



MANCHESTER METROPOLITAN UNIVERSITY

ESTABLISHED IN 1956

2017-2027



**Manchester
Metropolitan
University**

CONTENTS

1. Executive summary	1
2. Performance of the current estate	3
2.1 History and previous strategy	
2.2 The current estate	
2.3 Estate performance	
2.4 Town planning and development context	
3. Meeting the University's requirements	9
3.1 University strategy	
3.2 Student numbers and trends	
3.3 Education and student experience	
3.4 Research and knowledge exchange	
3.5 Internationalisation	
3.6 Estate strategy principles	
3.7 Strategic investment requirements	
3.8 University provision in Crewe	
4. Delivering the strategy	19
4.1 Strategic development opportunities	
4.2 Student living	
4.3 Linking investment to the estate strategy	
4.4 Business continuity and resilience	
4.5 Measuring progress (key performance indicators)	
5. Conclusions	27

Approved March 2017 by the
University Board of Governors

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 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. It 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 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 increase 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 baseload.

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 contact 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 spaces 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 ten 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, ie 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, 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.

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.



Figure 1: The main Manchester campus

2. PERFORMANCE OF THE CURRENT ESTATE

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. 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

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

- 1** Faculty of Arts and Humanities
- 2** Faculty of Business and Law
- 3** Faculty of Science and Engineering
- 4** Faculty of Education
- 5** Faculty of Health, Psychology and Social Care
- 6** Professional Services
- 7** Library
- 8** Students' Union
- 9** Sport
- 10** Student residences

