University Campus Suffolk

Estate Development Strategy

Date: July 2009

Purpose of the report

To review progress against the Estates Development Strategy for the UCS Ipswich Campus.

Fig 1 Ipswich Hub Master Plan Overview

Buildings due to be demolished in 2009/10
Suffolk New College
UCS Campus North Phase 3
UCS Waterfront Phase 1
UCS University Quays Phase 2
Introduction

In late 2005 initial engagement with the UCS Foundation Board and other groups established a strategic direction that was further defined in the strategic briefing process during early 2006. The strategic brief for the campus development assembled the feedback from a series of internal and external forum and set out the strategy for development of the UCS estate at Ipswich.

The Strategic Brief is a series of statements – derived from an extensive user and stakeholder engagement process - of the philosophical and esoteric drivers that inform the development. It will remain the overall framework within which the appropriateness and success of the Master Plan and the design and procurement of the facilities will be governed.

The strategic brief has been prepared by the consultants - FRMC Decision Support – recording the initial expression of needs by the senior management team at University Campus Suffolk (UCS); by the four Schools of UCS; by the ICT and Library services group; by Student Support Services and by a representative group of students drawn from the Student Forum and from the Universities of Essex and UEA interviewed during January/February 2006. The Brief has been supplemented by the output from a workshop held at UEA with the ICT group and colleagues in Curriculum Development.

The engagement process took the form of a series of meetings with key representatives of Schools and support service departments. The purpose was firstly to define their overall ethos or vision and aspirations for the campus and for their function from their individual perspectives and then to describe the way their function would be delivered in the redeveloped campus. In doing this they were asked to predict changes in academic methods and in the higher education market that might be expected to 2008 and beyond.
In addition a representative group of students - the Student Forum - met to consider the needs and aspirations of the student body. The student group are keen to continue the dialogue with the designers of the new facilities. In due course there will be a consultation with community stakeholders – residents and others living and working in the vicinity of the new campus development. This has not yet been undertaken but will be essential to provide a rounded picture of internal and external stakeholder perspectives. Fig 3 illustrates the consultation process underlying the strategic briefing process that commenced in June 2005. The issues and the expressions of shared values captured in this process in the period to February 2006 are incorporated in the Strategic Brief.

This strategic brief also provided a direct reflection of the broad consensus amongst the user group and the senior management team of UCS on the individual and combined needs in the Phase 1 development.

Fig 3

Strategic Brief Process July 2005 - March 2006
Corporate Strategic Objectives

The overall development strategy for the new campus and for the Phase 1 project was set by the Chief Executive and his senior management group at an initial meeting and can be summarised as follows:

- In terms of the strategic direction to be adopted in the first five years of development (Phase 1) as an HEI, UCS will be focused on delivering high quality undergraduate teaching and therefore accommodation to support this objective. The focus will be on growing the curriculum to attract undergraduate students and supporting these students.
- A fundamental strategic objective to be included is the rationale to create a University that provides an identifiable university experience in Phase 1. The quality of the space provided will be an important aspect of creating this University experience.
- The design of Phase 1 will require to be focussed on providing the teaching, social and infrastructure accommodation for the maximum number of students. This objective will be tempered by the ability of the spaces to be adaptable to the changing needs of the institution over time.
- Whilst acknowledging that flexibility in the accommodation provision infers significant additional cost, the requirement will be to have space provided that is adaptable to changing needs and requirements as UCS develops. Bespoke accommodation will be minimised to those areas of student support and ‘front of house’ functions that UCS require in the first phase of development and/or key functional areas for delivery of the anticipated curriculum.
- Phase 1 was also to establish a clear identity for UCS at each learning network site and enable the creation of the virtual learning environment for all UCS students.

Strategic physical accommodation objectives

The following corporate objectives about physical design issues have been made explicit and these considerations should now strongly influence the design thinking in the Phase 1 project.

