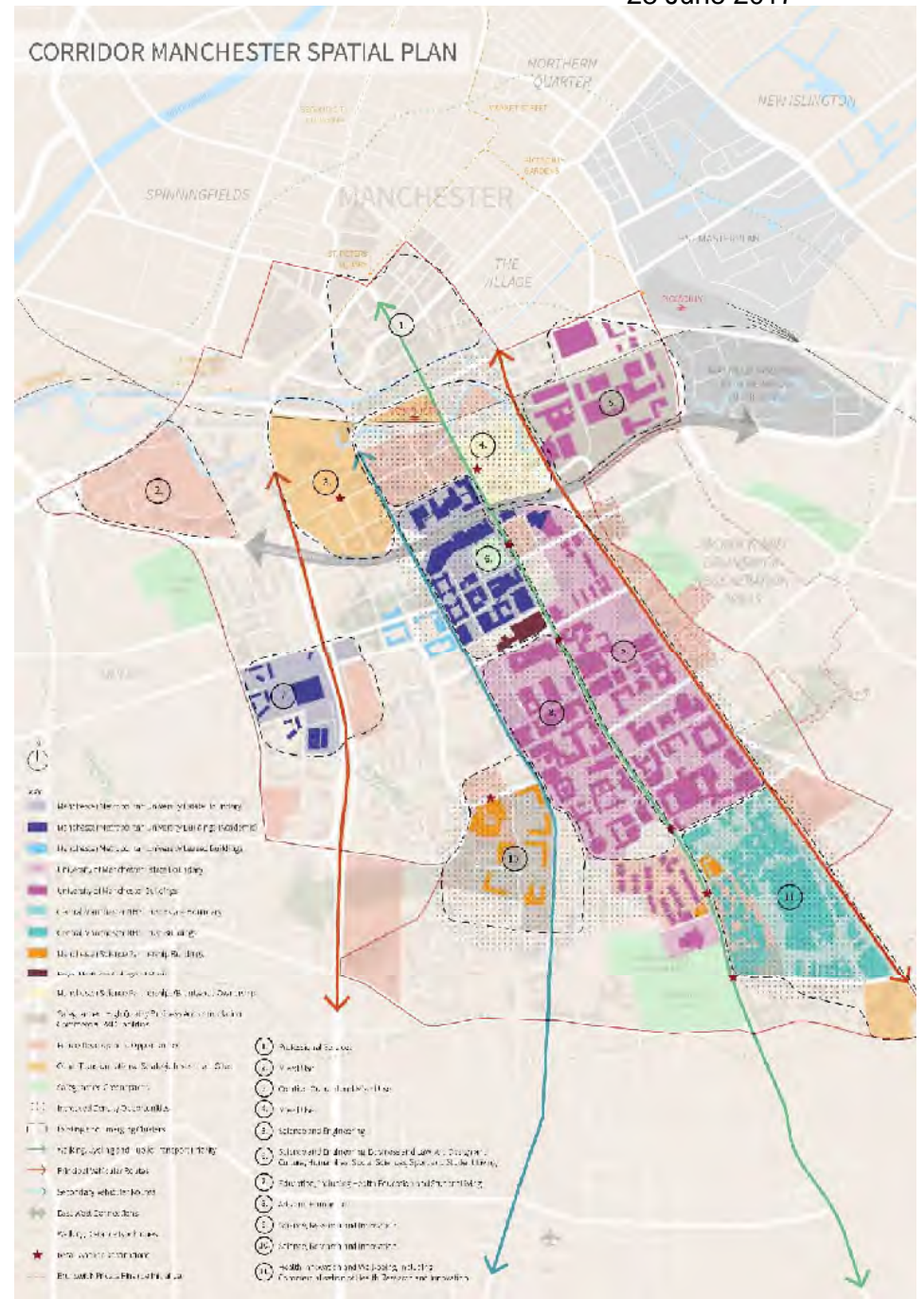


Figure 5: Manchester Oxford Road Spatial Masterplan

3. MEETING THE UNIVERSITY'S REQUIREMENTS

The estate exists to support the corporate ambitions of the University. Here we set out and explain the University Strategy and translate it into a series of Estate Strategy principles and objectives.

3.1 UNIVERSITY STRATEGY

The University developed a new corporate strategy and corporate key performance indicators (KPIs) in 2016 as summarised below.

Figure 6 (below): Corporate Themes/KPIs

EDUCATION	Targeting recruitment					
	Teaching quality					
	Academic ambition					
	Employment ambition					
RESEARCH AND KNOWLEDGE EXCHANGE	Research quality	PLACE	AMBITION	COMMUNITY	PARTNERSHIPS	SUSTAINABILITY
	Research capacity					
	Winning bids					
SUSTAINABILITY	Financial sustainability					
	Environmental sustainability					
	International demand					
	Income diversity					

There are clear linkages and principles from the corporate strategy that feed into the Estate Strategy as follows:

Place

A university with all the drive and spirit of a global city

- Develop bold, vibrant buildings and facilities that attract high achieving staff and students.
- Create a sense of place through density of development and critical mass.
- Provide collaborative spaces that bring academics and students together.
- Establish public realm that connects our buildings and public spaces with Manchester city.
- Maximise our connections with city and visibility on the Oxford Road corridor.
- Be bold, brave and distinctive in our development and design of the Estate.
- Promote curiosity and enquiry across our campus.

Ambition

Setting the bar higher to make more of an impact

- Develop inspirational buildings in the right neighbourhood.
- Set high standards for our building design whilst cognisant that form follows function.
- Benchmark ourselves against our peers and aim for excellence.
- Create excellent learning, teaching and research spaces.
- Reach out to the city, peers and beyond.

Partnership

Reaching out to push the boundaries of the possible

- Encourage collaborative working across academic disciplines, particularly in research.
- Encourage greater collaboration across Professional Services.
- Provide 'Project Ready Space' with assistance from partner organisations/groups.
- Actively promote adaptability and quick reconfiguration project ready spaces.
- Create physical adjacencies to encourage collaboration throughout the University.
- Engineer serendipity for students and staff within academia and professional services.
- Develop a library/student space as the heart of our collaborative working environment(s).

Community

Making a contribution not just to one community, but to many

- Make our estate welcoming, accessible and inclusive.
- Embrace Oxford Road rather than turn our back to the community.
- Engage with the wider community rather than wait for others to come to us.
- Work closely with our neighbours sharing insight, skills and resources.
- Showcase our activities, especially those of relevance to employer partners.

Sustainability

Working hard now and in the future to help craft a better world

- To stand still is to go backwards in a dynamic, demanding and competitive world.
- Quality measured through function and flexibility.
- Be ready to embrace change and be flexible in response.
- Develop an affordable estate with buildings that are designed for the future.

Manchester City Council

Executive 3.2 STUDENT NUMBERS AND TRENDS

Over the next five years the University's student headcount is projected to grow by circa 10% to 36,312 by 2020/2021. Whilst Home/EU undergraduate students will continue to make up the majority of students (66%), this represents a fall from 79% currently. This is partially due to a reduction in undergraduate students (-1,810 students), but also a growth of the number of students in other areas. Moving forward EU students will cease to be included in the 'home' category upon the UK's exit from the EU.

The area which is growing most in terms of both numbers and percentage is apprenticeships, from 99 to 2,209 students. Other large areas of growth are in postgraduate taught study (1,905 students, 41% growth) and international students (994 more students, 72% growth). Finally, there is a smaller but not insignificant growth in postgraduate research numbers (219 students, 28% growth).

All faculties with the exception of Cheshire are forecast to moderately grow. The two faculties with the largest forecasted growth are Health, Psychology and Social Care (HPSC) (38%) and Education (27%). These are also the only two Faculties who show a growth in undergraduate numbers, with the rest showing a reduction in undergraduate numbers which is counteracted by a growth in postgraduate, international and apprenticeships.

Category of Student		University - 2015/16 Headcount		University - 2020/21 Planned Headcount		Change	
		Students	% of Total	Students	% of Total	Change in Student Numbers	% Change
UG	FT/ SW	23029	70%	21717	60%	-1312	-6%
UG	PT	1447	4%	1246	3%	-201	-14%
UG FY	FT, PT, FE	1500	5%	1203	3%	-297	-20%
PGT	FT	2002	6%	3356	9%	1354	68%
PGT	PT	2643	8%	3194	9%	551	21%
PGR	FT, PT	796	2%	1015	3%	219	28%
INT UG	FT, PT	919	3%	1559	4%	640	70%
INT PGT	FT, PT	459	1%	813	2%	354	77%
Apprenticeships	PT/ FE	99	0%	2209	6%	2110	2131%
Total		32894		36312		3418	10%

Table 4 (above) Source: Manchester Met Strategic Planning Office.

