



Leeds Trinity  
University

# Estates and Facilities Strategy (2019-2024)

March 2019

## 1. Introduction

The Leeds Trinity University Estate presents well as a semi-rural “self-contained” green campus that feels safe and welcoming to students, staff and visitors.

In terms of our offer, the presentation of the Estate and its Facilities are a key strategic asset and it is important that we are able to continue to invest in our Estate to support our business for the future.

We are aware that we will need to develop our Estate and Facilities so that it continues to play a key part in the future success of the University.

However, in order to set out our Estates and Facilities plans for the future there are two key dependencies:

- The availability of capital funding over the next five years (beyond the strategic plan); and
- Clarity over the size and shape of the University (students, staff and portfolio).

It is clear that these two key elements are very closely linked and are not helped by the levels of competition and uncertainty within UK HE, which present additional challenges.

The Estates and Facilities Strategy seeks to manage and develop the estate in a way that recognises the financial constraints but delivers an affordable Estate to best value and secures the best return through our commercial assets.

## 2. Development to Date

It is clear that capital investment to date is as a result of a successful programme of development and improvement works over the last 10 years or so resulting in two new residential accommodation blocks, All Saints Court and Fountains Court (196 and 228 beds respectfully).

The most recent development is the Andrew Kean Leaning Centre, a £5.6m state of the art interactive teaching and learning centre extension that was opened in June 2017.

The total amount of capital investment (excluding maintenance costs) over the last 10 years has resulted in some first class and innovative developments that have seen the University invest some £30M and are:

- Andrew Kean – Teaching and Learning Centre 2017
- Fountains Court – residential 2016
- Outdoor changing room 2015
- All weather pitch 2015
- Blue room corridor 2015
- Mary Hallaway lecture theatre 2014
- All Saints Court 2011
- Creation of the Media and Journalism Centre
- CHP and electrical infrastructure 2009

It is evident that the Estate has seen strong investment, and that has resulted in some first class facilities. However, it is also equally clear that there will not be capital funding available for “new” build investments in the medium term (next five years or so).

### **3. Historic Estate Management Principles and lack of Investment**

Whilst there has been strong capital investment over the years, the Estate consists of a mixture of old and new assets with commissioning ranging from the mid-1960s through to 2017. This covers teaching, learning and support services.

Inevitably this means parts of the Estate maybe beyond their productive life in their current state. This relates in particular to the “unseen” infrastructure (electrical and mechanical supply equipment, plant etc). However this also relates to some structures such as halls of residences (Norwich, St Albans) as well as the Bede Centre.

It is now evident that in the past, little assessment was made for future replacement or refurbishment of the infrastructure. This coupled with the lack of available asset data (schematics, technical drawings etc) and the estates systems to consolidate information, compounds the challenge of assessing the state and lifespan of parts of the Estate when considering future viability of some buildings.

It is clear that in the past the approach has relied heavily on a replace / repair when fail approach where we have been strongly dependent on the external contractor. As a consequence, little or no financial allowance has been allocated to the long term planning and replacing of essential infrastructure.

Whilst on the face of it that approach may appear to be cost effective, it is risky and effectively stores up problems for the future where there is real risk of assets failing without warning with potentially problematic consequences. This Strategy aims to take a longer term approach to estates management to reduce such future risks and provide a solid foundation on which to develop the estate.

### **4. Estate and Facilities Future Direction**

As a University the Estate plays a crucial role in attracting students to the University. In that regard it is evident that competitor institutions continue to invest in order to attract students.

This Strategy seeks to address the identified legacy issue, in a managed way, by prioritising actions that deal with essential items as well as continuing to develop and enhance the Estate within a challenging financial envelope. The balance is essential so that we can continue to invest in our Estate to maintain our position in the market place.

In that regard, based on current and short term provision, it is unlikely that significant capital investment will be available for “new build”.

This Strategy therefore focuses consideration of the Estate, ensuring that we obtain maximum value from the existing asset. It will therefore concentrate on a number of *key principles* which are:

- An Estate and Facility that is developed which puts the student experience first.
- That the Estate development is “client” informed seeking the opinions and views of key stakeholders as part of the planned developments
- Ensuring the efficient use of “office” space to free up development space for

teaching and learning and front office student services.

- Providing quality, flexible and adaptable social spaces to support teaching and learning on site – the development of which is client (i.e. student) led.
- Where there is targeted development of specialist space (led by the curriculum), applying a principle of “multi-use” wherever possible.
- Ensuring our Estate and facilities are maintained to the highest affordable standards.
- Ensuring legal and environmental compliance is managed and maintained.