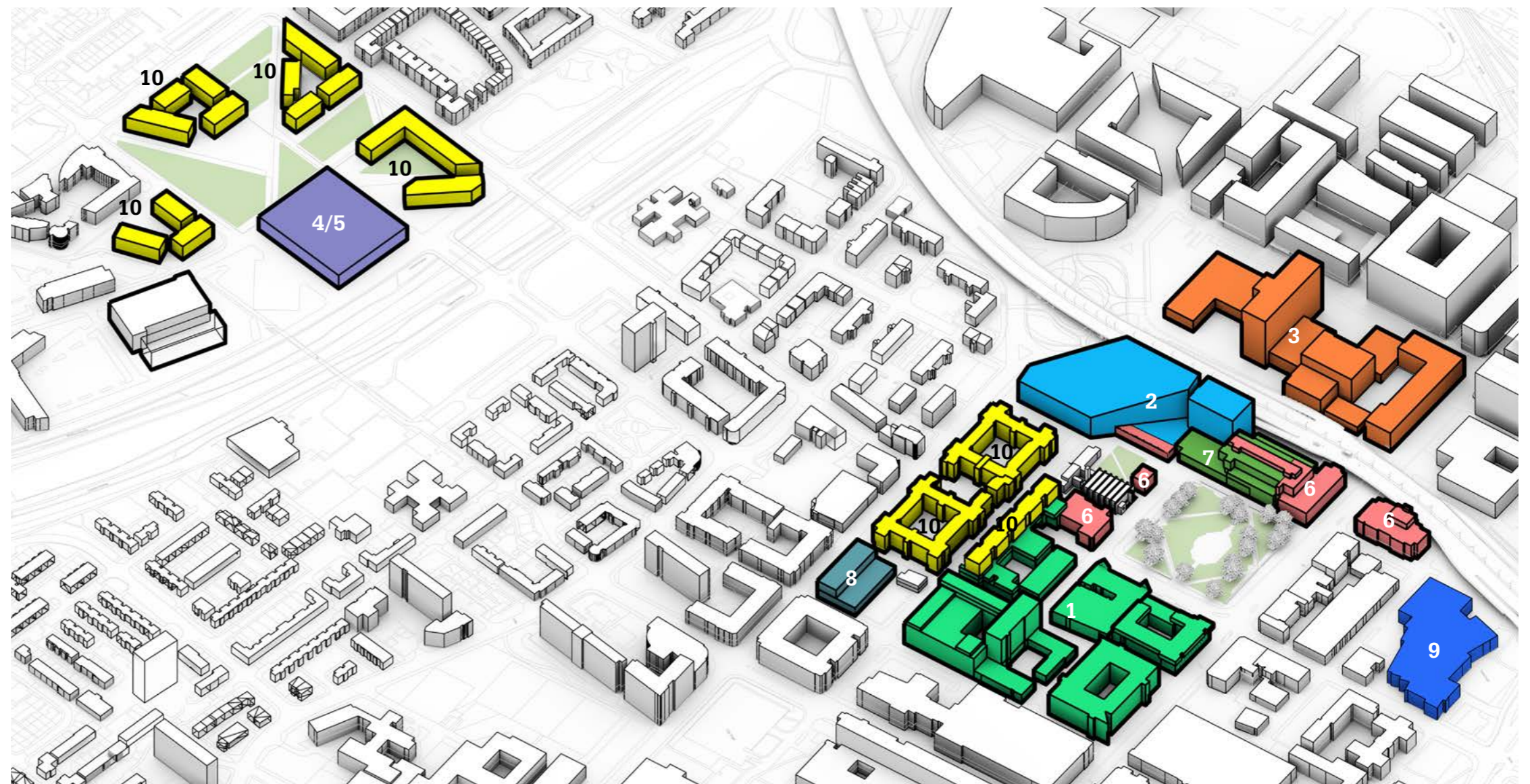


Figure 2: Location of faculties/ Professional Service teams

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. A summary is provided as follows:

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.

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.

Space utilisation of general teaching rooms comprises 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 ten 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.

As indicated by Table 3, the University records planned (ie based on timetable system bookings) utilisation at 51% compared to observed (ie 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 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.

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.

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.

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.

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.

Rate	Man Met planned (mean)	Man Met observed (mean)	Difference between planned and observed (mean)	Peer 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)

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.

Conclusion

Ranked across the five criteria, buildings that are fair, or poor, overall include the 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 3).



Figure 3: Overall building score

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.

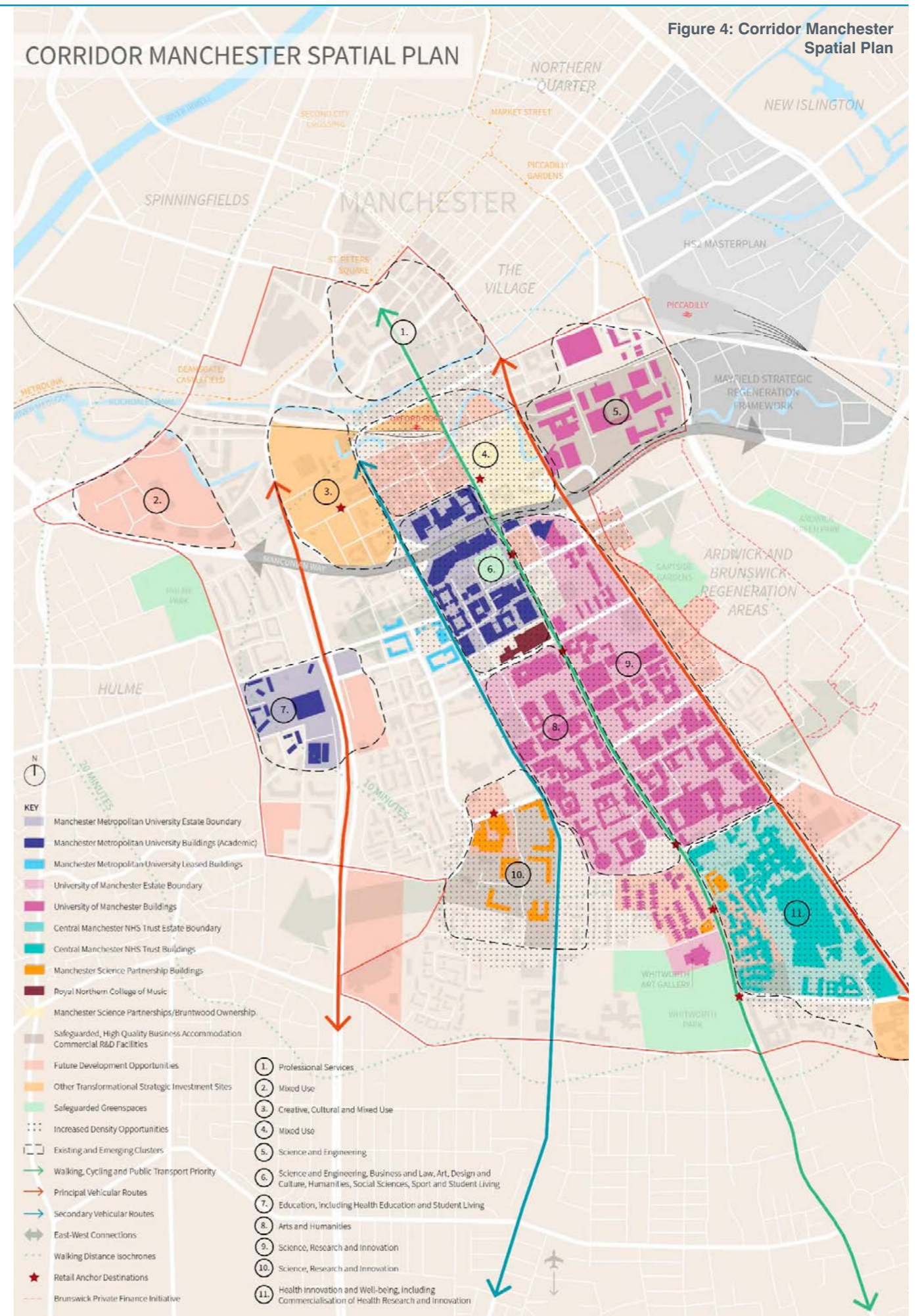
Planning policy in both locations is generally supportive of the role of the University and the land uses and developments that are required to enable the University to function effectively. Clearly, the University has to adhere to key planning requirements – for example, around the development and use 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 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-use 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.