- In the Phase 1 development, because of its location, open accessibility to the public will be a requirement. There will be pedestrian routes through the campus linking to the waterfront and the town and the strategic objective in this context will be to embrace this feature and maximise the benefit to UCS. The use of these routes as a mechanism to bring the public into contact with the university environment and what UCS does needs to be included. This ‘shop front’ to the public displaying the activities and opportunities in UCS raises issues related to control and security and good examples of how this is managed in other locations needs to be identified and included in the planning.
From the strategic perspective the design quality of Phase 1 should be that of a ‘significant’ building rather than an ‘iconic’ one. However, the building is a key element of the image and identity of UCS. Because of the location the ‘fit’ with the townscape and the river offer opportunities for designers to deliver a significant building in the townscape with opportunities being given and taken to provide amenity space and exhibition space as appropriate.

In terms of sustainability and environmental credentials the aspect of sustainability that will dominate is that the buildings are affordable to run. Inclusion where appropriate and where added significant cost is not an issue using materials and components that can be used to demonstrate the environmental credentials and philosophy of UCS will be viewed as a positive contribution to both the environmental credentials and therefore student recruitment. To achieve a sustainable affordable building, performance standards will be developed by UCS for the design team to take full account of in the design.

Open spaces accessible to the public should be incorporated within Phase 1 with the proviso that the management and control of this accessibility will require to be carefully planned while creating the ethos and ‘feel’ of a Higher Education Institution.

With a town centre location security and managed controlled access will require to be addressed. Creating an open and engaging environment requires to be tempered by these features. Location and public transport links are also considerations that need to be included with public transport links connecting to the wider Suffolk network being a key feature of this planning. Currently there is a suggestion that the planning of the new facility should encourage extended access hours for weekend teaching and the CPD market a likely need. The Library group will be considering the opportunity to provide a controlled 24/7 access for Learning Resource at Ipswich.

There will be a requirement for Schools and Departments to share general teaching resource space. Space for academic staff will not be provided in individual cellular offices. Innovative and creative solutions to accommodating staff will be considered. There will be a need to accommodate support and administrative staff in open plan, accommodation and this culture currently exists in this cohort of staff. In the first instance some support staff may be accommodated in St Edmund House and Schools will need to consider their working practices and operations to identify groups that may be ‘remote’ from the Phase 1 development.

Requirement to establish corporate identity at each UCS learning network site and create dedicated HE student study space.

The creation of the central infrastructure to provide campus and inter-site networking, virtual learning environment, central systems and associated infrastructure.
- Shared values about the Ipswich Hub campus and UCS identity in wider learning network

A fundamental aspect of the campus development process has been the establishment and use of a set of evaluation criteria based on a consensus of UCS internal stakeholders’ shared values. These criteria have underpinned decisions taken from the outset and will continue to inform the perspective of the UCS client group. These value-based criteria are as described in Table 1.

**Table 1 UCS Estate development Value set**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Attributes</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Innovative</strong></td>
<td>Service and facilities</td>
<td>Innovative in terms of the services and facilities provided</td>
</tr>
<tr>
<td></td>
<td>21st Century</td>
<td>Innovative in terms of its ability to demonstrate its uniqueness and its modernity</td>
</tr>
<tr>
<td></td>
<td>Functionality</td>
<td>In terms of its approach to and use as an HE institution.</td>
</tr>
<tr>
<td><strong>Bold</strong></td>
<td>Making a statement in relation to the townscape in Ipswich</td>
<td>Making an identifiable, recognisable and accessible facility for all</td>
</tr>
<tr>
<td></td>
<td>Making a statement about its presence</td>
<td>Creating a significant statement about the profile of UCS and how it integrates with the town</td>
</tr>
<tr>
<td><strong>Flexible</strong></td>
<td>Being able to respond and adapt to changing academic needs</td>
<td></td>
</tr>
<tr>
<td><strong>Sustainable</strong></td>
<td>Financial</td>
<td>In terms of its financial sustainability – affordable to run and operate.</td>
</tr>
<tr>
<td></td>
<td>Environmental</td>
<td>The degree to which the physical asset can demonstrate green credentials within the governance of affordable to run.</td>
</tr>
<tr>
<td><strong>Student Centred</strong></td>
<td>Creating a full and rich student experience that will include being able to recruit and retain staff</td>
<td>Creating an environment for student and academic social and course interactions. Providing solutions in terms of information, courses, communications and demonstrating its inclusivity and connectivity to students both within Ipswich and across Suffolk</td>
</tr>
<tr>
<td></td>
<td>Creating a University ethos</td>
<td>Creating a good working environment to support the recruitment and retention of staff</td>
</tr>
<tr>
<td><strong>Integration</strong></td>
<td>Physical</td>
<td>Demonstrable integration within the townscape of Ipswich and the proposed education quarter.</td>
</tr>
<tr>
<td></td>
<td>Student centred</td>
<td>Providing an integrated and seamless student experience across Suffolk.</td>
</tr>
<tr>
<td><strong>Impact</strong></td>
<td>The degree to which the development will make an impact on the local economy and raise the horizons and expectations of the local community</td>
<td>Providing facilities that support the drive to increase participation levels in HE.</td>
</tr>
</tbody>
</table>
Supporting economic integration with local business and local needs