3.3 EDUCATION AND STUDENT EXPERIENCE

The University is dedicated to offering the highest quality education and student experience to our students. It recognises that the Teaching Excellence Framework (TEF) is critical to future reputation and fee income. Key aspects of the TEF include student satisfaction, student prospects upon graduation and successful student progression from 1st year of study to 2nd year. Under the stewardship of the Pro-Vice-Chancellor for Education, the Education Strategy is in development and due for completion in 2017. As the thematic strategies mature, the Estate Strategy will be updated accordingly. Broad themes include:

Inclusive Student Experience

Students need to be able to feel part of an inclusive and welcoming community to achieve their full potential. This is not only academic or pastoral care. We want to encourage our students to stay on campus and provide social learning spaces that enable them to pursue independent study that supports teaching intensity. Students should feel they are learning and socialising within a vibrant, dynamic and open environment. Identity institutionally but also at a Faculty/School level is important, as to engender a sense of connection and belonging with a student's home academic 'group'.

Research Connected Teaching

Knowledge generated through our research activities will be integrated within our undergraduate teaching programmes and postgraduate studies. Reducing physical barriers between teaching and research activities is a key enabler.

Consistent Student Experience

We want our students to receive a consistent student experience during their time at the University. Our teaching environments are sporadically located throughout the estate and require standardisation within key, visible teaching centres accessible to students and staff throughout the University.

Self-Directed Learning

Our students will be empowered to take ownership of their learning through inspirational teaching that challenges them. Dynamic formal and informal teaching environments will support this aim. Students will expect to be able access digital content remotely, but also to be able to use social learning space to engage with digital material on campus in a way that enhances and supports their learning experience.

Interdisciplinary and Professionally Engaged Learning

Our students should be offered the opportunity to work with other staff and students outside their own discipline. Our estate should support a flexible curriculum that facilitates students from different faculties working together in a meaningful and mutually beneficial way. In addition students should be able to benefit from an open curriculum which encourages the contribution of employers and alumni in teaching and learning. The co-location of learning with innovation, start-up and practice-based work will contribute to student innovation and employability, and the contribution of the University to the local community.

Continuing Professional Development (CPD) and Executive Education

The University wishes to increase the visibility of its CPD and executive education activities to external organisations. This will require further thought regarding where best to deliver the sessions and ascertain whether a distinct facility is required and/or viable.

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3.4 RESEARCH AND KNOWLEDGE EXCHANGE

The University will champion Research and Knowledge Exchange (RKE) activities that are high quality and of benefit to society, but also academically and financially viable. Under the stewardship of the Pro-Vice-Chancellor for Research and Knowledge Exchange, the RKE Strategy is in development and due for completion in 2017. As the thematic strategies mature, the Estate Strategy will be updated accordingly. Broad themes include:

Focused Research and Knowledge Exchange

Each Faculty should at least have one research area recognised within the Top-10 nationally (linked to Research Excellence Framework) and be significant beacons of research excellence that contribute towards the social, political, economic and environmental agendas within the region, across the country and internationally. To do so will require focus on key areas of research where the University has a competitive advantage already or where there is unexploited opportunity.

Innovative Research

To deliver high quality, focused research the University will need to be innovative in its approach to delivering and operating research activities. Partnership and collaboration opportunities with organisations external to the University will be explored. The aim being to develop on site and off-site research facilities, incubation spaces and enterprise zones where suitable and relevant.

People led Research

The University aims to attract and retain research active academic staff (up to 50% of all academic staff) that deliver quality, impactful research. Outputs are dependent upon the enthusiasm, engagement and ambition of its staff. Our facilities will enable our staff to undertake research activities and support them to fulfil their potential. Not only specialist laboratory spaces for example, but also a mixed accommodation portfolio to provide temporary living space for relocated staff and their families.

Exposure to Research

All undergraduate and postgraduate students should have exposure to world-class research, through cutting edge cross disciplinary facilities or via teaching delivered by research active staff. From a master-planning perspective this will require clear thought regarding the physical location of research in relation to educational activities to promote the cross-fertilisation of knowledge.

Manchester City Council Executive 3.5 INTERNATIONALISATION

Manchester Met's approach to Internationalisation is comprehensive and crosscutting. Our ambition is to embed Internationalisation across all of the University's activities. This will be guided by the Internationalisation Strategy, which is currently being developed and is due for completion in 2017. The Estate Strategy will support Manchester Met's Internationalisation goals in a number of ways. These include:

International Students

International students are a key component of our international ambitions. They contribute to the University in numerous ways, and as a global University we must ensure that our campus is attractive and provides a high quality experience to them. We aim to significantly increase the number of on-campus international students over the next 5 years to around 10% of the total student population. This will mean an increase of around 1,000-1,500 international students on campus. These students will be recruited from a diverse range of countries, and our facilities must be of an international standard to meet their expectations and make us attractive in a very competitive market.

Global Partnerships

It is critical that we develop our existing and future partnerships with other internationally renowned organisations that share our values and are capable of contributing to our priorities and global reputation. We will pursue multilateral and bilateral partnerships with distinguished industrial, commercial and educational organisations across the World. Our intention is to maximise our impact through working on research projects that address global challenges. To achieve this, it is essential that we have high quality, cutting edge research facilities that will enable us to attract partners and researchers of international standing, and effectively compete for research funding.

International Outlook

We must attract and retain the best academics and students, and enable them to develop their skills and knowledge in an increasingly globalised environment. The experience we provide through our facilities, programmes, community and sense of place is critical to success. Our University campus must be developed in a way that reflects our international ambitions; it must project a sense of confidence in ourselves and our place in the World.



Executive 3.6 ESTATE STRATEGY PRINCIPLES

The estate must be right sized, capable and able to meet the demands of the core academic business. However, spaces and assets are not simplistic 'on-demand' resources. It is essential to align corporate strategic planning with estates strategic planning to deliver a high quality, efficient and effective built environment.

Through development of the Estate Strategy and engagement with key stakeholder groups, we have defined three key strategic themes associated with the estate. The University's estate should be:

- **HIGH QUALITY,**
- **EFFICIENT AND**
- **EFFECTIVE.**

Clearly, there is a fine balance between the three themes and their interconnectivity in order to achieve the desired quality of outcome.



Figure 7 (below): University Strategy mapping to Estate Strategy Principles

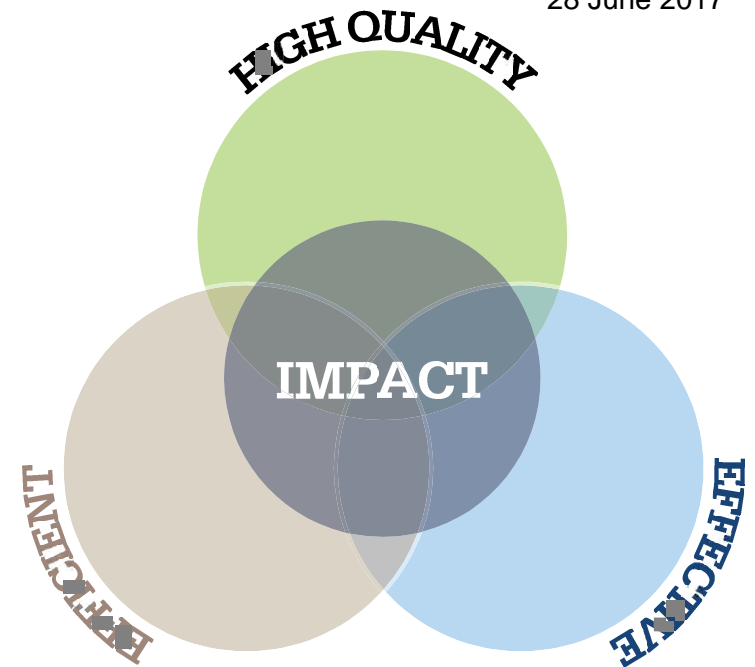
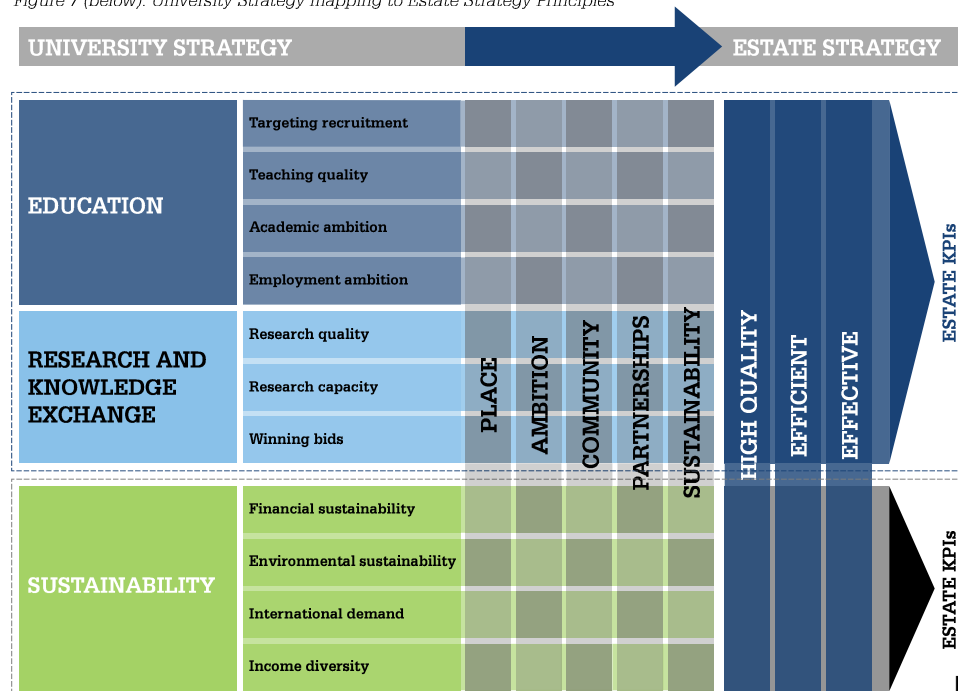


