

ESTATE STRATEGY & MASTERPLAN 2011

Introduction

1. This document seeks to update the 2008 RMJM Masterplan and consider the current condition of the estate and issues which have been raised by stakeholders during consultation meetings. Some consideration has been given to capacity, aspirations, timescale and affordability. This document has been reviewed by the Executive and approved for wider consultation and further discussions with stakeholders. It focuses on the Ipswich Hub but considers the wider College Learning Network in UCS.
2. The report contains a number of appendices:

Appendix 1	Principles underpinning 2011 Masterplan
Appendix 2	Issues Raised During Focus Group Meetings
Appendix 3	Estates Management Statistics Peer Group
Appendix 4	Estate Management Statistics Comparisons
Appendix 5	Space Utilisation
Appendix 6	Extracts from 2008 RMJM Materplan

Methodology

3. The approach adopted consisted of a series of focus group discussions with senior staff, neighbours/local residents, students (2), the College Learning Network, Ipswich Borough Council (IBC), Suffolk County Council and Associated British Ports (ABP). The Directors of Estates at the University of Essex and UEA have been consulted. The focus of these discussions was the vision and key attributes set out in Appendix 1 trying to answer the questions:
 - What do you see as essential attributes of the estate needed to deliver the vision?
 - What are the constituents of these attributes?
 - What opportunities exist?

Further, detailed, discussions with IBC planners and other stakeholders will be required at the next stage.
4. The issues raised in the focus groups have been categorised into four sections and will be incorporated into the final recommendations: Environment (internal and external), Support and Social, Services, Transport (See Appendix 2).
5. An analysis of Estate Management Statistics (EMS) data on the estate using peer group of institutions (Guild HE members - mainly smaller, non specialist institutions) was used to identify potential issues regarding capacity, utilisation and property related costs (see Appendix 3 for list of institutions). Unfortunately, since UCS is relatively new, some estates and finance data does not exist with sufficient resilience to enable a robust comparison.
6. A review was conducted of the previous estate strategy and masterplan prepared by RMJM in 2008. This provided useful information on, amongst other things, the expectations of IBC planners, conclusions of formal public consultations and data on potential development capacity for sites in Ipswich.

Character of the Estate

7. The existing estate in Ipswich is divided both physically and aesthetically by Fore Street. The buildings on the Waterfront are purpose built, create a new, attractive and efficient environment which is generally popular with all stakeholders. The legacy buildings on the northern part of the estate are no longer entirely fit for purpose, have significant major maintenance problems, including widespread asbestos contamination, are generally not liked by students and are both space and energy inefficient. Both staff and students have indicated that they prefer general teaching to take place in the Waterfront Building but, as a consequence, movement to the legacy estate for access to the Library and specialist facilities is not popular. The views on this issue may change when the Suffolk New College developments are fully completed which will make the external environment more attractive. It is clear that the recent improvements to the car park had also made a positive contribution although the road and belt of trees will continue to divide the campus.



8. Many people commented on the need to improve links to adjacent green spaces and provide more soft landscaping with varied planting in place of total reliance on hard surfaces. This need not be expensive to maintain but careful choice of material is required. Otley College have already been invited to produce a planting scheme for the North Campus and Suffolk Tree Services have been commissioned to produce an arboricultural report on the Ipswich campus. Direct integration between the North Campus site and Alexandra Park is difficult due to the topography of the boundary zone which forms a major physical barrier.
9. There are conflicting views as to whether the Ipswich Campus could provide an opportunity to lever financial assistance to redevelop the area of the town in the Rope Walk/Star Lane/Grimwade Street area. Residents and local business see the provision of better quality soft landscaped spaces and links to other green spaces as more important and IBC, staff and students are not consistent in their views on the pedestrian route from the Waterfront to other locations. Some residents and local businesses are concerned that the education zone creates a physical barrier which isolates them from the town centre. The north-south spine through the campus is a natural, and historic, route which is now used extensively by students from Suffolk New College although there appears to be little inclination or need for UCS staff or students to use this route beyond the north boundary of UCS.
10. The proximity of UCS to the town centre is a major asset both for students and staff. Although the movement appears to be predominantly from UCS to the town there is clear evidence of the interaction by daytime for shopping and access to other amenities and to entertainment facilities in the evenings.
11. Way-finding, road direction signs and corporate building identity are not considered adequate. Students report that there is insufficient information for those new to Ipswich in finding their way around the UCS Hub and Ipswich town. The legacy buildings have no identity link to the Waterfront buildings and it is difficult to identify the location of different activities, particularly in the north part of the estate. Way-finding maps should include some visual representation of individual buildings and there should be a better coherence of design to reduce the perceived differences between sites. Current road direction signs from the west and town centre pedestrian finger signs are incorrect referring to the 'University' and directing visitors to Suffolk New College.
12. Although there are major shortcomings in the legacy estate (general condition, heating, asbestos contamination, fire protection, solar gain, insulation and room layout) the estate, including the Waterfront and James Hehir Buildings, generally meets basic requirements for access for the disabled despite the conflict between accessibility and other statutory requirements such as the fire resistance of doors. Many of the newer doors are particularly heavy for disabled people to operate and more could be done to provide automatic door opening and hold open devices.
13. The flood risk to buildings on the Waterfront must be considered. Emergency planning and contingency plans need to be robust and reliance cannot be placed on the Ipswich flood defences being completed in the near future in time to prevent a 1 in 200 year flood.
14. The prospect of a new vehicular river crossing is also not likely to be realised within the period of this plan due to the limited improvement in traffic congestion predicted.

Legal Constraints

15. The legal constraints on developments must be considered carefully, particularly in the present economic climate. According to the original five-way partnership agreement the

residue of the University Quays development site must be developed by March 2013. The site to the north of Fore Street cannot be used for non-education purposes until after 2017. There are a number of detailed requirements but the loss of the University Quays site would be a serious handicap to the future of UCS. There is no indication at present that IBC would be willing to extend the deadline for development.