| Implementation | The degree to which implementation and delivery by September 2008 is realistic |

These values were established in internal stakeholder consultations during June/July 2005 and acknowledge by the senior management team in January 2006. They represent a framework of value-based criteria, which the UCS management team has and will continue to use to monitor the development of the Master Plan and Phase 1 project as a whole. The values have also been used to inform the learning network partners of UCS priorities and strategic direction. An audit trail of key decisions made by the UCS management team is being generated which will continue to record key decisions made by UCS throughout the project in the context of this framework.

**Priorities for Phase 1**

**Summary of Strategic Direction**

There is a declared intention to work with commercial partners in joint developments to ensure the maximum value is achieved from site development for both UCS and for the town. Within the financial limits and space budget, the design and planning concept will reflect the need to integrate the campus with the fabric and economic activity of the town of Ipswich while maximising the visual impact of key buildings and locations in the development.

The strategic direction set by the Chief Executive and largely supported by the user groups themselves was therefore that the Phase 1 development will:

- focus on delivering high quality undergraduate teaching accommodation with all necessary student support by September 2008 other key functional areas anticipated for the delivery the anticipated curriculum;
- facilitate the accommodation of projected growth in the numbers of undergraduates attending UCS
- provide a teaching, social and infrastructure accommodation to maximise numbers of students who can enrol in 2008 minimising the amount of bespoke space to areas of student support;
- deliver a significant building in the townscape, providing ‘shop front’ accommodation with public access to enable UCS to raise its profile in Ipswich and to engage and integrate with the local business community. This will be enabled by making some space provision to offer and develop the CPD market with a focus on some key research themes being part of the ‘shop front’ of UCS to the wider community.
- where appropriate have environmental credentials and providing accessibility to the general public; and
- provide an identifiable ‘student experience’ and support in Phase 1 through its functions and quality of space. Appropriate to a 21st century institution of higher education.
- establish the infrastructure to support the virtual environment and learning network.
- establish UCS identity at Learning Network sites and provide identifiable HE student space.
The initial Phase of the campus development responded to a number of strategic priorities. Notably the following activities were not included the Phase 1 development but scheduled as key elements of the development in later phases:

- New Specialist health and science related facilities
- A new dedicated HE library
- Sporting facilities
- Arts and Humanities teaching, staff and administration space

Arts and Humanities will continue to operate from Campus North refurbished accommodation. A future facility characterised as an ‘arts centre’ would be a potentially significant Arts and Humanities focused development in a future phase. The arts centre would have a central place on the fully developed campus and would act as a ‘permeable boundary’ with the community focussed on community engagement in the broadest sense and maximising community contacts.

The agreed strategic direction for Phase 1 Waterfront focuses the attention of the design on the general teaching for the schools of Education, Health & Science, Business and on Student Support Services together with essential ‘shop front’ functions.

The integration of the HE facilities and provision within network colleges has been facilities via the preparation of a Facilities and Student Support Plan by each College that is informed by both UCS objectives and the objectives of the individual college as indicated in Chart 1.