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.

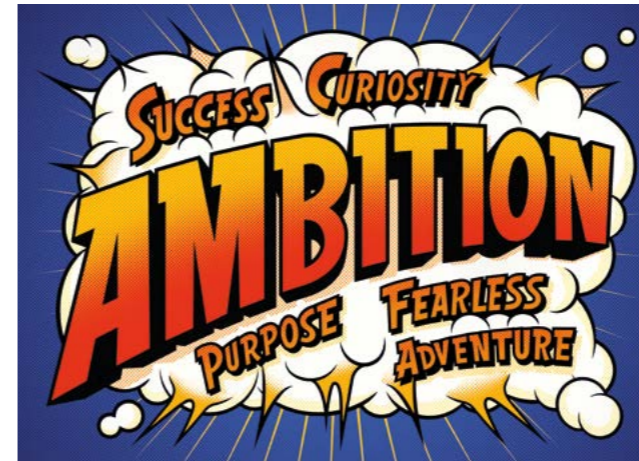
There are clear linkages and principles from the Corporate Strategy that feed into the Estate Strategy as follows:



Place

A University with all the drive and spirit of a great 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 the 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

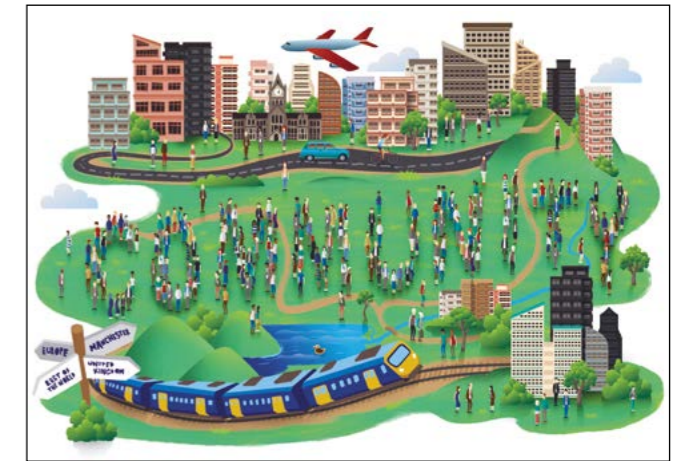
- Develop inspirational buildings in the right neighbourhood.
- Set high standards for our building design whilst being consignant that form follows function.
- Benchmark ourselves against our peers and aim for excellence.
- Create excellent learning, teaching and research spaces.
- Reach out to the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