16. The former Shed 8 site located between Neptune Quay and University Quays is owned by a private company currently subject to administration. The mortgage owed to the Royal Bank of Scotland is more than the site is worth at present. Use as a car park is a valuable local facility but the condition and personal security is of some concern to users and presents an unattractive aspect. The site is a natural complement to the Waterfront and University Quays sites.

Potential for Growth in Demand

17. Future opportunities for growth in traditional undergraduate student numbers are limited but the UCS Vision is to grow research and full cost courses such as taught masters degrees, distance learning, international students, CPD and knowledge transfer. The actual number of students who require on-site facilities will be modest but the nature of provision will need to reflect the changes. Postgraduate students tend to require more flexible provision of support services including access during extended hours, family friendly residential accommodation, recognition of international cultural differences in catering, religious provision and residential practices. Changing student finances and more self-funding, including international students, will determine how high quality services are provided.
18. Growth in research will also change the pattern of use of the estate. STEM research, particularly, is likely to require significant additional research only facilities which are generally of higher quality and cost than undergraduate space.
19. The future funding of HE will determine how UCS is able to respond to estate challenges for new developments, carbon reduction and routine maintenance. The Carbon Management Plan indicates an aspiration to reduce carbon emissions by 30% by 2020. Although some reduction measures have been identified, funding has not yet been fully identified. It is unlikely that HEFCE will provide sufficient funding to realise the revenue and capital funding aspirations of UCS for expansion and consolidation and there is currently a shortfall in funding of known major maintenance issues of at least £6.35m for the period to 2015. Without a strategy to address the accommodation and funding issues, including better funding to accommodate work in occupied buildings, student complaints may rise, National Student Survey results may be adversely affected and buildings will suffer unplanned service failures and closures.

Services to Users

20. The nature of the current student body with limited UCS controlled student residential accommodation in Ipswich, local recruitment and distributed centres in Bury St Edmunds, Otley, Lowestoft and Great Yarmouth has resulted in a high level of dependence on the private car for travel to and between sites. The Learning Network Colleges report a range of problems including sharing facilities with 14-16 year olds, inter-site travel, reliance on some remote support services and residential accommodation - although some institutions see residential accommodation as a major income generator used to support other activities.
21. There are a number of opportunities for strengthening relationships with the Learning Network Colleges especially Otley College. The College has close links with the local farming community and consideration of carbon reduction measures for the Ipswich Hub should examine the viability of growing renewable fuels at Otley.

22. Students have some difficulty travelling between centres but this is usually associated with the availability of residential accommodation. Some courses are delivered at multiple centres which can be wasteful of space and staff time and generate unnecessary carbon emissions. A good quality videoconferencing facility designed for the delivery of teaching to small groups at remote centres or students at home could be a more efficient solution.

23. The Executive considered a report on student accommodation at a meeting held in July 2010. However, the future numbers will be dependent on the impact of the new student fee structure. It is possible that there will be high demand for 2011 entry. It was agreed that negotiations should proceed to provide 250-300 rooms by September 2011 towards satisfying the anticipated demand set out in the table below.

	2009/10	2010/11	2011/12	2012/13
Number of rooms available (if no further expansion)	335	930	980	980
Number of rooms filled / expected demand	331	820	1340	1810
Number of rooms available	+4	+110	-360	-830
Shortfall	n/a	n/a	360	830

24. Negotiations are continuing but demand and the location of future developments will be influenced by the general economic climate, the impact of increased student fees and the future UCS recruitment strategy. The location of student accommodation will be highly dependent upon land availability but need not be totally centred on the Waterfront areas where a high density of students could be perceived to create potential conflicts with general housing residents.
25. The nature of services provided by UCS for students in residential developments should be clarified. There may be opportunities to enhance the student experience by UCS directly providing services such as internet access at a mutually attractive cost.
26. It is essential that future student accommodation needs at Bury St Edmunds, Otley and Lowestoft/Great Yarmouth continue to be considered as part of the package of measures.
27. There are a number of system and service issues which could be improved. The production of ID cards has been taken in-house with effect from 2010 and this provides additional flexibility to respond to problems as they arise. Difficulties with the provision of accurate data for ID cards have been identified and amended data links have been introduced in order to resolve some of the problems which have only become apparent as the first students have progressed through to second, and subsequent, years of study.

Space Management

28. Timetabling raised a number of comments from students particularly regarding the late change to locations and the quality of some rooms. There is also anecdotal evidence of significant over booking and underuse of teaching rooms and late changes to locations due to the priority allocated to different types of use. It has been suggested that room bookings could be improved by changing the process so that contiguous blocks of space are allocated for examinations prior to the allocation of rooms for teaching and that either some rooms are reserved for external booking or a higher priority is given to teaching. There is no ability to maximise room bookings by 'smart' booking (for example by adjusting room allocations or times to provide a closer fit to availability). At present there is an impression that students receive a reduced quality of service determined by the need to use space for external events even if these do not generate income. This undermines the student experience at a time

when NSS outcomes are important. Closer integration with IT services could improve the service for students such as the provision of daily timetables.

29. Only commercial bookings are charged for the cost of space so there is no incentive on users to release rooms when not required or match booking times to standard room availability times driven by the teaching timetable. A system of charging for all room bookings could therefore be introduced alongside more proactive, smart, timetabling and the agreed prioritisation system reviewed to provide an incentive to maximise space efficiency.