Having noted the key future direction section, Leeds Trinity University’s Estate and Facilities Strategic Plan for the medium term (the next five years) will:

- Implement an improved process of asset management.
- Ensure the consistent retention of critical information supported by industry standard systems and procedures.
- Consider future estates development in line with the development of the University’s academic strategy.
- Develop the Estate over a realistic and sustained period of time associated with the availability of investment capital.
- Develop an approach to deliver a realistic backlog maintenance programme underpinned by an achievable planned maintenance development programme.
- Implement a focused commercial strategy.

To deliver on the strategic principles a series of objectives have been developed which serve to drive forward the development of the Estate and Facilities in a managed way to ensure appropriate development within a tight financial envelope.

Those objectives are:

#### 4.1 **Objective One**

##### **To undertake a full assessment of the current Estate and its assets to inform future development and investment**

Our initial approach will ensure full legal compliance and then prioritise developments in line with the principles set out in this strategy.

However, to efficiently manage the asset for the long term we will undertake a Whole Life Cycle Costing exercise (WLCC) which will assess the Estate asset over a 15 year period. This will give us a firm footing that allows us to produce a true, time and cost to repair inventory for the whole University.

In turn this will:

- Help identify and manage risk
- Help inform decisions around dispose of / demolish / refurbish an asset.
- Enable a prioritised Planned Preventative Maintenance Programme (PPMP) to be

put in place to reduce the back log maintenance and reduce overall costs.

- Eventually drive a close to zero back log maintenance provision which would be driven by a planned capital rather than a reactive maintenance programme.

Underpinning the WLCC exercise will be the need for the purchase and implementation of an appropriate industry standard Computer Aided Facilities Management (CAFM) system to underpin full asset management. This will be vital for a cohesive consolidation of all information and management of the estate.

## 4.2 Objective Two

### **Maximise the efficient use of space**

Following the 2018 space assessment it is evident that there is sufficient space on site and that the space is of a reasonable standard. However, it is also clear that we are not using the space we have as efficiently as we could.

We have a number of single occupancy offices, poor layout, non-standard furniture and of course some space being used for a purpose for which it was not designed.

A key element of this strategy will therefore need to drive an Estate that:

- Minimises single room occupancy.
- Makes use of standard furniture and room layout.
- Uses best practice for layout and occupancy spacing for non-teaching space.
- Makes greater use of open offices and in some cases agile work space (e.g. hot desk) principles, where appropriate.
- Adopts standard room usage principles cross the estate as part of the booking process to include identifying free space and how this space is booked (ensure all rooms are included on the room booking systems and available for use)
- Ensures an efficient use of non-teaching space we will also need to pursue a similar approach for “standard” teaching and specialist teaching space.
- Takes into consideration how teaching is delivered and set to evolve into the future

## 4.3 Objective Three

### **Develop and enhance specialist space in line with the academic development of the University**

The future development of specialist space will be considered as part of the University planning cycle where specialist space development is driven by business need.

However, whilst it is recognised that specialist space is clearly necessary (Television studio, photography), it is also recognised that specialist space can have multi-disciplinary uses.

Our future specialist development will therefore consider:

- Student numbers.
- Repurposing existing space.
- The costs to refurbish or redevelop (including aspects of support for delivery for out of hour's provision where that is appropriate).
- The longevity of the requirement.
- The ability for multi-use across programmes.
- The future cyclical maintenance requirements.

#### 4.4 **Objective Four**

##### **Maximize Commercial Income Streams**

There are key areas of commercial undertaking that support income streams in the region of circa £3.4m in 2017/18, with accommodation accounting for around 75% of all commercial income.

The commercial strategy will consider:

- The future development of our accommodation linked to our offer, size of market and pricing (including any future decision to demolish or refurbish).
- The future development of our catering services and associated bar area.
- Maximizing income through events, gym memberships and the hiring of sports facilities.
- Continuing to stretch our events provision to drive profitable income streams.
- The future of the nursery provision on site (as the current location significantly restricts future potential development).

#### 4.5 **Objective Five**

##### **Continue to develop high quality social / multi-use space to the highest affordable standard**

An important part of Leeds Trinity University's offer to students are the excellent social interactive spaces.

The value of "social space" is evident in giving students a home on site when not in formal teaching sessions. The development of the library extension has been a firm success in providing space to study on-site in between formal teaching. We will develop social spaces as we develop the Estate, the first of which will start with development of the on-site catering facility and lounge.

Importantly our sports facilities, fitness facilities, collaborative learning spaces and teaching rooms are contained on one site. Our strategic commitment to student health (physical as well as mental health) will be supported by the enhancement of our onsite fitness facility.

We will take an institutional look at our “public spaces”, and consider over time how they will be developed to become learning / social spaces to support the student experience. In considering this development we will consider the connectivity and proximity between formal teaching spaces and social spaces to maximise impact.