**Chart 1- Development of the HE Facilities and Student Support Plan**
Development Strategy

The UCS estate and associated capital investment plan is based upon a hub and network model with the larger HE Campus site based in Ipswich. The remaining sites consisting of HE within FE facilities at college sites, community facilities and work based learning facilities throughout Suffolk including:-

Further education colleges

- Suffolk New College
- West Suffolk College
- Lowestoft College
- Gt Yarmouth College
- Otley College

Learning & Enterprise Access Points (LEAP)

In order to support the widening participation agenda the LEAP Project was formed in 2007 by University Campus Suffolk (UCS), Suffolk Learning and Skills Council, Suffolk County Council and the East of England Development Agency. The project received capital investment from UCS and other partners to support the establishment of local learning centres and information points throughout Suffolk.

Employer based centres inc, NHS

- Ipswich Hospital (Existing facility)
- West Suffolk Hospital (Existing facility)
- James Paget Hospital, Gt Yarmouth (Existing facility)
- Further sites such the local base at BT Adastral Park

Analysis identified:

- the need for replacement of facilities at the Hub and learning network centres
- the need for additional facilities to support student growth at learning network sites
- Establishing an effective virtual learning environment and associated infrastructure is critical to the development of the UCS venture.
- the need to create a central campus at the Hub large enough to be self sustaining able to support student services and infrastructure for the hub and wider network.
- a need for a significant increase in student accommodation within the Hub to ensure a sustainable level of student numbers can be achieved.
- the potential for student accommodation demand within the Learning network
- that the overall condition of the Hub legacy estate is generally poor, with 80 per cent being of RIBA condition D
- a significant maintenance backlog of the Hub legacy estate of around £7M which when added to the costs of ensuring the legacy estate is fit for purpose make the complete refurbishment of the existing estate unviable as an option.
- In the short/med term UCS has the opportunity to secure some value release from land disposals.
- UCS has very limited capital which must be focused upon the provision of teaching and learning facilities.
opportunities exists to work with local and regional public and private sector partners to provide infrastructure and facilities to support the student experience.

The established model for UCS meets many regeneration and educational objectives of its funding partners and stakeholders. The Ipswich Hub plays a significant role in both the regeneration of the Waterfront but also in the transformation of the local economy.

The capital programme needs to be delivered in a series of phases to both ensure appropriate facilities are in place at the required time and the opportunity to hold or step off the development programme exists at each key point. The capital development programme for UCS envisaged over the next 10-15 years is estimated to be £180-200 million. This will enable the estate to support the high quality teaching, enterprise and knowledge transfer objectives of UCS.

The development of the UCS curriculum is ongoing and the estate development aims, as far as practicable and affordable, to provide a flexible response to the developing requirements of the business.

In outline terms the overall space provision target for the UCS Hub is between 6 and 7 m² per student FTE, the development strategy sets out to maintain this ratio as detailed within Table 2.

**Table 2 Space provision summary**

<table>
<thead>
<tr>
<th>Year</th>
<th>Hub FTE</th>
<th>LN FTE</th>
<th>total FTE</th>
<th>Hub existing buildings</th>
<th>Hub m2 built</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009</td>
<td>2620</td>
<td>892</td>
<td>3512</td>
<td>13500</td>
<td>10500</td>
</tr>
<tr>
<td>2009-2010</td>
<td>2789</td>
<td>1015</td>
<td>3804</td>
<td>13500</td>
<td></td>
</tr>
<tr>
<td>2010-2011</td>
<td>3014</td>
<td>1115</td>
<td>4129</td>
<td>6700</td>
<td>4000</td>
</tr>
<tr>
<td>2011-2012</td>
<td>3162</td>
<td>1215</td>
<td>4377</td>
<td>6700</td>
<td></td>
</tr>
<tr>
<td>2012-2013</td>
<td>3342</td>
<td>1315</td>
<td>4657</td>
<td>3800</td>
<td>5000</td>
</tr>
<tr>
<td>2013-2014</td>
<td>3619</td>
<td>1415</td>
<td>5034</td>
<td>2000</td>
<td>6000</td>
</tr>
<tr>
<td>2014-2015</td>
<td>3909</td>
<td>1514</td>
<td>5423</td>
<td>2000</td>
<td>4000</td>
</tr>
<tr>
<td>2015-2016</td>
<td>4221</td>
<td>1605</td>
<td>5826</td>
<td>2000</td>
<td>2500</td>
</tr>
<tr>
<td>2016-2017</td>
<td>4559</td>
<td>1701</td>
<td>6260</td>
<td>2000</td>
<td>2500</td>
</tr>
<tr>
<td>2017-2018</td>
<td>4924</td>
<td>1786</td>
<td>6710</td>
<td>2000</td>
<td>2500</td>
</tr>
<tr>
<td>2018-2019</td>
<td>5219</td>
<td>1786</td>
<td>7005</td>
<td>2000</td>
<td>2500</td>
</tr>
</tbody>
</table>