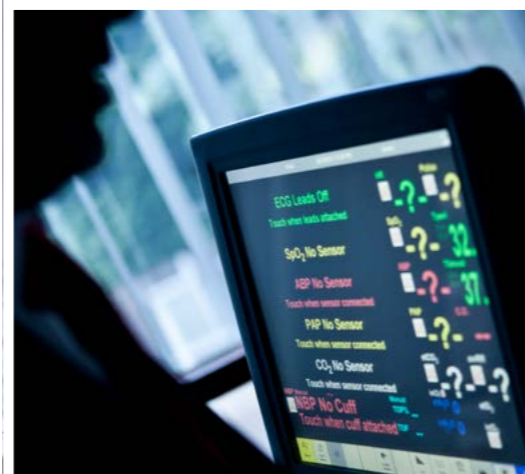
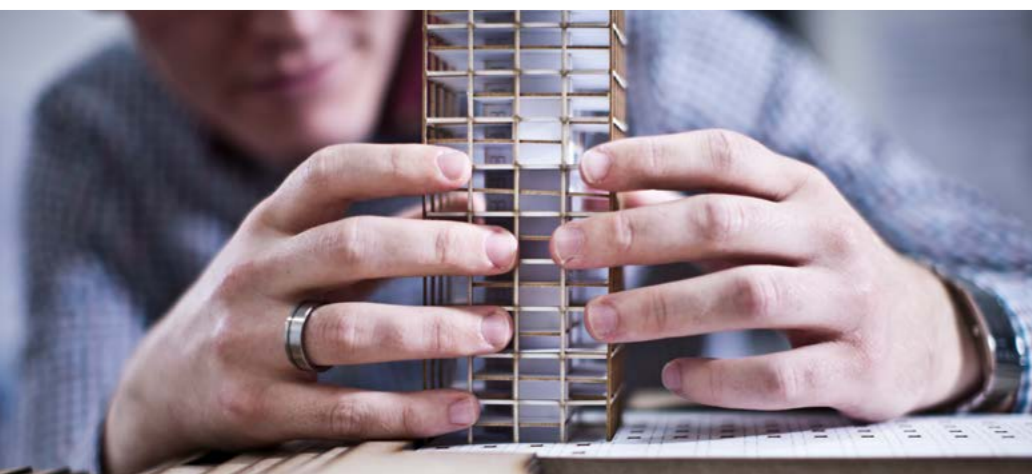
- Make our estate welcoming, accessible and inclusive.
- Embrace Oxford Road rather than turn our back to the community.
- Engage with the wider community rather than wait for others to come to us.
- Work closely with our neighbours, sharing insight, skills and resources.
- Showcase our activities, especially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



3.2 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 2020/21. 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 and international students and apprenticeships.

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 to access digital content remotely, but also to be able to use social learning spaces 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.

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 is 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.

3.5 Internationalisation

Manchester Metropolitan'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 Metropolitan'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 five 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.



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:

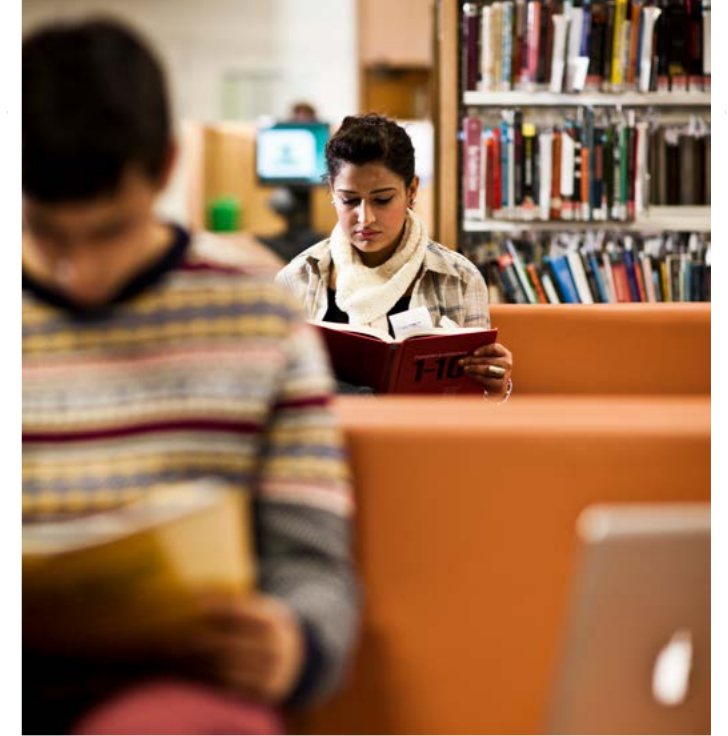
- **HIGH QUALITY**
- **EFFECTIVE**
- **EFFICIENT**

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



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

Figure 5: Estate Strategy principles



3.7 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 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
- 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 RKE activity and income from £6m to £18.5m by 2024 and increase teaching income by 23% 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
- Improve environmental credentials ie 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 (UEG) within a prominent location on the campus
- Create a central UEG space for executive colleagues to work collaboratively

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, HEFCE (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