Figure 8 (above): Estate Strategy Principles

HIGH QUALITY	EFFECTIVE	EFFICIENT
High quality estate meets the needs and expectations of students, staff and all University stakeholders.	An effective estate provides the right accommodation and facilities at the right time in order to meet corporate strategy aims and objectives.	In an efficient estate the costs of delivering and operating the estate provide excellent value for money.
<ol style="list-style-type: none"> Reinforce the status and ambition of the University. Is memorable, safe, secure, coherent, legible and accessible. Provide excellent teaching and learning spaces that are inspiring places to study. Provide quality research facilities (in areas of priority). Support excellent academic support and pastoral care (including sufficient, well operated student residences). Provide an environment that encourages students to remain on campus in an education environment that supports independent learning. 	<ol style="list-style-type: none"> The overall estate must be flexible and adaptable to respond to change and absorb peaks and troughs in demand. High demand spaces including teaching spaces and offices must be reconfigurable to provide 'project ready space' for new project related activity. Accommodation should be arranged to support academic adjacencies and promote cross-departmental working. Delivery of key strategic corporate initiatives must be supported by effective and timely delivery of supporting capital investments. Have capacity within key infrastructure including IT, Telecoms and Utilities to support ongoing and future activity within the estate. 	<ol style="list-style-type: none"> Space is well understood, well managed and well utilised. Disruption to planned academic activities is minimised. The estate meets the highest standards of energy efficiency. The use and value of land and property assets are maximised. Each estate investment decision is subject to robust scrutiny and 'gateway' and business case approvals.

Manchester City Council

Executive

3.7 STAKEHOLDER ENGAGEMENT

The Estate Strategy is the outcome of a comprehensive consultation process with the University leadership team, Faculties and Professional Support Services. This also included a review of the NSS information and consultation with the Students' Union as representatives of the student body. Excluding area specific feedback the key themes identified through the consultation have been:

Flexibility of the Estate

It was apparent from the consultation exercise that many of the recent new build projects provided little or no future flexibility for the estate, and some of which were under provided for even before occupation – the Business School and Brooks buildings being identified in particular with this regard.

Linked to the space feedback, being able to gain entry to the right space, at the right time of the right shape and flexibility was not being achieved by the current management of space. Fixtures, fittings and equipment (FF&E) within general teaching spaces was identified as not providing flexibility for pedagogy, resulting in certain spaces being in high demand as a result. There is little spatial capacity to deliver new activities and projects in a short timescale. Space, and the perceived lack of, is a consistent theme throughout all stakeholder consultations.

Space Utilisation

Space has been a consistent topic for each of the discussions. There are a range of issues surrounding this issue principally covering;

- Control
- Availability
- Functionality

This covered the range of users; students, staff and visitors. As noted by the estate baseline, there is a disconnect between planned utilisation which is within norms, and actual which is considerably lower. This, on reflection, is evident through the consultations by timetabled space seemingly appearing under used against other spaces being well occupied. A greater degree of control and management of spaces was discussed to alleviate issues.

With the consultations principally being addressed at staff, office space and provision of dedicated social space was also a common theme. Shared workspace for academics was not favoured by many, with a link expressed by some to loss of productivity and associated research development.

Showcasing

The heart of the campus was generally felt to be All Saints Park, with the Library a landmark for student life outside of Faculty homes - although both were felt to be lacking in quality and as such underutilised. The Library was identified as a potential home to showcase the University.

The front door to the University is seen as Oxford Road but is currently inactive and is directly affected by the underpass to the Mancunian Way creating a barrier, affecting the engagement with prospective students, business partners and the public. This is seen as a key area for showcasing the best of the University.

As part of the wayfinding feedback there was also a general view that a lot of the buildings did not express what was going on within them – key to faculties and schools' ability to showcase to visitors and students.

Define the quality of buildings and Fixtures, Fittings and Equipment (FF&E)

In general, the new buildings across the estate were noted as being positive elements of change to the University and its external identity. However, the range of historic and older building stock (pre 2000) has suffered from a lack of investment to 'keep pace' and as such has created a gap in quality of learning environment, student experience and possible tension between users leading towards a lower level of engagement. Buildings such as Sandra Burslem are a prime example of this where the new build Business School has resulted in the Law School feeling of a much lower quality in comparison.

There is a vast range of FF&E across the estate again of new and older quality, some of which is identified as not being appropriate for certain spaces limiting use.

Estate wide wayfinding, branding and identity

Poor wayfinding in and around the campus was a common issue noted. Both new and old building stock provide slight variants to the Manchester Metropolitan University brand resulting in a unique but confused public face.

The lack of a cohesive campus and strong overall identity was also noted with regards to the look and feel of a campus environment core to the student experience - something that is currently lacking in particular to the All Saints Campus, but also the link to the Birley Campus. There is a sense that the University is hidden within its own estate and in particular lacking a front door to Oxford Road. The need to provide better showcasing was also common to this point.

Vehicle movement within All Saints was at the heart of the issues discussed preventing the buildings being connected by the surrounding landscape. The link to the Birley Campus was noted as an ongoing safety issue with some improvements made recently still not achieving the safety or sense of connection needed to promote full integration.

Environmental Sustainability

The University has an established reputation as one the "greenest" University's in the UK. Its overall approach is encapsulated in its Environmental Sustainability Strategy 2014 - 2020. Many of the objectives detailed in the strategy have a direct or indirect impact on the estate and estate related investment.

The University has also approved "Environmental Design Principles for New Buildings and Refurbishments" which will impact the approach taken to estates investment as part of the Estate Strategy.

Improve Working Adjacencies

Co-location of administrative teams has the potential to improve working adjacencies and productivity between teams that work closely together. The key is to encourage the most effective form of communication. In some instances this may take the form of meetings in bespoke spaces, in social areas or at workstations, or discrete conversations over the telephone that require privacy in small break out-areas.

Co-location of Professional Support Services An Academic Enabler

A number of Professional Support Services currently delivered across the institution are geographically fragmented. There is an opportunity to co-locate key student facing services within locations that are visible and accessible such as in Faculty building entrances, the Students' Union and a combined Library and Student Commons. Non student-facing student services could be co-located on upper floors of buildings or within 'back of house' administrative offices, with the intention not to occupy prominent space more suitable for academic or student use. With regard to Professional Support Services (such as Human Resources, Finance and Services), these functions could also be co-located in less prominent areas to release space for academic related use i.e. an expanded Library.

Student Accommodation Quality Control

The University offers bed-spaces to our students across a broad portfolio of student residences within Manchester, with Booth Hall the sole residence in operation at Crewe. Our bed-spaces in Manchester are split across three categories; 44% freehold (owned and operated by the University), 27% leasehold (leased and operated by the University) and 29% nomination agreements (licensed by the University but operated by the provider). Whilst a useful tactical option, over reliance on short-term nominations do not allow the University to exert sufficient control over the quality of the student offer.

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Portfolio Mix

Historically the primary focus has been towards full-time undergraduates living outside of a 25-mile radius of the main All Saints Campus. With institutional ambitions to grow International and postgraduate student numbers, thus a movement in demographics, the University will need to consider its student residences portfolio mix and the length of contracts offered. It is preferable that bed-spaces are located as close to the main Manchester site as practicable. Delivering the right product, at the right price point, in the right area is key.

Development Partners

The University will leverage its position within regional and national markets to explore opportunities to develop new residences via third party funding. Rather than fund developments up-front via internal reserves or external borrowing, there is scope to deploy future revenue streams over the medium-long term. The Manchester property sector is buoyant, with many private sector developers in the area pursuing joint-development agreements with higher education providers.

Sports Participation and Performance

The vision of Manchester Met Sport is to enrich the student and staff experience through the provision of sector leading sport and physical activity opportunities. A key strand of the strategy is infrastructure and resources. The Sugden Centre and Platt Lane facilities need attention in the short term.