30. The current net internal area of the Ipswich Hub estate is as follows:

Waterfront	9,397
James Hehir	3,296
West	3,409
Library	3,574
East	4,193
Arts	3,118
Others	2,583
Total	29,570

(Equivalent to 32,154 sqm GIA)

31. Data analysis against peer groups is limited by only one year of UCS data being held in EMS and no financial data being presented. The estate has also changed significantly since the data was submitted. A more robust picture will be available during 2011 when the latest sector data has been published. Some data comparisons are set out in Appendix 4. The performance ratios appear to indicate the following:

- UCS is generous with space for support staff. There may be a number of reasons for this including the limited residual occupation of St Edmund House although, generally, the use of open plan space elsewhere for support activities would be more efficient. Actual support space, excluding the library, is 14,157 sqm compared with the sector expectation of about 6,200 sqm for UCS. It is understood that there are no formal space standards used for planning purposes.
- Combined with the HEFCE Space Management Group (SMG) tools it appears that the library space is significantly more generous (+100%) than experience in the sector generally would expect.
- Academic offices are about average for the peer group and the total academic office space is considerably better than the sector (2,621 sqm compared with the SMG tool prediction of 4,189 sqm).
- Core teaching space is about average for the sector but with 100% central timetabling we should be achieving better utilisation than our peer group at 20%. A detailed analysis of sample week 4 – 10 October 2010 suggests that there is considerable scope for improvement since overall utilisation for that week was below 15% (see Appendix 5). All teaching in the North Campus buildings could potentially be accommodated in the Waterfront buildings.
- The cost of utilities and water appear to be good compared with the UCS peer group but the very high water consumption figure against low costs suggests that there may be an incorrect reading or allocation of meters and billing errors or a major untreated leak.
- Although consumption of electricity and gas is lower than the peer group the proportion of electricity consumed is high which suggests there may be opportunities for further savings. This would also improve our carbon emissions which are higher than the peer group.

- The number of car parking spaces per student FTE is distorted by the inclusion of total student numbers against the number of parking spaces available in Ipswich. There is no information on the proportion of full and part time students at peer group institutions which will also affect the results.
- Although the insurance value of the UCS buildings is high this reflects the high percentage of post-1980 floor area and the high level of capital spending.
- The general operating costs for the estate are low.
- Recycling and total waste generated appear to be good but there is some doubt over the validity of these figures.
- The cost of managing the estate appears high. Establishing the correct figures and allocating costs to the correct heading for these items is notoriously difficult. The figures should be checked before any conclusions are drawn.
- Security, portering and cleaning costs are all higher than the peer group. It is unclear why this might occur and there may be opportunities to generate efficiencies without unduly affecting the quality of service. The services have been extended during the North Campus refurbishment work resulting in some high expenditure to bring buildings up to the required standard.

32. The 2004 UCS business planning process envisaged that the gross internal area needs based on square metres per full time equivalent student would gradually reduce as UCS grew in size from 6 sqm for Phase 1 (i.e. Legacy Estate and Waterfront Buildings) to about 4.7 sqm for 7,000 students in 2014. The current area per student FTE is 10.7 sqm.

33. Data on the estate is reasonably comprehensive although the recent change of name of legacy buildings which has humanised the Ipswich campus has not yet been reflected in many of the systems resulting in inconsistent reporting. Thus room bookings in SITS reflects new names but CAFM cannot produce utilisation reports because the names have not been updated. This is a major exercise since CAFM data must be changed for the records of every space in the legacy buildings whilst ensuring that comparable historic data remains available.

Future Expectations

34. Given the current uncertainty over HE funding and how UCS might be able to develop in the future it is unrealistic to define specific space requirements at the present time. The potential for development on existing sites is recorded in the RMJM 2008 Masterplan and summarised again in paragraph 51 for ease of reference.

35. Some focus groups identified a desire to create a conference centre. This is a high risk activity at the present time, particularly with the relatively long travel times to Ipswich from other parts of the UK. However there are a number of examples of successful conference venues which make significant contributions to the income and profile of universities. In order to be financially viable it is essential to have a management structure which focuses on commercial operation since use reflects external demand. Booking of rooms and facilities must be flexible to attract business and prospective clients must be given clear decisions on availability with absolute priority over other activities. Generally therefore, conference use is not compatible with teaching use, except during vacations, and these conferences tend to be bonus income rather than a main income stream since they usually rely on student residential accommodation. Any new conference facility would need to be professionally operated as a separate activity.

36. Purpose built conference facilities require an annual bedroom occupancy rate of at least 60% to be viable which is more than can be generated by the academic conference trade at the host institution alone. It is also advisable to have a good USP such as location, architectural style, or proximity to tourist or other attraction. It is usually difficult to mix conference

business with other hotel type uses. The Waterfront could provide a suitable location for a conference venue but meeting rooms, catering and bedrooms would need to be of higher quality than currently available in UCS accommodation. Thorough market research would be required to justify such a development. However there may be an opportunity to develop facilities with a commercial partner. Consideration of use in conjunction with UCS distance learning residential courses might create opportunities to develop such a centre. Otley College with a suitable configuration of facilities and uses could provide a possible alternative opportunity.

37. In the medium term there are opportunities to generate conference business at the Waterfront using local hotels for accommodation. However the general priority of teaching activities for use of teaching space must be confirmed. If students continue to be relocated, particularly at short notice and to the legacy buildings, responses to the NSS could deteriorate with a risk of reputational damage.
38. Access to sports facilities at any of the UCS centres is limited with travel required to most outdoor provision provided by other institutions. There is little opportunity for cross-UCS teams and there are no personal fitness facilities available generally to UCS students or staff. There are potential synergies between personal fitness requirements and some of the health related taught courses.
39. Given that there are some sports and leisure facilities in the immediate vicinity such as GOALS and Fore Street Swimming Pool, a closer working relationship with existing providers could be advantageous. Development of shared gym facilities might be possible given the extent of vacant property in the area immediately around UCS.
40. The provision of more UCS-related sports facilities would demonstrate a major move forward in provision and would also benefit the fitness of staff and students. There is also some scope here for external use and a Sports committee has been formed to provide a more integrated and extensive offer for students and staff drawing on existing sports facilities in the public, charitable and private sector – ranging from sailing and athletics to football and cricket. In relation to tailored UCS sports facilities, there are many examples in the sector where the day-to-day cost of provision and management of basic sports facilities is at least cost neutral when managed centrally.
41. In order to deliver better communications the revised Travel Plan for the Ipswich Hub to be prepared in 2011 will have to address the following concerns:
 - Lack of public transport information available to students at the Ipswich Hub.
 - Clearly identifying bus stops in Duke Street as 'UCS' on the bus maps and on the ground.
 - The timing of buses from Duke Street to Heath Road Hospital to fit nursing shifts.
 - The cost of bus travel for key journeys such as UCS to Town Centre and UCS to railway station.
 - A need to reduce the dependence on private cars where possible.
 - Parking provision for private cars.
 - Travel to and from Learning Network Colleges particularly West Suffolk College and Otley since students often reside in Ipswich whilst studying in these locations.
42. Services to students close to the UCS Hub need enhancing. There have been requests for a bookshop and better medical facilities. There is little chance of persuading a traditional commercial bookshop to open on site since the number of students is insufficient and there is no significant passing trade. E- purchasing has largely replaced bookshops and only the largest institutions are able to maintain a commercial bookshop without some degree of subsidy. The Library is examining the opportunities for providing a retail book service at the