**Key**
- Phase 1
- Phase 2
- Phase 3
- Later phases, data used for space model purposes only
Progress so far

Ipswich Hub

During Phase 1 the establishment of the estate achieved the following key objectives of the strategy:-

- established the “front of house” service environment for UCS
- infrastructure in place to support the learning network and virtual environment
- main student facing services in one location
- public interface and exhibition space created
- first stage of interim arrangements are in place, more to follow once Campus north vacated by SNC
- Significant provision of state of the art teaching and learning environment created

Approximately 45% of teaching activity at the Ipswich hub current occurs at the Waterfront building, whilst the remaining provision is delivered in Campus North and A/B block. A small proportion of teaching is provided off site mainly at NHS sites.

The initial stages of phase 2 have commenced with the first 600 room student block under construction (due to open September 2010) and enabling works for the refurbishment of Campus North and the first module of University Quays underway.

Learning Network

The arrangements for the delivery of the capital plan within the Learning Network have been structured to support the overall relationship between the UCS and its partners

UCS Phase 1 included £3,050,000 identified for investment in the Suffolk Learning Network. This sum is not sufficient to fund substantial capital new build, however it was planned that this funding would provide leverage for other funding. In addition to this £500,000 has been invested in establishing the infrastructure to support the Virtual Leaning Network (VLE) and Management Information Systems (MIS).

Further work has been undertaken to ensure aligned UCS and LSC planning for Suffolk, however recent events within the LSC have significantly reduced/removed the current capital available to all UCS partner Colleges.

Many of the colleges had developed effective masterplans and in some cases LSC approval in principle (AIP) had been achieved. In all cases a review of priorities and affordability for the short to medium term provision of HE student facilities is required.

Progress to date at each learning network site

West Suffolk College- WSC developed a detailed masterplan responding to its aspirations for growth. West Suffolk has received approval in principle (AIP) for the campus development programme totalling £65.5m. This scheme has not been selected for priority funding from the LSC. To date approximately £200,000 of the Phase 1 budget has been invested at WSC to provide signage and some dedicated HE Student facilities. The overall programme will provide dedicated HE facilities to support HE students at WSC.
Lowestoft College - LC was developing a detailed masterplan, some minor investments in signage, specific facilities and equipment is complete, however further capital investment in HE facilities is required in the short to medium term. Again significant LSC investment is no longer available in the short/medium term planning stage. It is therefore likely that phase 1 HE funding will be invested in the improvement of existing facilities.

Great Yarmouth College - GYC has developed a masterplan for its campus and has received approval for part of its masterplan development from the LSC. LSC and UCS were exploring options for UCS dedicated facilities however due to the late entry of GYC to the partnership any capital funding for campus development will be sourced from local 3rd parties and is outside the phase 1 funding.

Otley College - OC has completed of a significant phase of LSC funded capital development with the completion of an equestrian school and construction school. Further LSC funding is unlikely for the foreseeable future, however OC has aspirations for further developments including an accommodation block and extended sports facilities. Given the relatively small student numbers UCS funding has been relatively limited during phase 1. The phase 1 funding contribution to OC has been expended. The improvements include dedicated HE study and social space.

Suffolk College - SC is in due to open its new facilities this year and is providing HE resources as part of that development.