At Platt Lane, the Community Dome 3G surface, the Football 3G pitch and the Grass pitch need replacing. Other areas of the site also require attention to enhance the student experience. The future of the Sugden is uncertain, however the facility does require a short term update to improve the quality of the sports halls, gym and changing facilities. In the long term the service provided at the Sugden may need to relocate to another location pending future plans for the plot held in a trust by Manchester Metropolitan University and the University of Manchester.

Further detail regarding the stakeholder engagement sessions is provided in Appendix B.

Manchester City Council

Executive 3.8 STRATEGIC INVESTMENT REQUIREMENTS

The following are identified as key strategic projects for the University:

1. A new facility for the Faculty of Arts and Humanities to:

- Create an inspirational venue on the Oxford Road corridor that brings together a dynamic mix of conservatoire Theatre and Music, alongside one of the most successful Creative Writing Schools in the country, a growing Multimedia Journalism suite of programmes and Languages and Linguistics that will be at the centre of the international agenda,
- Address the weakness in RKE and postgraduate activity by providing market leading accommodation and facilities for the Creative Writing School,
- Provide the School of Theatre with the capacity and quality to compete with the five leading theatre schools in London,
- Provide added capacity and quality for Multimedia Journalism to develop its postgraduate programmes, accommodate additional student numbers over the coming years in its programmes and drive opportunities in teaching, research and public engagement.

2. A new facility for the Faculty of Science and Engineering to:

- Build substantially upon trailblazing, world-class research in Musculoskeletal Science, Advanced Materials and Microbiology,
- Grow significant, sustainable world class research groups in Vascular Pathology, Complex Systems, Conservation Biology and Computational Intelligence and Big Data,
- Create a fully functional and equipped research centre with expanded facilities for elite research areas and flexible lecturing space for high profile seminars and conferences,
- Grow international student numbers and postgraduate provision due to the Faculty's uniquely positioned subject mix,
- Grow its research and knowledge exchange (RKE) activity and income from £6m to £18.5m by 2024 and increase teaching income by 23 percent over the same period.

3. A new International Screen School Manchester to:

- Create a digital skills powerhouse, supporting the growth of a priority sector both for the north and the country as a whole,
- Establish a comprehensive inter-disciplinary undergraduate curriculum connecting computer science with film production and animation with human-centred design,
- Undertake a programme of industry-driven apprenticeships and executive education, combining short courses and accredited professional development training that develop skills needed by businesses,
- Provide a specialist incubation and support hub, providing advice and guidance for innovators and start-ups across creative and digital sectors,
- Establish a suite of specialist production and studio labs focused around motion capture, virtual reality, animation, special effects and digital music production.

4. A new Manchester Sport Institute to:

- Create a centre of excellence for academic, performance and participation sport within Manchester,
- Provide students with access to a unique collection of world-class sports facilities within a global sport city,
- Increase sport participation opportunities creating healthier students and city residents,
- Attract performance sport professionals to undertake and take part in research and drive research income and outputs,
- Develop mutually beneficial partnerships with Manchester City Council, Manchester City Football Club and other sports organisations in the region.

5. Strategic investment to deliver the Student Residential Accommodation Strategy to:

- Increase proportion of University controlled stock via development of owned halls, or via other joint-venture or lease arrangements,
- Revise the portfolio mix needs to adequately cater for risks or changes in student bed space demand,
- Be the 'best in class' in terms of the residential service offer to the student community and develop halls on or close to campus.

6. Strategic investment in an expanded Library and Student Commons to:

- Increase capacity and quality of study, learning and collaborative working spaces in line with student requirements sector benchmarking,
- Create an intellectual hub for the University where users can engage and converse with each other and with information specialists,
- Create a place to study, learn and be creative, integrated within the heart of the campus,
- Offer a safe welcoming environment, a flexible space, which can be adapted to meet future changes and demands.

Beyond these strategic projects, there is need for significant investment in a range of smaller interventions, including:

7. Public Realm, Wayfinding and Brand:

- Create a consistent brand identity for all users of the estate to maximise visibility and interaction with the institution,
- Improve the identity of the University across the city,
- Improve student experience and user legibility,
- Improve the perception of quality of the University,
- Reinforce the digital identity of the estate by the physical output.

8. Faculty Development Control Plans (DCPs):

- A range of minor to medium scale projects deployed in a cohesive control plan over a defined period,
- Essentially a plan to reconfigure the retained estate to service 'business as usual' activities to protect the student experience,
- Sub-groups with focus on teaching, research, student experience and infrastructure established to prioritise projects.

9. Recreational Sport Development Control Plan:

- Invest in Platt Lane and Sugden sports facilities in line with the Participation and Performance Sports Strategy.

10. Heat Network and Energy Centre:

- Reduce the Institution's reliance on external power and market volatility,
- Utilise system efficiencies to reduce unit energy costs,
- Improves environmental credentials i.e. less fuel per unit generated,
- Excess heat captured and re-circulated through the network.

11. Co-locate the University Executive Group:

- Create a cultural centre that is a front facing, business winning space for engaging with influential external delegations,
- Increase the visibility of the University Executive Group within a prominent location on the campus,
- Create a central University Executive Group (UEG) space for executive colleagues to work collaboratively.

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12. Strategic Investment in Outward Facing

Facilities:

- Consolidate conferencing related activity currently delivered in meeting rooms, general-purpose teaching spaces and foyers, into a dedicated facility to maximise internal conference activities and revenue generated from external organisations,
- An enterprise zone for graduates to operate business ventures in collaboration with the University and external organisations. Should showcase innovation and enterprise within a visible location on campus,
- Due to the aspiration to grow postgraduate numbers, scope to create a space or facility specifically as a university wide 'postgraduate hub' that encourages academic collaboration and acts as a USP to prospective applicants,
- Requirement to create a bespoke environment for executive education and continuing professional development (CPD) programmes. Activities currently delivered in meeting rooms and general-purpose teaching spaces are constrained by the availability of space,
- Multi-purpose standard specification 'project ready' space that is flexible and responsive to immediate requirements, for example HECE (or other external body) grant funded teams and internal change management teams.

13. Strategic Acquisitions:

- Acquisition of decant enabling office accommodation required to facilitate strategic investment in the International Screen School Manchester and Library and Student Commons projects,
- Decant enabling office accommodation required to facilitate numerous Development Control Plans (DCPs) and the co-location of the University Executive Group.

14. Management Projects:

- Smart Campus Strategy to define and align for example:
 - **Energy Systems** – Implement smart energy based technologies,
 - **Big Data** – Real time data to inform strategy and tactical interventions,
 - **Urban Transportation** – In conjunction with TfGM and other city partners,
 - **Communications** – Engage with our students, staff and visitors.
- Infrastructure masterplan to define major infrastructure projects associated with the electrical, gas, heating, water and fire systems across the estate.

Executive

3.9 UNIVERSITY

PROVISION IN CREWE

The University has been undertaking a review of the long-term future of academic provision at the Crewe campus in Cheshire. Student numbers at Crewe have fallen by 45% over the last five years and the financial position of the campus has declined. For the existing campus to be considered sustainable, it would require circa 3,500 students compared with the 1,674 enrolments confirmed for 2016/17. On 10th February 2017 the University Board of Governors decided the University should withdraw from the Crewe campus. Site closure is expected by summer 2019.

Implications for the Estate Strategy are yet to be fully determined. A review of existing academic programmes is underway to ascertain viability of relocating activity to Manchester. This will inform the quantum of enabling space required and will be factored into future developments within the ten year strategy framework. The University will also engage with the local authority in Crewe to identify a future use for the site upon withdrawal.



4. DELIVERING THE STRATEGY

4.1 STRATEGIC DEVELOPMENT OPPORTUNITIES

The Estate Strategy identifies the following areas of opportunity across the existing estate (working from North to South):

- 1 John Dalton West
- 2 John Dalton East
- 3 All Saints Building
- 4 Sir Kenneth Green Library
- 5 Old Students' Union
- 6 Mabel Tylecote
- 7 All Saints Park
- 8 Geoffrey Manton
- 9 Ormond
- 10 Cavendish
- 11 Righton
- 12 Cambridge Halls
- 13 Students' Union Car Park
- 14 Plot E