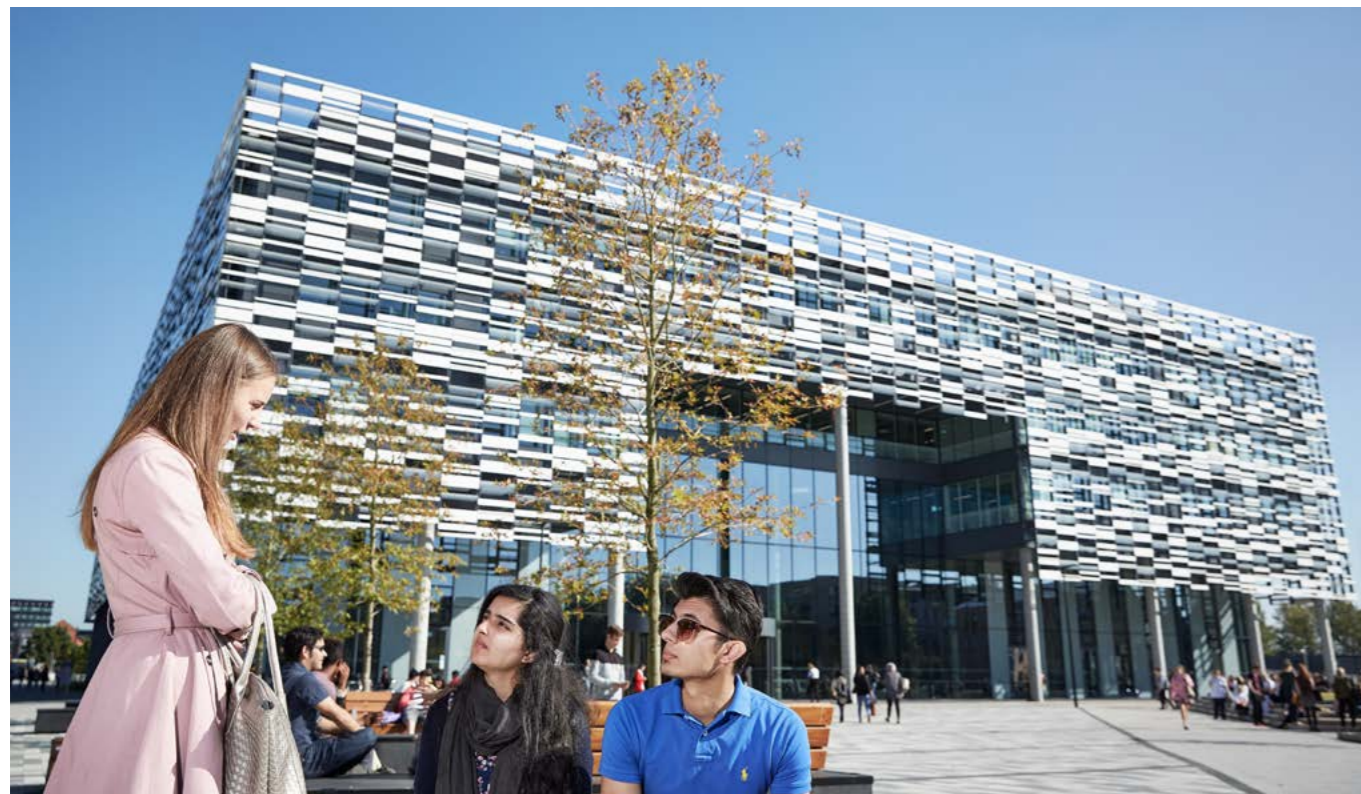
14. Management projects:

- 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

3.8 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 10 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.