start of term. The students' unions at some institutions provide a successful second hand bookshop although previous trials at UCS have not proved successful. There is potential for a more proactive use of the Wolsey 'Wall' and Amazon for promotion.

43. Information regarding nursery and medical services needs to be more readily available. The services do not need to be part of the UCS direct provision but do have space implications and need to be on or close to the campus to be effective. The Riverside walk in centre is close to the campus and details should be clearly available in the Infozone.
44. Increasing the density of activity on the Waterfront will substantially enhance commercial activity and bring benefits to local traders, including UCS.
45. The RMJM revision to the masterplan produced in 2008, the overview of which is shown in Fig 1 below, anticipated retention of the whole of the former Suffolk College site now occupied by UCS plus the development of new buildings on the Waterfront including the whole of the University Quays site.

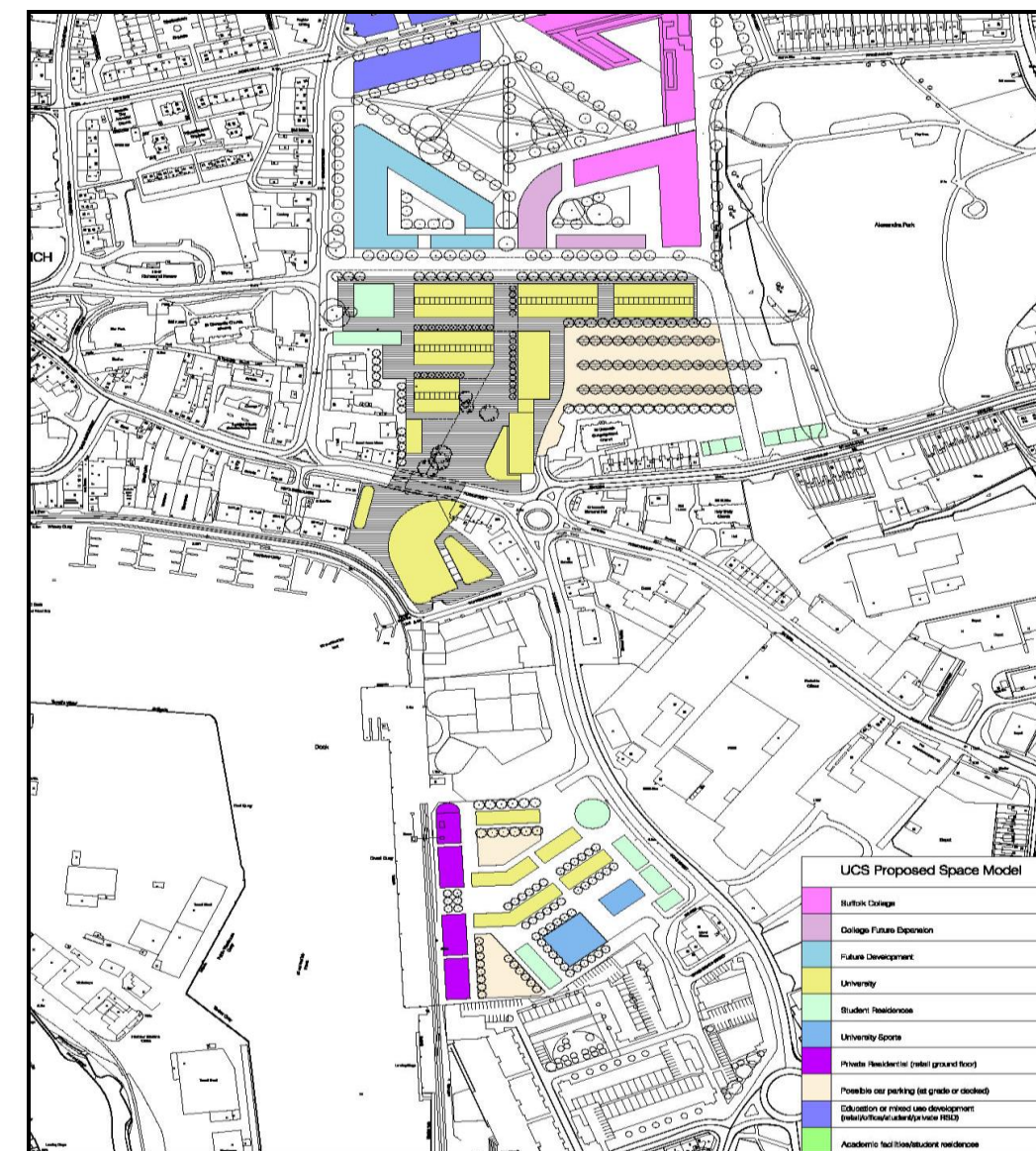


Fig. 1 – Ipswich Hub Masterplan Overview (2008)
RMJM Phase 2 Academic Building Stage D Report