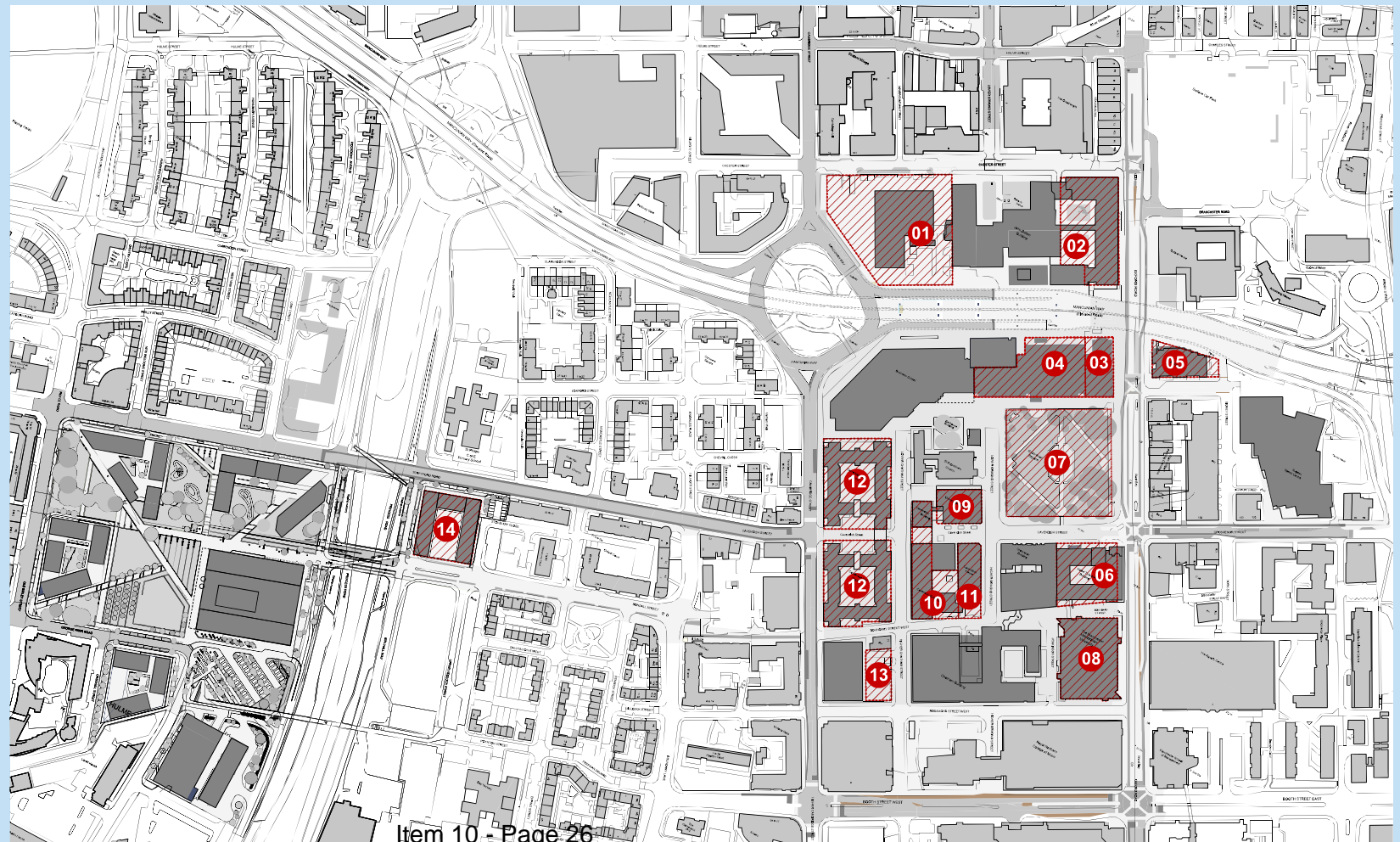
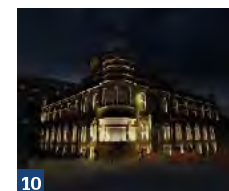
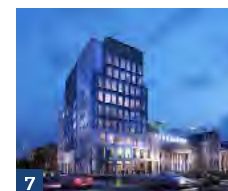
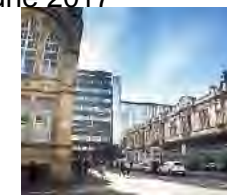
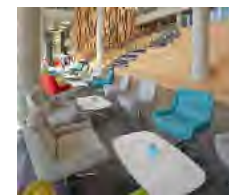


Figure 9: Strategic Development Opportunities

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1. Sitewide: there are significant opportunities to improve the quality of the public realm and the consistency of the University's brand identity throughout the Manchester Campus. This includes creating a set of design principles that can be deployed across a range of hard and soft landscaping works that are timed alongside our major investments to maximise impact. Showcasing of our teaching and research activities is a key opportunity and should be incorporated into all future projects.

2. JD West: an area of underutilised land with high visibility currently occupied by a single storey building (aka 'the shed') presenting a major redevelopment opportunity. Plot of circa 5,000m² with potential to develop over 10 storeys. Principal use for a new Faculty of Science and Engineering facility due to immediate adjacencies to the existing uses including JD Tower, however, recognition that plot could be more densely developed with additional uses introduced to suit the strategy objectives.

3. JD East: is the corner stone to the north of the All Saints Campus and a building that is in need of major investment, presenting a major redevelopment opportunity or refurbishment / extension. Future use is yet to be determined, but the surrounding context in particular the adjacent Circle Square suggests a greater scale of development may well be possible. The use and activation of the street frontages will be key to ensure the first building people meet when walking from the city sets the right tone for the rest of their journey. Whilst the building remains occupied its layout and functionality will be highly constrained and will continue to be costly to operate.

4. All Saints Building: a building that is on a key entrance to the University that does not provide the right 'first impression' or permeability into the heart of the campus. The building closes its back to Oxford Road and presents an excellent location to both address issues with the adjacent Mancunian Way underpass and showcase the University. This location forms a corner stone to the central All Saints Park and is a key part of the University public identity. The surrounding context of Circle Square presents an opportunity for increased scale in this location as a gateway to both the University and principal public space.

5. Sir Kenneth Green Library: a building that is at the heart of the student experience but does not deliver sufficient study, learning and collaborative space capacity for the number of students it serves. The rear of the building presents a good opportunity for future redevelopment and major extension. Additional scale may also be possible here with the surrounding development context and frontage onto the Mancunian Way to provide a continued quality public outlook of the Business School.

6. Old Students' Union: a low quality building adjacent to the Mancunian Way offering the possibility of a significant development given the adjacent Circle Square. The plot is relatively compact bound by two roads at low level and one at high level. There is the potential to develop an increased scale due to the adjacent Circle Square development, but would need to be responsive to its context. The site is subdivided from the All Saints Campus by the Oxford Road corridor, which forms a barrier to ease of pedestrian movement.

7. Mabel Tylecote: a site already identified for major redevelopment for the new Arts and Media building. This site is another key bookend to the All Saints Square and development here can reinforce the identity and permeability of the University.

8. All Saints Park: this is a key space for the University but is currently underutilised through poor access, but offers the potential to be a high quality landscape at the heart of the University. A simple brand change to this space may benefit the perception by students, i.e. 'University Square'.

9. Geoffrey Manton: this building is the corner stone to the south of the University and provides little street activation to Oxford Road. There is an opportunity to refocus the building's attention to the Oxford Road corridor in conjunction with the Mabel Tylecote development and showcase the University.

10. Ormond: this is a historic asset on the estate, but is currently poorly utilised and in need of refurbishment. Its access provides poor legibility with a new side entrance providing confusing dual levels whilst the existing entrance to the All Saints Campus is locked. Not an ideal academic facility due to split-levels, and constrained spaces by their historic nature therefore best suited to showcasing the heritage of the University and to offices / support functions.

11. Cavendish Teaching and Halls: this is a building which is of limited quality. It has in part been refurbished for academic use upon vacation of the Hollings site, but the halls provide poor quality shared bathroom residential accommodation.

12. Righton: As with Ormond, Righton presents a building of heritage, but here with the potential for quality spaces internally that could provide a distinct identity and variety to the University. Its current entrance is poor and offers the opportunity to readdress the building frontage to create another key cornerstone to All Saints Park.

13. Cambridge Halls: These buildings have a limited life before major refurbishment will be required, and pose an opportunity to increase density of development on this site if redevelopment was favoured. The buildings are of little architectural quality and act to hide the University from Higher Cambridge Street.

14. Old Students' Union Car Park: This is an open site between the old Students' Union and Benzie Building. It offers the potential as a future development for academic or student residential use.

15. Plot E: an open site offering an ideal residential development opportunity to support the feeling of connection between the Birley Campus and All Saints Campus along the Bonsall Road residential 'district'.

Factors influencing the University and its estates needs will change over the projected life of the Strategy. The Strategy is intended to retain flexibility to incorporate such changes.

Further consideration has been given to strategic development opportunities outside of the 10-year framework of this Strategy. Appendix D - Masterplans provides a visual overview of these opportunities to consider for a third phase capital programme, i.e. 2027 onwards.

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4.2 STUDENT LIVING

The student living experience is an integral element of the overall experience of our students whilst at the University, and more specifically a key facilitator of recruitment, progression, retention and student satisfaction. The provision of quality, affordable accommodation on or near campus to meet current and future student demand linked to academic planning underpins the current Residential Strategy. Further work is required to analyse demand and supply to respond to predicted changes in student numbers, as identified in section 3.2. It is recommended that a new Residential Strategy is developed, the broad themes to include:

Portfolio mix / University control of offer

The University offers accommodation to first year students across a broad portfolio of purpose built student accommodation (PBSA) in Manchester and a leased premises at Crewe (799 beds). The portfolio is split across three categories as follows; Freehold (owned and operated by the University), Leasehold (leased with and operated by owner) and Nominations Agreements (students contract directly with the provider). As of 2017, the portfolio split in Manchester is 44% Freehold, 27% Leasehold and 29% Nominations Agreements. Crewe is leasehold.