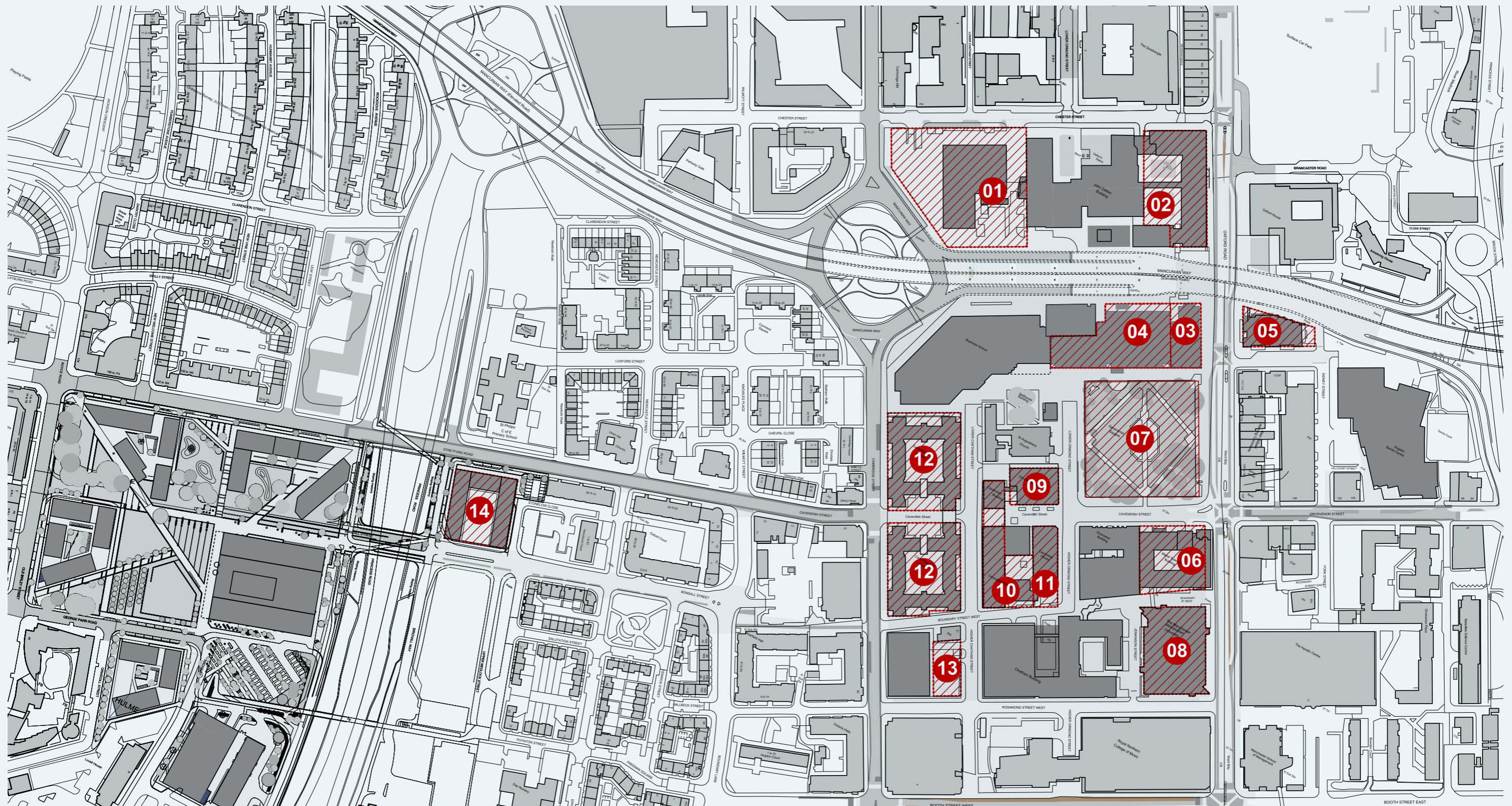
4. DELIVERING THE STRATEGY

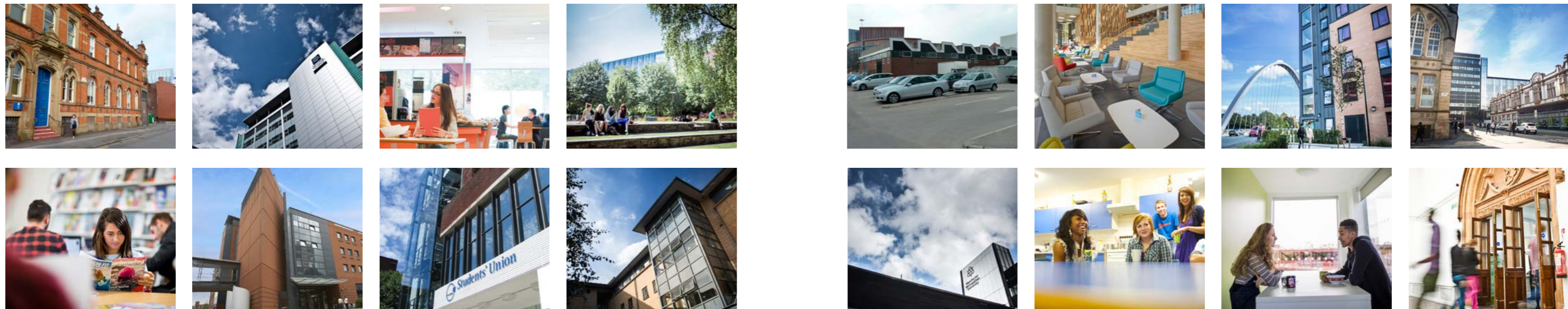
4.1 Strategic development opportunities

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

- | | |
|------------------------------|-----------------------------|
| 01 John Dalton West | 08 Geoffrey Manton |
| 02 John Dalton East | 09 Ormond |
| 03 All Saints Building | 10 Cavendish |
| 04 Sir Kenneth Green Library | 11 Righton |
| 05 Old Students' Union | 12 Cambridge Halls |
| 06 Mabel Tylecote | 13 Students' Union Car Park |
| 07 All Saints Park | 14 Plot E |

Figure 6: Strategic development opportunities





01. JD West: an area of under-utilised 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 ten storeys. The plot is a principal location for a new Faculty of Science and Engineering facility due to immediate adjacencies to the existing JD Tower; however, recognition that plot could be more densely developed with additional uses introduced to suit the strategy objectives.