2011 Masterplan Revision

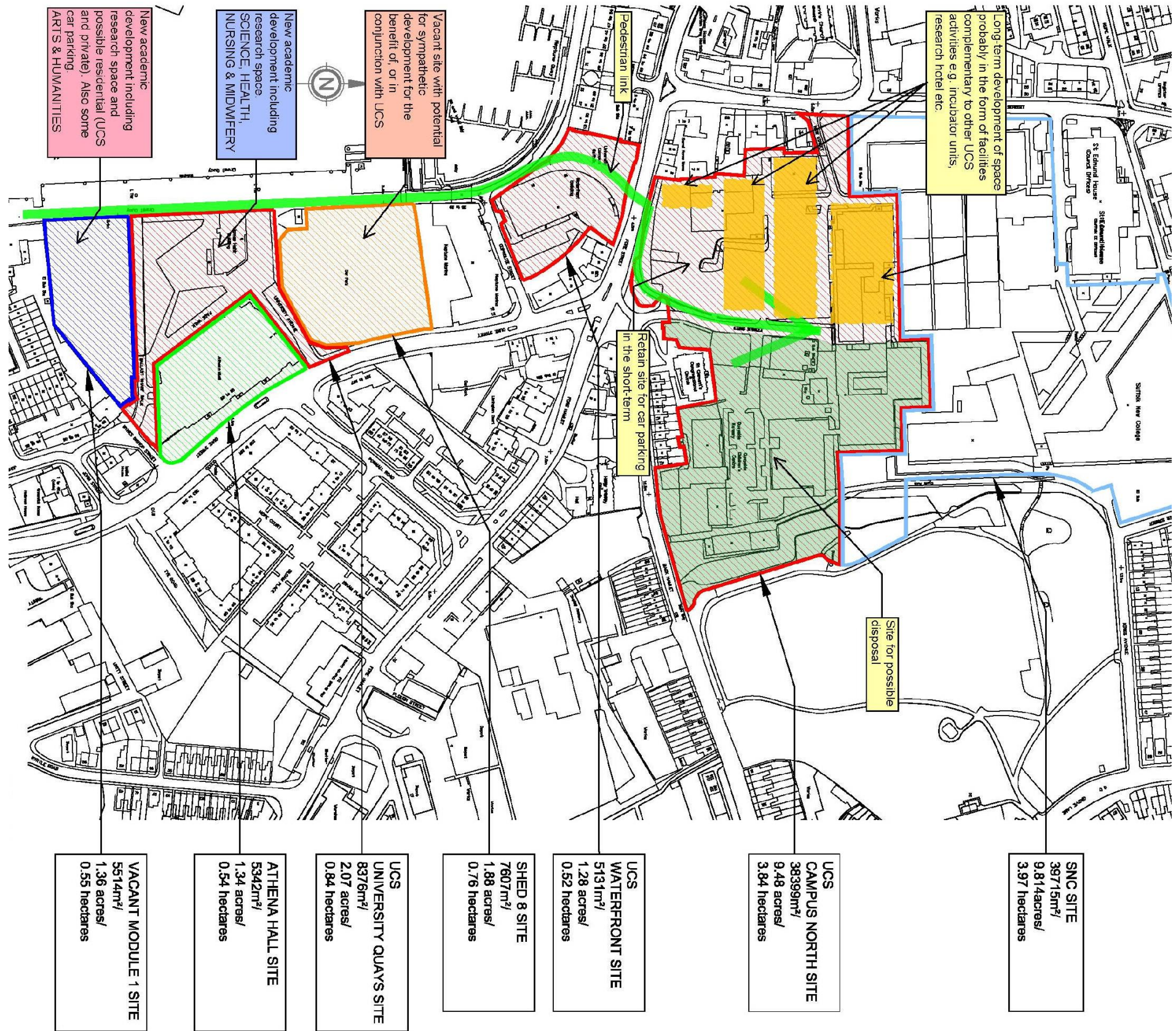
46. The intention of this document is to revise the 2008 masterplan rather than undertake a completely new exercise from first principles. The detailed work by RMJM covered all the fundamental infrastructure issues for the Ipswich Hub and have not been reproduced here.
47. In order to deliver the replacement accommodation for present activities in the proposed locations at the Ipswich Hub costs of the order of £23m would be incurred (based on James Hehir construction costs) (see below). It might be possible to acquire some of the accommodation at lower cost, however building on the Waterfront must be undertaken in ways that mitigate the flooding risk and maximise the density of building on the sites resulting in more costly structures.
- Cost of re-provision of space equivalent to:
- | | |
|--------------------------|--------|
| Library & former M Block | £21.4m |
| Long Street | £1.4m |
48. It is assumed that savings are achieved through better teaching space utilisation as described in Appendix 5 resulting in no or limited need to replace space equivalent to the Arts and East Buildings as new structures in the short to medium term although considerable remodelling might be required to accommodate their activities elsewhere.
49. Current West Building occupants, without general teaching space, and the Estates Department should remain on the North Campus to be relocated as resources allow as non-Waterfront priority activities. It may be that critical services such as the Data Centre should also remain on the North Campus, or at least clear of the flood risk zone. This would also help to retain the boundary with Suffolk New College as part of the Education Quarter and to promote links to Ipswich Town Centre.
50. The costs set out above should be compared with the immediate maintenance requirements of at least £4.3m to remedy known major deficiencies in the Arts and East Buildings without addressing any of the other issues raised by consultees. In addition, in order to secure future expansion capacity in the most contiguous and attractive position on the Waterfront, the purchase of the Shed 8 site which, was sold on the open market in 2004 at a price of £5.25m, is highly desirable. Failure to purchase Shed 8 would not prejudice UCS development in the short to medium term, particularly if the ultimate development were to be for uses complimentary to Higher Education. However, it is vital to securing the best possible long term future for UCS – particularly if student numbers, enterprise and research activities are to expand in the future.
51. Although the cost of re-provision is considerable there are likely to be some further space efficiencies to be gained by redevelopment and the respective sites have capacity for significantly more floor space than currently required.