Whilst nominations agreements are a useful tactical option, over reliance on short-term nominations do not allow the University to exert sufficient control over the quality or value of the student offer. The benefits of these arrangements are they are short-term in nature and can be used to tactically secure volume. By the direct-let nature of these arrangements, prices are much higher (up to 32% higher than University entry level accommodation), the University has no/limited control of quality measures including pastoral care and security and the student does not benefit from more favourable terms of occupancy offered in a University contract.

Therefore, a key strategic aim of the Residential Strategy is to move from a 71% (owned / leased): 29% nominations mix, to a more balanced 80/90% bias towards University controlled / heavily influenced accommodation. If demand drivers are assumed as static this would require a maximum of c. 900 beds to remain in nominations and replaced with c. 400 beds through new lease or new University built accommodation.

Student Profile and future demand

The University offers an accommodation 'assurance' to all new applicants to the University. Demand for accommodation has historically been managed to prioritise students living outside of the region through a 25 mile radius criteria. This is under review in line with the changes to the University strategy.

With institutional ambitions to grow international and postgraduate student numbers, thus a movement in demographics and demand for purpose built student accommodation (PBSA), the University will need to review its student residences portfolio mix. A revised accommodation strategy will be developed in line with the new strategy on institution size and shape to ensure we quantify a) volume of bedspace and b) type of accommodation to reflect any changes in student profile.

Key criteria for future sites must include: location on or in walking distance of the campus; affordability across a range of prices to continue to meet the needs of students, University influence or control over security and pastoral care.



Executive 4.3 LINKING IT INVESTMENT TO THE ESTATE STRATEGY

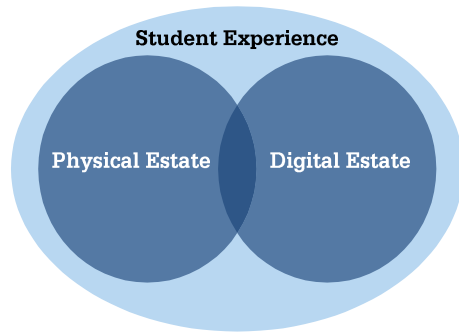


Figure 10

The Estate Strategy and estates investment must be linked to *The Information Systems Strategy, 2016-2020 (ISS)*. It has the following objectives:

1. Ensure business and IT alignment.

This Strategy will ensure that there is strategic alignment between IT investments and the wider University Strategy, in order to avoid spending budget on things of less importance to the organisation.

2. Deliver an integrated organisational approach.

This Strategy seeks to ensure that all IS investment and operational activities are aligned in support of the University Strategy regardless of the specific organisational unit in which the capabilities reside. It also aims to eliminate and avoid unnecessary redundancy through centralized, shared IT capabilities, consolidated applications, and infrastructure.

3. Make informed strategic IT investment decisions.

The Strategy provides a clear picture of how each proposed investment supports University objectives by addressing identified gaps between the current state and target state.

The *ISS* itself identifies a capital investment requirement in the region of £43.5 million. This sum needs to be seen alongside the capital funding requirements outlined in this Estate Strategy to understand the overall capital investment needs of the University over the next period. As decisions are made about the design, delivery and programming of property projects, appropriate attention needs to be given to the integration with *ISS* related investment.

4.4 BUSINESS CONTINUITY AND RESILIENCE

The objectives of business continuity are to ensure that the University:

1. Understands its critical activities and maintains the capability to resume operations within agreed timeframes, following the deployment of a business continuity response,
2. Increases resilience by protecting critical assets and data through a co-ordinated approach to risk and business management and recovery,
3. Minimises impacts using a focused, well managed response activity.

The critical activities of the University include teaching, research and knowledge exchange, consultancy, training and CPD, halls of residence, sports centres, catering and conferencing. Key estates systems involved in maintaining these critical activities include heating systems, cooling systems, domestic water services and electrical systems. Failure of any one of these key systems can result in denial of access to a University building, and have a major impact on the ability of the University to undertake its critical activities. It is therefore of vital importance that thought be given to increasing the resilience of these key estates systems and developing a robust and resilient estate over the period of the 10-year Estate Strategy framework.

4.5 FUNDING AND FINANCE

All projects will identify our exposure to future revenue costs including energy, maintenance and other operating costs i.e. whole life costs. Mitigating future revenue costs through intelligent design is encouraged where practicable, as well as reducing existing costs where possible. There will also be opportunities to generate sponsorship income through the naming of buildings and facilities by notable external organisations and/or alumni.

From a financial and funding strategy perspective, the University's approved Financial Strategy seeks to support the provision of funding for development and investments by:

- Maintaining sufficient liquid resources, adequate reserves, and the delivery of an operating surplus year on year;
- Assessment of the effective use of internally generated resources to meet longer term investment plans;
- Regular review and assessment of future cash and capital needs of the University;
- Raising a balanced portfolio of funds from external sources, including donations, capital and development grants, and the diversification of the income base;
- Establishment and management of an appropriate borrowing policy that will be consistent with, and support, institutional sustainability;
- Building strategic, long-term, and mutually beneficial collaborative partnerships.

Within the context of the Financial Strategy, external borrowing is permitted as long as it is affordable, consistent with institutional sustainability, and considered in conjunction with other funding options and the total financing of the University.

The most reliable and sustainable source of funding is from internal cash generation/inward investment. Continued strong financial performance coupled with actual (and prospective) capital receipts, and assumed future cash generation from operating activities, should enable up to £200m of capital investment to be funded from this source. However, in the near term there are some financial risks within the sector, resulting from "Brexit", the adoption of the new "Teaching Excellence Framework", government policy on immigration,

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and increasing market competition. In addition, the University is embarking upon a strategic transformation that will require non-estate investment, and a change programme that may result in exceptional operating costs in the short-term. This may result in additional revenue investment requirements in staff, systems and infrastructure that would require funding in addition to the estates capital programme. Operating margins may therefore be squeezed compared to recent historical performance. This will place increasing onus upon delivery of income growth and diversification, and driving efficiency and cost reduction in a number of areas.

There is borrowing headroom afforded by our existing Financial Strategy, and the University is well within the existing "consent" threshold set within the HEFCE "Memorandum of Assurance and Accountability". Keeping within that HEFCE threshold, and moving towards the upper quartile of sector gearing levels (circa 40% of total annual income), would suggest headroom of up to an additional £100m of external borrowing.

There are other sources of external funding that the University should explore in order to have a suitably diverse portfolio of funding to implement the estate programme priorities, including:

- (i) Development Partner funding;
- (ii) Regional funding (including Local Growth Funds);
- (iii) Donations;
- (iv) Government and infrastructure grants and loans;
- (v) Institutional/pension scheme funding for property schemes.

Some of these sources of funding, depending upon how they are structured, might need to be reported on the University's balance sheet; such transactions would need to be considered in terms of level of acceptable gearing and any funding body/regulator consent requirements.

Whilst the funding of the programme will be considered as whole, funding for each major project will be considered on a case-by-case basis following a thorough assessment of the financial options available at that period in time.

The overall funding approach will be very dependent upon the scale, mix and timing of projects within the proposed investment programme, on-going financial health of the University and the external economic environment.

Executive 4.6 PROCUREMENT

The procurement strategy must be flexible and able to adapt to fluid requirements, but also offer value for money and cost certainty. At the time of writing, there is significant competition in the market to attract the very best design teams and construction partners. Due to the scale of the investment programme, it is proposed to bundle packages of works/services to attract the most suitable suppliers and offer the best value for money.

The key is to develop a long-term relationship with leading strategic delivery partners that we know and trust. To deliver consistent quality across the investment programme, opportunities will be explored to appoint a single (or small number of) strategic partner(s) over the period of the investment programme.

Due to the scale of the programme, the capability and capacity of the major contracting organisations will need to be explored. A number of options are available for the procurement routes.

The University can follow the standard OJEU process to appoint individual consultants and contractors as we have done for other major capital projects.

Alternatively, existing compliant OJEU framework agreements are available in the marketplace which provide a speedier route for the appointment of consultants and contractors but restrict the choice of consultants/contractors. Existing external framework agreements under consideration include:

Shared Business Support Framework	(consultant framework)
North West Construction Hub	(contractor framework)
Pagabo	(contractor framework)

Not tendering on a project by project basis via OJEU will shorten the procurement process and reduce the time and cost of repeat bidding. However, frameworks require much front-end time from client and supplier to develop, and should not be seen as a 'shortcut' procurement route.