02. JD East: is the cornerstone to the north of the All Saints Campus and a building that is in need of major investment, presenting a major redevelopment opportunity. 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.

03. 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 cornerstone 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.

04. 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.

05. 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.

06. 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.

07. All Saints Park: this is a key space for the University but is currently under-utilised 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, ie 'University Square'.

08. Geoffrey Manton: this building is the cornerstone 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.

09. 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.

10. 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.

11. 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.

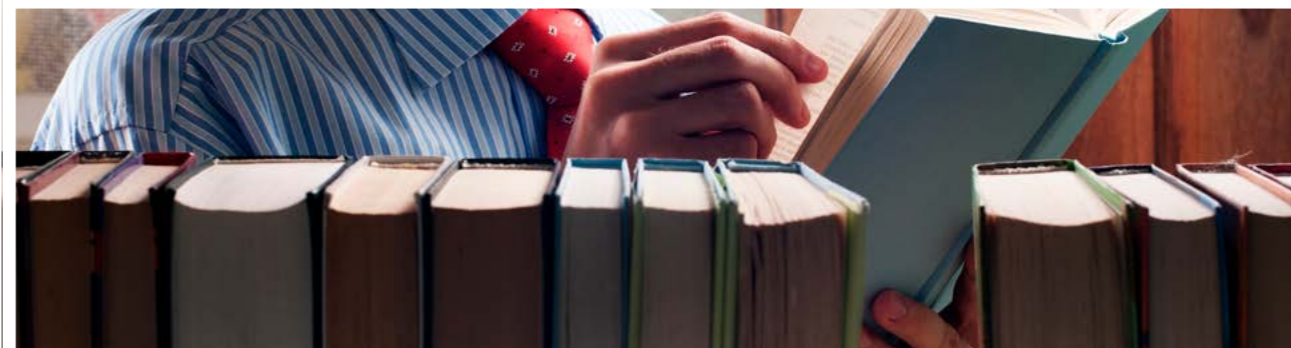
12. Cambridge Halls: these buildings have a limited life before major refurbishment will be required, and pose an opportunity to increase density of development on this site if redevelopment was favoured. The buildings are of little architectural quality and conceal the University from Higher Cambridge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

13. Students' Union car park: this is an open site between the Students' Union and Benzie Building. It offers the potential as a future development for academic or student residential use.

14. 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'.

15. 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.

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.



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 that 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 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.

4.3 Linking IT investment to the estate strategy

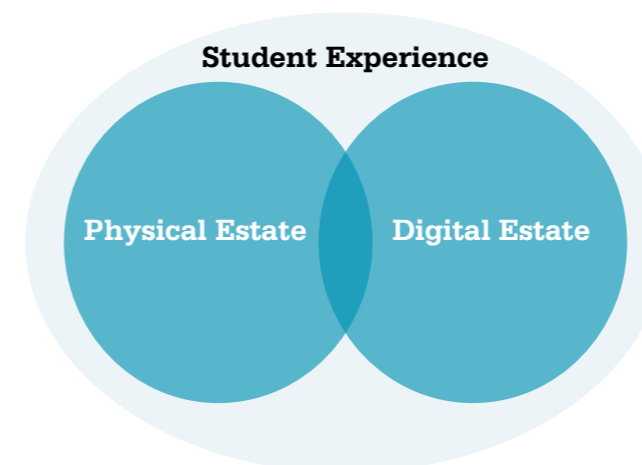


Figure 7: Physical and digital estate link

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

- 01. 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.
- 02. 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 centralised, shared IT capabilities, consolidated applications, and infrastructure.
- 03. 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.

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 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 4. These should be reviewed annually for their appropriateness and new or additional KPIs could be added.



Measure (2014/15)	Man Met (14/15)	Extended Peer Group (14/15)			Suggested Target
		Lower Quartile	Median	Upper Quartile	
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 4. Manchester Metropolitan University and Extended Peer Group KPIs

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.

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 Humanities new build
2. The Science and Engineering new build
3. The new International Screen School Manchester
4. The new Manchester Sport Initiative
5. An expanded Library and Student Commons
6. Investment in the Residential 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. 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 investments will increase the overall scale of the estate but are 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.