Current Legacy Estate quantum to be replaced	Gross Area sqm	Potential Development sites	Gross Area sqm
Library & former M Block	4,152	Shed 8 (excl. 300 car spaces)	20,000*
Long Street	280	Phase 2B (excluding car parking)	7,000*
		Phase 2 Module 1 & 2	11,000

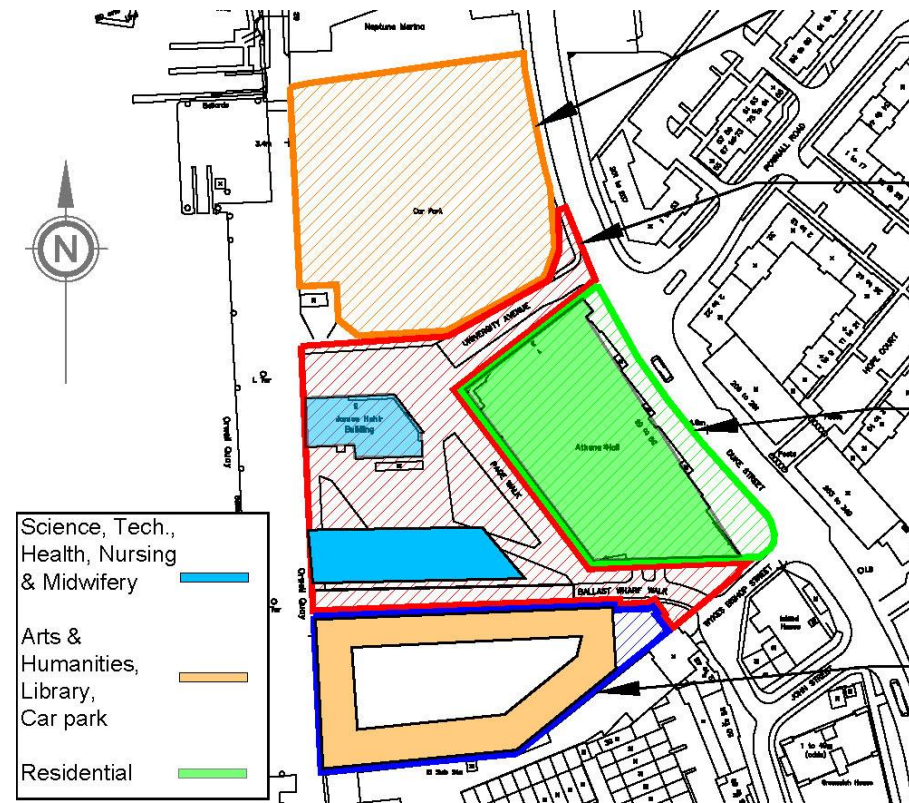
*Approximate areas only

52. Funding of such a development programme could be achieved by a combination of site disposal, research and other external income, joint ventures, capital grant, intensive commercial use, sale and lease back. Over £2.5m could be saved in major maintenance requirements for the Arts and East Buildings in the next five years.
53. Priority in the short to medium term should, therefore, be given to the development of replacement Arts & Humanities, Radiography and Library facilities on the Waterfront and securing the Shed 8 site for some use beneficial to or compatible with UCS. Student residential accommodation should be further developed to keep pace with student growth in conjunction with private developers either on-site or on proximate sites to the UCS Hub – in a manner building on and learning from the Athena Hall model.
54. Disposal of the whole of the North Campus could restrict future development of UCS and would reduce the developable site area significantly. Long Street provides a natural divide for the site with the east side adjacent to the residential area of Back Hamlet more suited to residential development - giving access to Alexandra Park with the west side retained for education and technology transfer purposes in the longterm. The quality of the principal legacy building on the west area is also better and more adaptable than most of the buildings on the east section.
55. The following plan represents an update on the RMJM Masterplan of 2008 based on similar considerations on density, pedestrian and vehicular movement. Extracts from the 2008 RMJM Masterplan are included in Appendix 6.

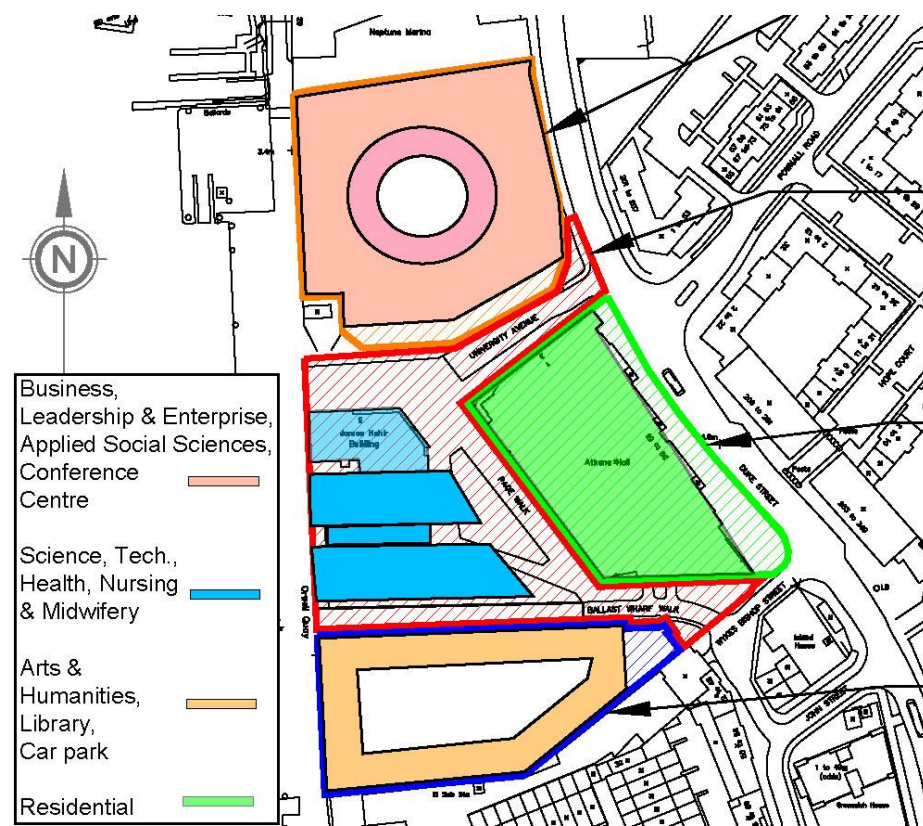
UCS 2011 Revised Masterplan Development Sites 2011 – 2023