To engender collaborative relationships, the form of contract selected is likely to be NEC3 rather than the traditional JCT contracts previously adopted. The NEC3 contracts stimulate good management between both parties and can be used across a wide variety of commercial projects. They are however more comprehensive in nature and place more responsibilities on the client. Careful consideration should be given to in-house capabilities to manage a new form of contract.

In all instances, a one-size fits all approach may not be suitable, and each project will be appraised to identify the most appropriate procurement route at the relevant time.

4.7 PRIORITISING INVESTMENT

The prioritisation of projects identified will undergo a structured review against their academic and research benefits, physical impact on the estate, student experience, dependencies, risks, and their contribution to the institutional objectives of the University.

On completion of the stakeholder consultations, the project team relayed the project briefs for clarification where necessary. Upon creation of a draft delivery programme, including project brief and budgets, the schedule of prioritised projects will be presented to formal groups as follows:

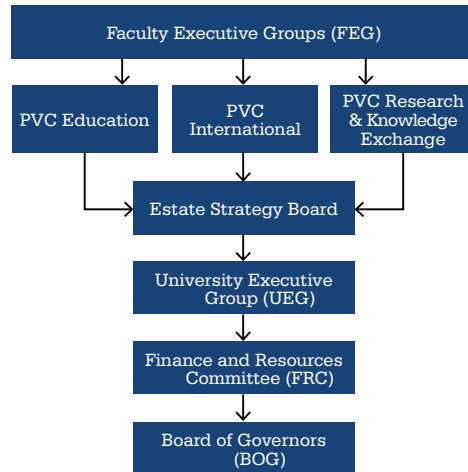


Figure 11

4.8 INVESTMENT GOVERNANCE

The Estate Strategy recommends that the University utilise robust and consistent decision-making arrangements for capital projects.

Each major scheme will move through a project gateway process to ensure resources are released at the correct time to progress through the RIBA plan work stages, as follows:

Gateway	Description	RIBA Stage	Owner	Approval
Academic Strategy	Project sponsor articulates academic vision, objectives and drivers.	0	Academic Sponsor	University Executive Group
Strategic Outline Case	Approval of the full project budget 'envelope' (i.e. total predicted cost with +/- tolerance) and permission to procure a design team.	1	Academic Sponsor	University Executive Group Finance and Resources Committee Board of Governors
Business Case	Approval in principle of the financial envelope for the total contract value. Includes planning permissions, concept design, site investigations and demolition plans.	2-3	Academic Sponsor Estates Directorate	University Executive Group Finance and Resources Committee Board of Governors
Completed Business Case	Updated business case with capital and revenue cost certainty. Includes contracts for signature.	4	Estates Directorate	University Executive Group

Table 5

At each gateway, the case(s) will be presented through the governance and committee structure within the University, starting with the University Executive (UEG).

Group	Frequency	Approval
University Executive Group (UEG)	Weekly	<£1m
Finance and Resources Committee (FRC)	Quarterly	£1m - £5m
Board of Governors (BOG)	Quarterly	>£5m

Table 6

Business cases will be appraised against objective criteria to display alignment with the University objectives. A typical outline/full business case will comprise the following elements: strategic visioning, economic appraisal, procurement strategy, affordability, funding arrangements and the project management strategy to implement the project.

The delivery of the Estate Strategy will be monitored through the programme office within the Services Group. A new internal process is being developed within the department(s) that will inform the delivery of the various project work streams within the Strategy.

It is recommended that the Estate Strategy Project Board is retained post board approval of the Estate Strategy to oversee the delivery of the investment programme. This can be utilised as a forum to debate and test project scope, programme and expenditure outside of the formal University committee structure.

Each major transformational project will benefit from the establishment of a project executive with a member of the UEG acting as a project sponsor. It is important that project sponsors are aware of the time and resource commitments associated with the role.

Each major transformational project will also require regular operational team meetings to review project implementation, RIBA stage sign-off and report on project finances. It is also proposed that each Faculty appoint an estates focused project manager to assist with the implementation of the project, that will act as an integral facilitator between the Faculty and the project delivery team (E.g. procurement, legal, estates).

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4.9 ON-GOING ESTATE MANAGEMENT

Positive estate change to meet corporate objectives is not just about investment of capital. There are some important 'management' changes that are needed – in parallel. These include approaches in areas of facilities management, such as security and access control to buildings which will support key estate principles.

A key challenge for the estate is to better understand how space is used across the organisation. It is proposed to adopt a 'corporate landlord' approach through which a much greater amount of the estate – teaching, research and support space – is controlled from the centre of the organisation through the estates team. This means 'ownership' of spaces and control over timetabling moving away from Faculties and being managed at the centre. This will be supported by Student and Academic Services (SAS) hubs strategically located in key buildings around the campus.

As part of this process, it will be critical that the University measures and manages the use and utilisation of a greater proportion of overall space. Only by doing so can the University fully understand its future needs, across all space types and ensure that investment made is absolutely justified.

4.10 DELIVERY PROGRAMME AND TIMESCALES

The University has an ambition to deliver the programme of works, including the major projects and those identified in the development control plan, over the duration of the ten year framework. University decision-making arrangements will be clear and robust and will be assessed on financial resource and site capacity requirements. The University will also consider how it engages with contractors to achieve its programme efficiently and demonstrate value for money.

4.11 MEASURING PROGRESS – KEY PERFORMANCE INDICATORS

It will be important for the University to monitor and manage the progress that is made in delivering the Estate Strategy and the role of the estate in meeting our University objectives. This will be via tracking of estate related Key Performance Indicators (KPIs) as identified in Table 7. These should be reviewed annually for their appropriateness and new or additional KPIs could be added.



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Measure (2014/2015)	Man Met (14/15)	Extended Peer Group ³ (14/15)			Suggested Target
		L.O.	M	U.O.	
PROPERTY EFFICIENCY					
Non-Residential Income (£) per m ² of NIA	£1,906	£1,666	£1,848	£2,102	£2,200
Teaching Income (£) per m ² of Teaching NIA	£3,316	£2,848	£3,257	£3,570	£3,750
Research Income (£) per m ² of Research NIA	£943	£1,173	£1,501	£2,731	£2,750
Total Property Costs per m ² of GIA	£107	£94	£106	£114	£90
Total Capital Expenditure as % of Income	4.6%	4.7%	6.7%	9.9%	-
Total Capital Expenditure as % of IRV	2.0%	1.8%	3.4%	5.3%	-
Total Maintenance Expenditure as % of Income	3.8%	1.8%	2.6%	3.4%	1.7%
Total Maintenance Expenditure as % of IRV	1.6%	0.9%	1.3%	1.7%	0.8%
ENERGY					
Energy Consumption (kWh) per Student FTE	2,096	1,951	2,440	3,382	1,950
Total Energy Costs per m ² of GIA	£15.31	£14.70	£15.65	£17.75	£14.00
SPACE					
Non-residential GIA in m ² per Student and Staff FTE	7.0	7.1	7.9	9.6	8.0
Total Non-residential NIA per student FTE	5.2	5.2	6.2	7.9	6.5
Core Teaching Space per Taught Student FTE	2.0	2.1	2.3	2.6	2.4
Academic Office NIA per Academic Staff FTE	11.1	9.0	13.5	17.0	8.5
Support Office NIA per Support Office Staff FTE	7.6	9.7	12.1	15.5	7.5
BUILDING CONDITION AND AGE					
Total Building Condition Assessment A&B	92.4%	79.2%	82.7%	91.4%	97.5%
Functional Suitability Grades 1&2	78.7%	82.4%	91.5%	98.6%	95%
Construction Date post-1980	62.9%	33.9%	48.0%	63.1%	75%
Cost to Upgrade C&D to B	£25.8m	£17.8m	£32.1m	£41.2m	£10m
Cost to Upgrade C&D to B as % of Income	9.6%	7.1%	14.3%	25.5%	5%

Table 7. ³Extended Peer Group of 25 Institutions

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4.12 The Consequences of Delivering the Strategy

The tables below outline how space in the University estate will change as a result of delivering the strategic investment requirements proposed in the Estate Strategy.

High-level indications are that the overall non-residential estate will increase by some 32,888m² as a result of delivering the Strategy. This represents some 16% of the current University non-residential estate (208,975m²). This contrasts with a projected student headcount increase of circa 10% by 2020/21. However, the increase in space aligns with the performance measures to right-size the estate to provide sufficient student academic space when compared with peer group institutions.