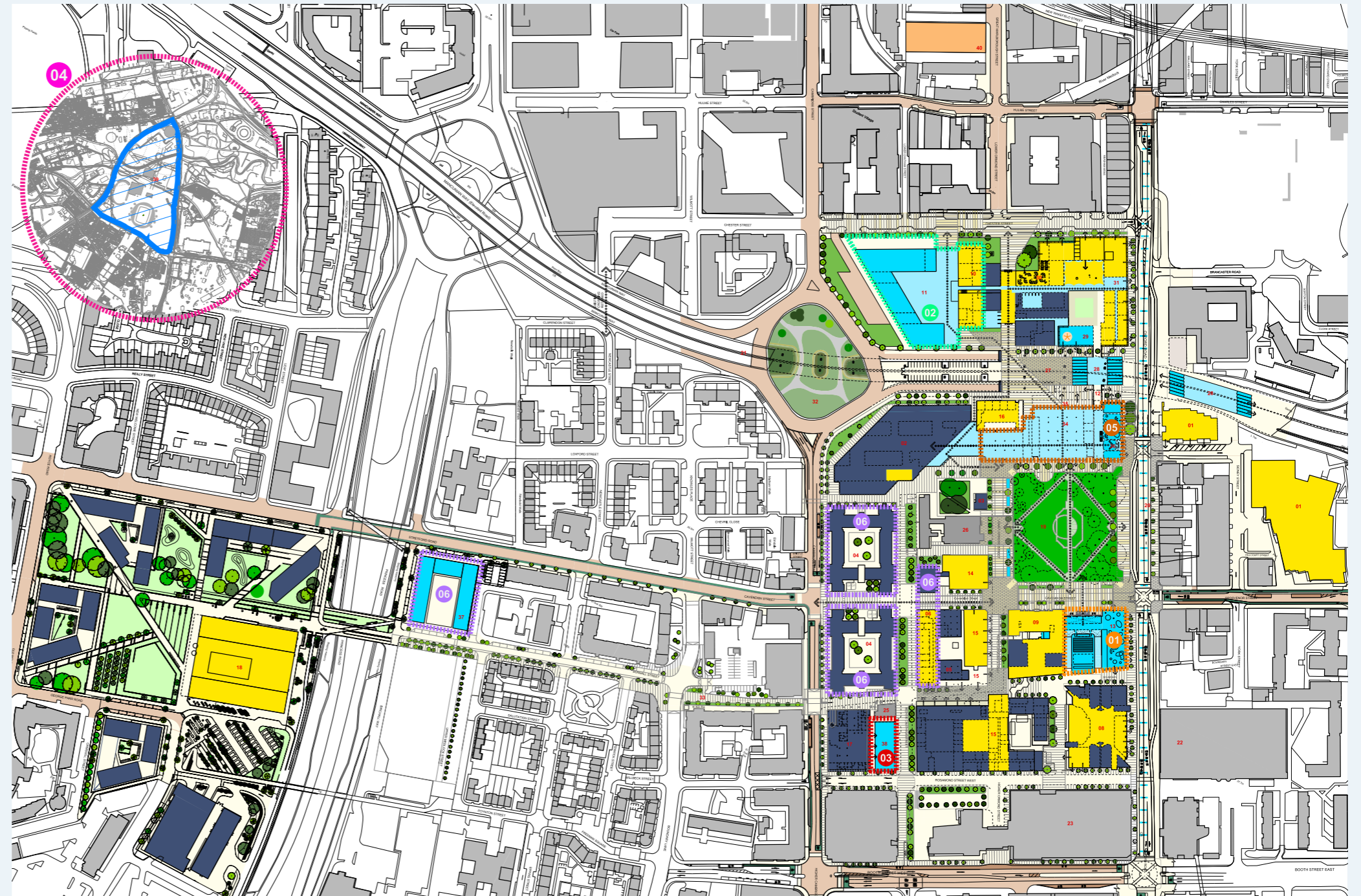


Figure 8: Manchester Metropolitan Estate Masterplan (future)

Building Spaces

- | | | |
|------------------------------------|---|--|
| 01 Old Students' 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 Students' Union | 31 JD East |
| 04 Cambridge Halls of Residence | 18 Birley Fields campus | 32 Manchester Metropolitan Car Park |
| 05 Cavendish Building | 19 University Square (Grosvenor Square) | 33 Manchester Metropolitan 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 Students' Union Car Park - Potential Development Site |
| 11 New JD West Building | 25 The Salvation | 39 Etihad 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 Students' Union Shop / Food Units | |

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

- 01 Arts and Humanities: New build on Mabel Tylecote plot
- 02 Science and Engineering: New Build on JD West plot and refurb Tower
- 03 International Screen School Manchester (ISSM): New build on SU car park
- 04 Manchester Sports Initiative: New build on Etihad Campus
- 05 Library and Learning Commons: Refurb existing Sir Kenneth Green Library and All Saints Building
- 06 Residences: Plot E new build and refurbishment of Cavendish and Cambridge