Quayside Developments 2011 - 2023

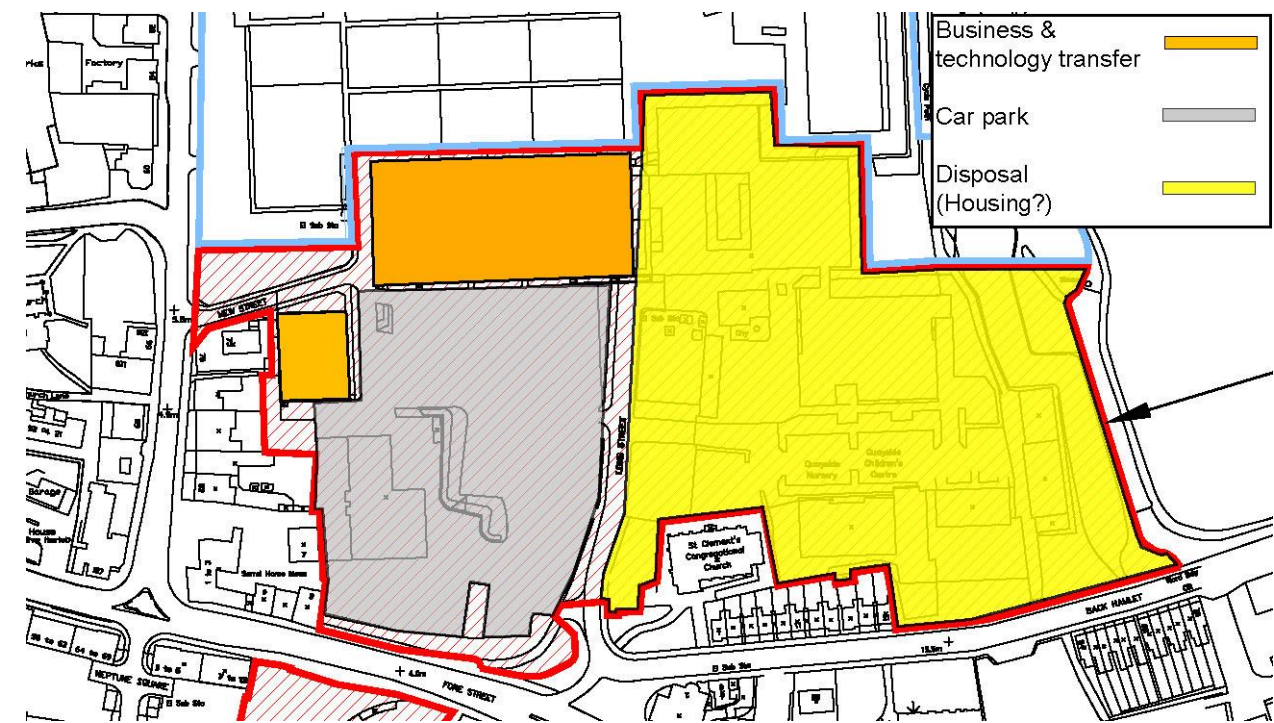


Potential Development 2018

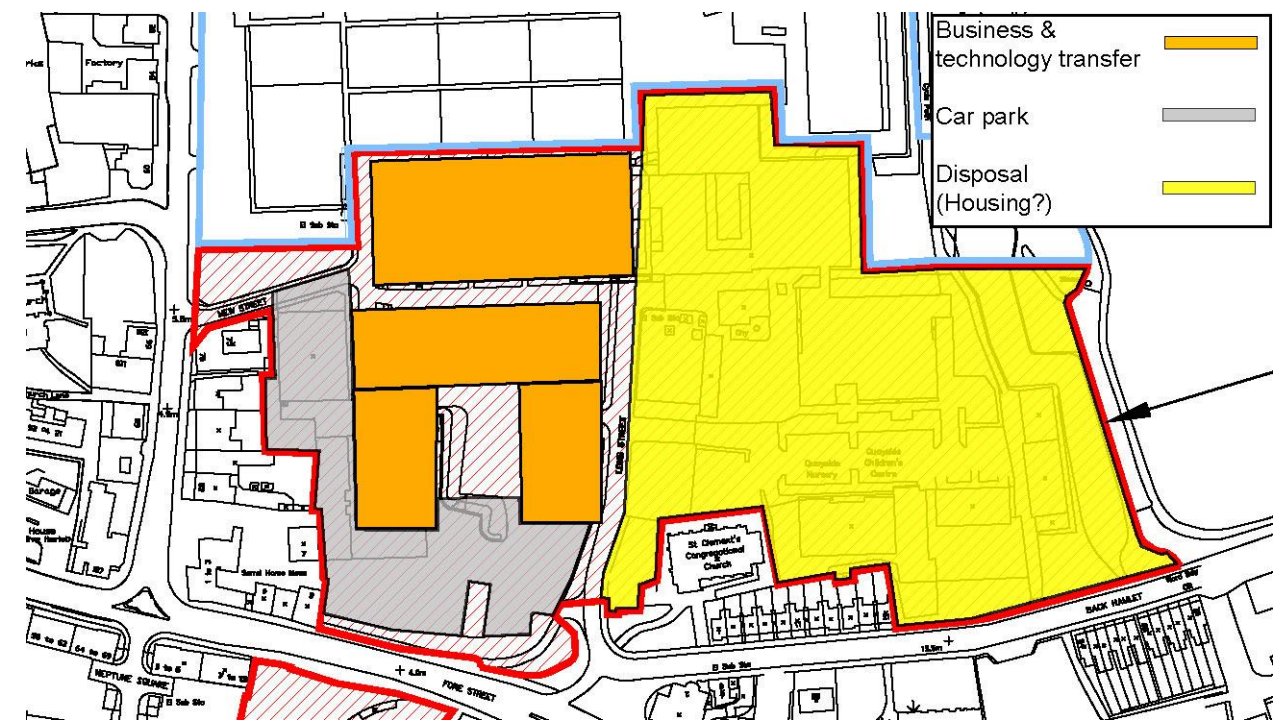


Completed Development 2023

North Campus Developments 2011 - 2023



Potential Development 2018



Completed Development 2023

Principles underpinning 2011 Masterplan

Vision

The current Institutional Strategy expresses a vision that by 2015 UCS will be a fully functioning, cohesive, student-centred HE institution. Its high quality and innovative teaching and learning focused on vocationally relevant areas will be cost effective and underpinned by selected nationally/internationally recognised research and scholarship.

Other considerations

In order to function effectively in the HE sector the estate needs to provide a safe and efficient campus of the appropriate quality, size and content that will attract students and other purchasers/investors and provide an environment in which it is pleasant to work and which encourages academic excellence.

The estate and support services must provide a clear identity to UCS, be of cohesive design and gravitas appropriate to a seat of learning, welcoming to students, staff and visitors and encourage links with the wider community.

- Aspirational
 - Bigger, better than realistic
- Inspirational
 - High quality environment
 - Space
 - Bright/light/airy
 - Robust and long life
 - Innovative/novel
- Identity
 - Signage
 - Design style
 - Common materials especially in landscape
- Sense of place
 - Quality of building
 - Coherent design
- Welcoming
 - Clear entrance/focus
 - Good directions
 - Open access
 - Efficient room bookings
- Public access
 - Clearly public facilities
 - Open to public highways and routes
 - Open events easily accessible
 - Considerate to neighbours
- Pedestrian links
 - Identified pedestrian destinations
 - Pedestrian priority over vehicles
 - Clearly signed
 - Direct
 - Safe
 - Limited steps
- Interest
- Link to town centre
 - Direct
 - Well signed
 - Safe
 - Capacity
- Quality
 - Cars out of sight
 - Landscaped vacant spaces
 - No litter
 - No derelict adjacent sites
 - Not intimidating
- Safe
 - Presence of people 24/7
 - External spaces in use
 - Adequate lighting
 - Patrolling helpful & approachable security staff
 - CCTV visible
- Student centred
 - Shops supporting students
 - Cafes
 - Residences
 - Accessible information
 - One stop shop
 - Easy access
- Proximity
 - Buildings in coherent group
 - Public services/transport
- Future capacity
 - Expansion capacity within existing buildings
 - Core facilities with expansion capability
 - Scope for new buildings without being held to ransom
 - Scope for redevelopment/reuse of existing buildings
- Flexible
 - Adaptable space
 - Scope to use buildings in different ways (planning)
 - Large span
 - Plenty of vertical transport