#### 4.6 **Objective Six**

##### **Ensure best value for energy / utility usage for the University**

Utility charges for the University are circa £550k which is roughly split between:

- Gas                      £202k
- Electricity              £247k
- Water                    £100k

Whilst the combined energy / utility usage is over £0.5m it is recognised that it is close to expectations for an Estate of this size.

However, it is essential that we manage the utility costs by:

- Examining and negotiating the unit cost of gas, electricity and water in the first instance to ensure the best possible value including the use of Sector Procurement Frameworks.
- Ensuring the efficient use of gas, electricity and water throughout the Estate.
- Sourcing greener energy sources where appropriate.

#### 4.7 **Objective Seven**

##### **Sustainability and environmental management**

The University recognises that, like any business, its operations have an environmental impact.

We will therefore manage our responsibilities in this area by the introduction of sound environmental management policies and practices in the first instance to ensure legal and regulatory requirements are met.

In that regard we will comply with and, where practicable, exceed all relevant regulatory requirements such as:-

- Waste (England and Wales) Regulations 2011
- The Hazardous Waste (England and Wales) Regulations 2005
- The Environment Protection Act 1990,
- The Control of Pollution (Amendment) Act 1989

In addition we will:

- Continually improve and monitor environmental performance against local and

national standards.

- Ensure that the designs of new and refurbished buildings incorporate life cycling and have the minimal impact on the environment.
- Improve the energy efficiency of lighting, power, heating and ventilation systems by incorporation of new technologies.
- Reduce the consumption of carbon based energy by reducing consumption.

#### 4.8 Objective Eight

##### **Ensuring the Estate and facilities are managed to the highest possible health and safety standards.**

Whilst an obvious objective it is important to state that our Estate will be managed to ensure that all responsibility for legislative compliance is managed and maintained.

This will include service testing and inspection for:

- Electrical
- Water – L8
- Fire regulation, systems and procedures,
- Asbestos management
- Lifts and lifting equipment
- Safe systems of works and procedure
- Risk Assessments - Project Health & Safety (Principal Designer) CDM compliance
- Gas Safety
- Working at Height/Ladders/scaffolding
- Equality Act (DDA accessibility)
- Building regulations for refurbishments and construction works
- Planning regulation
- Waste and recycling
- Energy/carbon management
- Hot works

#### 5. Summary

This Strategy aims to provide an affordable Estate and associated facilities that are well managed and maintained while meeting the needs of the students and support the

development of our academic business on the Horsforth campus.

To that end, a series of proposed developments have been considered to try to estimate minimal requirements for capital expenditure. This is important to link in with the financial strategy which indicates an estimate of capital to be circa £3m per annum for the University.

This Strategy therefore contains an indicative programme of anticipated works for the estates development over the next five years. The schedule in Appendix 1 contains the package of works and estimated costs to help inform the ongoing capital requirement. This programme excludes unknown outputs from the WLCC exercise.

Len Windle  
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## Appendix 1

### Likely Capital Expenditure for the Estate Strategy 2019-24

Area		Time Line					Totals £m
		2019/20	2020/21	2021/22	2022/23	2023/24	
1	Trinity Fitness move phase 2	0.065					0.065
2	Nurseries vacate	0.04					0.04
3	Convert Kirkstall Hall to self-catering	0.28					0.28
4	3D imaging/Gaming	0.14					0.14
5	AG100	0.12					0.12
6	Blue Room	0.13					0.13
7	Photography	0.1	0.1				0.2
8	Remove Bede accommodation	0.12					0.12
9	New Bede complex improvements	0.2	0.4	0.2	0.3		1.1
10	Demolition of Hall of Residences				0.09	0.09	0.18
11	Refurbishment of Whitby		0.175	0.15			0.325
12	Bar and Surrounding areas	0.1	0.25	0.2			0.55
13	Refurbishment of Ripon			0.175	0.15		0.325
14	Media Development		0.65	0.2	0.2		1.05
15	Student Breakout areas	0.05	0.1	0.1	0.1	0.1	0.45
16	Sports/bio upgrades/ extension phases	0.13	0.1	0.7	0.35	0.8	2.08
17	Accessibility and circulation	0.05	0.02	0.02	0.07	0.05	0.21
18	H&S/BC/Backlog maintenance	0.2	0.2	0.2	0.3	0.2	1.1
19	M&E infrastructure/ PPMP and Cyclical refurbishments	0.25	0.23	0.31	0.4	0.5	1.69
20	Space Utilisation work, redevelopment and wayfinding	0.375	0.3	0.3	0.2	0.2	1.375
	<b>Total £m</b>	<b>2.350</b>	<b>2.525</b>	<b>2.555</b>	<b>2.16</b>	<b>1.94</b>	<b>11.530</b>

The above five year capital expenditure plan is an assessment of known development at this moment in time. It is likely to change over time though and highlights what would be considered over the next five years.