Proposed Development	Indicative Gross Internal Area (m ²)
Arts and Media Project <i>(Key strategic project)</i>	11,000
Science and Engineering Project <i>(Key strategic project)</i>	22,500
International Screen School Manchester <i>(Key strategic project)</i>	5,000
Sports Institute <i>(Key strategic project)</i>	17,790
Library and Learning Commons <i>(Key strategic project)</i>	No change
6 Great Marlborough Street <i>(Strategic Acquisition)</i>	7,000
Total Non-Residential	72,790

Disposals - (lease expired, demolished or transferred)	Indicative Gross Internal Area (m ²)
70 Oxford Street	2,484
Old Students' Union	4,471
Mabel Tylecote	6,599
John Dalton West	2,650
Crewe Non-Residential	23,698
Total Non-Residential	39,902

Consequences	Indicative Gross Internal Area (m ²)
Total Development	72,790
Total Disposal	39,902
Total Difference	32,888

Table 8: Overall Non-Residential Change as a result of delivering Estate Strategy

The residential estate, through investment in Plot E and a future joint venture development, indicates a potential increase of circa 4,570m² or 7%. This contrasts with an existing residential estate of 67,901m². Further development of the Residential Strategy will define the full extent, delivery and funding of our student residential developments.

Proposed Development	Indicative Gross Internal Area (m ²)
Plot E <i>(Key strategic project)</i>	14,580 (c. 540 beds)
Joint Venture Development <i>(Key strategic project)</i>	15,000 (c. 550 beds)
Total Residential	29,580

Disposals	Indicative Gross Internal Area (m ²)
Crewe Residential	25,010
Total Residential	25,010

Consequences	Indicative Gross Internal Area (m ²)
Total Development	29,580
Total Disposal	25,010
Total Difference	4,570

Table 9: Overall Residential Change as a result of delivering Estate Strategy



5. CONCLUSIONS

In alignment with the University and academic objectives of the institution, the Estate Strategy 2017-2027 sets out a framework to inform future development of the University's land and buildings, and general principles and approaches to be adopted throughout the retained estate.

In addition to these major projects, the Estate Strategy identifies a number of smaller but nonetheless important projects, which will have a direct impact on the quality of experience for students, the research community, staff and visitors.

The Estate Strategy identifies a total investment programme that will contribute to the delivery of the University Strategy. It aims to create one of the most modern and relevant university environments in the country that will transform the learning experience of students and improve research outcomes.

The proposed investment will increase the overall scale of the estate but is consistent with the corporate ambitions of the University. The performance of the estate needs to be regularly reviewed (applying the identified KPIs) to ensure that sector and peer group standards are met. The University needs to continue to strive to deliver value for money and to meet the highest environmental sustainability standards while meeting student, staff and stakeholder needs.

In addition, through its significant estates investment, the University will make a significant contribution to the wider Manchester economy and create quality buildings and public spaces in line with the City's own aspirations.

There is significant rationale, from a physical estate perspective, to invest in six major transformational schemes that will have widescale impact across the Manchester Metropolitan University estate due to their scale:

1. The Arts and Media new build
2. The 'Science and Engineering' new build
3. The new International Screen School Manchester
4. The new Manchester Sport Institute
5. Investment in the Residential estate
6. An expanded Library and Student Commons

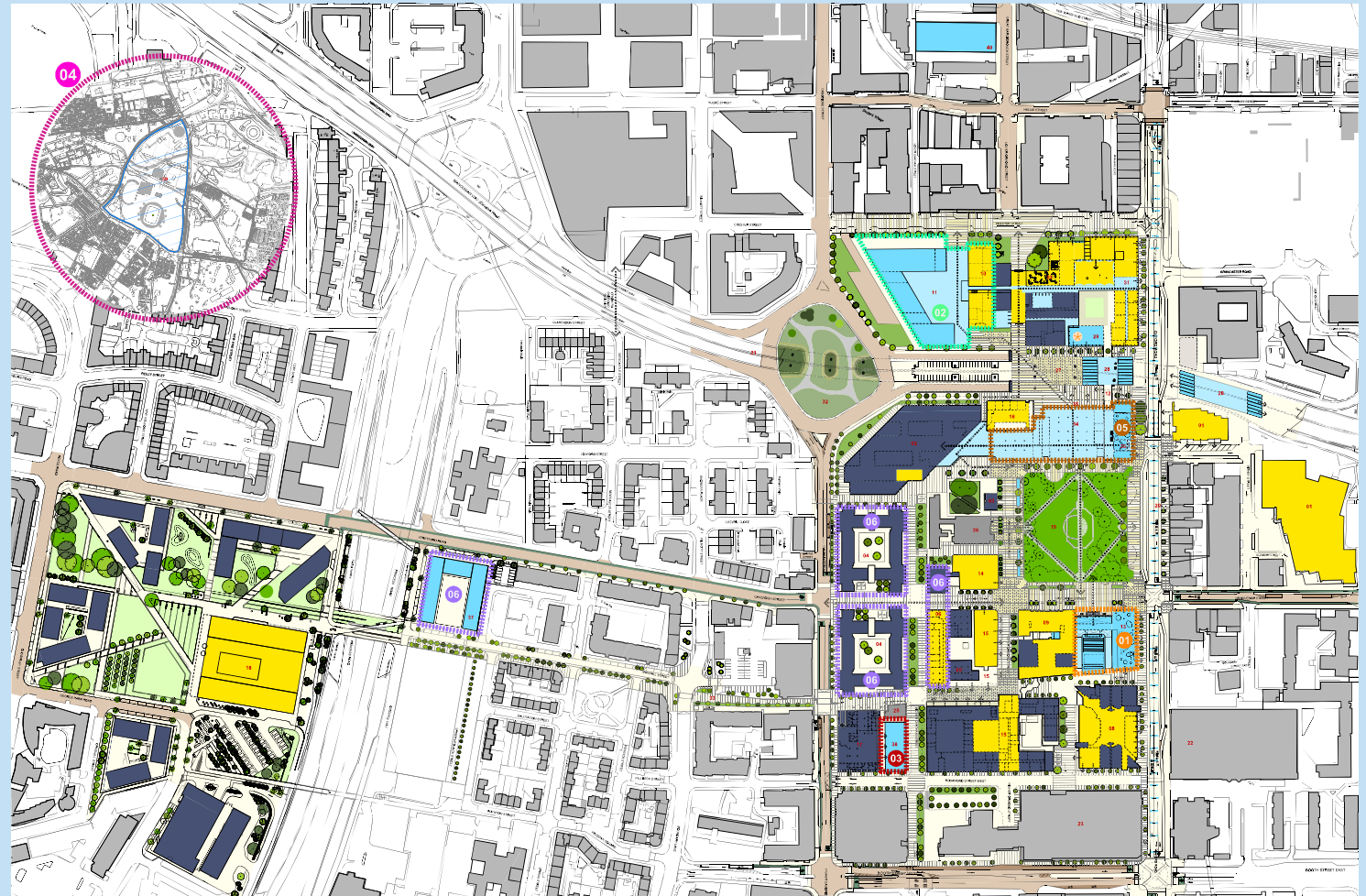


Figure 12: Manchester Met Estate Masterplan (Future)

Building Spaces

- | | | |
|------------------------------------|---|---|
| 01 Old Student Union | 15 Righton Building | 29 New Energy Centre |
| 02 Business School and Student Hub | 16 Sandra Burslem Building | 30 New JD Central Hub Space |
| 03 Bellhouse Building | 17 New Student Union | 31 JD East |
| 04 Cambridge Halls of Residence | 18 Birley Fields Campus | 32 Manchester Met Carpark |
| 05 Cavendish Building | 19 University Square (Grosvenor Square) | 33 Manchester Met Pedestrian Link |
| 06 Cavendish Halls of Residence | 20 Oxford Road Corridor (Existing proposal) | 34 Sir Kenneth Green Library Internal Refurb |
| 07 Benzie Building | 21 Mancunian Way | 35 Sir Kenneth Green Library (Potential Rear Extension) |
| 08 Geoffrey Manton Building | 22 Manchester Aquatics Centre | 36 Sir Kenneth Green Library (Potential Side Extension) |
| 09 Grosvenor Building | 23 Royal Northern College of Music | 37 Plot E - Potential Development Site |
| 10 John Dalton Building | 24 University of Manchester | 38 New Student Union Carpark - Potential Development Site |
| 11 New JD West Building | 25 The Salutation | 39 Ethad Campus |
| 12 New Library link | 26 St Augustine's RC Church | 40 Great Marlborough Street Building |
| 13 New Mabel Tylecote Building | 27 Improved Public Realm | |
| 14 Ormond Building | 28 New Pop-up Student Union Shop / Food Units | |

- Existing Buildings
- Major Transformational Projects
- Development Control Plans
- Residences
- Acquisitions
- Major Infrastructure Projects
 - B: Public Realm
 - C: Heat Network and Energy Centre

- 01 Arts and Media: Mabel Tylecote
- 02 Science and Engineering: New Build to JD West and Refurb Tower
- 03 International Screen School Manchester (ISSM)
- 04 Sport Institute: Ethad
- 05 Library and Learning Commons: Refurb existing Sir Kenneth Green Library and All Saints Building
- 06 Residences: Plot E, Cavendish, Cambridge, JV Development

February 2017

ESTATE
STRATEGY
2017-2027



Manchester Metropolitan
University