Learning & Enterprise Access Points - Working with partner organisations a series of Local learning and enterprise centres (LEAPs) have been established at smaller centres of population within Suffolk, currently centres exist at Haverhill, Mildenhall Stowmarket, Newmarket, Ipswich, Beccles and Sudbury. Smaller LEAP Information points have been established at 24 other sites. Phase 1 investment is complete for the LEAP centres, discussions regarding options for additional centres and any capital contribution from UCS are ongoing.

**Next steps**

The vital next step for the Ipswich hub is to establish the campus environment. Currently the estate provides one fit for purpose building with approximately half of the teaching activity still occurring in the sub-standard legacy building stock. The second phase aims to attend to the most significant poor estate issues whilst ensuring primary focus is maintained on establishing the Campus.

The initial stage of phase 2 creates sufficient development to secure a substantial part of the University Quays estate and secures the site for the next two stages of academic development.

The provision of a small area of mothballed accommodation during the early stages of Phase 2 will allow for short term space demands to be accommodated once UQ1 is complete and before University Quays 2/3 (UQ2/3) is operational.

Further negotiation is underway in order to secure the value release from development of the second student/private accommodation site to University Quays.
Strategic planning for funding of future phases that will be required in 2012 and beyond will need to commence during the next few months.

For the Learning Network college partner sites a review of short to medium term priorities is required. This review will be informed by and inform the re-planning of FE capital investment now necessary as a result of the LSC Capital funding decisions.

The strategy for future development and operation of LEAP centres and associated capital and revenue expenditure implications will need to be agreed by UCS and its partner organisations, before significant further expansion of the network.

The ongoing rationalisation and consolidation of employer based centres will continue, any opportunities for new employer based centres that directly support UCS priorities need to be identified and evaluated.

Future phases

The timeline for the delivery of future phases will respond to actual and projected student growth and continue to be developed in a staged approach in order to allow the step off points envisaged within the UCS business development strategy to be implemented. The options for further value release from Campus North will be explored during the next 12 months in order to establish the development options for Phase 3.

On the current growth trajectory a further phase of development will be required at the Ipswich Hub in 2012.

Following the review of short to medium term development in the learning network, the opportunities for more significant HE in FE developments at learning network sites as part of phase 2/3 will be identified and opportunities for local investment will need to be explored.

In conclusion

The high priority objectives including establishing the public and student facing facilities for the UCS Ipswich Campus have been achieved in a very tight timeframe, establishing high visibility for UCS in Ipswich. A scalable approach has been adopted that enables UCS to continue to develop as planned or if necessary (with adequate notice) delay or step off the development programme.

Taking advantage of the opportunity to establish a vibrant waterfront campus environment responds to the expectations of both existing and potential students.

The construction of the first module of academic accommodation on University Quays not only provides state of the art specialist teaching facilities but it enables UCS to secure the long term benefit of co-location with the Waterfront amenities and adjacent student accommodation.

The timely completion of University Quays 1 places UCS in a strong position to maximise the contribution the estate can make to both student recruitment/retention and third stream income; maintains the reputation of the business; maximises the contribution that student accommodation can make to student recruitment and secures an important site for future development.
Following a review of options for value release a development plan will need to be agreed and implemented for Campus North (the Phase 3 site).

Initial work to establish UCS at all partner college sites by providing dedicated HE space and create a clear corporate identity have been achieved, the next step relied upon the levered funding from the LSC which is now no longer available for at least the short to medium term. Therefore a reappraisal of how best to focus the limited investment available to the learning network sites needs to be undertaken.

Both UCS capital and revenue commitments in all aspects of the learning network requires regular review to ensure the UCS core values, priorities and contractual commitments are being achieved. This is particularly relevant when new opportunities are identified which may provide a better solution or mitigate risk for UCS.

Understanding and adapting to the changing capital funding landscape both at a regional and national level will become increasing important to ensuring the continued success of the UCS venture.

A significant amount has been achieved in a very limited time-frame, however, the UCS journey has only just begun. The continued support and involvement of stakeholders and partners in the journey to maturity is as vital as ever.