- Environmentally sustainable/Low carbon
 - 'Green' buildings
 - Green initiatives
 - Environmental leadership
 - Limited vehicles
 - Alternative fuel vehicles
 - Low energy buildings
 - Material selection

Issued Raised During Focus Group Meetings

Environmental issues – Internal

- Accessible – diversity, inclusivity
- Quality of buildings – minimum standards (standards could change and vary)
- Need good working environment for staff
- Auditorium / conference facility
- Conference residential space (only available summer, not Easter)
- Further renovation of existing space required
- Lighting and AV in north campus not comparable to other buildings
- Not white blinds
- Only basic level of provision in North Campus
- Much more open, optimistic feeling in WFB – not encouraging people to linger in north campus
- Branding of buildings as WFB – improve external image, clear identity
- Café facilities (Room 1) in north campus very successful
- Develop subject specific buildings on campus with own libraries
- Quality of environment affects work and studies
- Not nice to have lessons in East Building
- There appears to be a spread of cohorts using north campus versus WFB
- Teaching in portakabins – no internet access
- Consistency of technology provided across campus (AV, ICT)
- Toilet quality in north campus not good
- Clearer signage to toilets in north campus (toilets not on every floor)
- Library at a distance from WFB
- Better space utilisation should be achieved
- Sustainability
 - Online submission of assignments to contribute to sustainability
 - Boilers – could use more sustainable fuels – in the longer term students could benefit from the efficiencies.
 - Important issue for students – better to get a head start before compulsory legislation
- Problem of HE sharing with 14-16 provision (WSC & Otley)
- Remote teaching over links possible re Otley
 - BA Prof. Studies (Otley, WSC, Gt Yarmouth)
 - Opportunities for shared teaching & resources
 - Spin off for Otley DL provision which is currently paper based
 - Some HE blended learning
 - Possible Conference centre facilities

Environmental issues – External

- Need route into town which is pedestrian friendly
- Accessible – diversity, inclusivity
- Unique identity – cohesive, synergy
- Navigation around estate needs improving
- Better signposting from UCS to town centre (for those not from Ipswich)
- Clear signposting on campus (particular north of campus) – incorporate 'YOU ARE HERE' signs. Image of buildings to appear on maps
- Require evidence of two institutions pulling together
- But with differentiation from Suffolk New College
- Capacity to expand – small investment now to give radical improvement in the future
- UCS vision/strategy – understanding of requirements and how we get there
- Links to green spaces e.g. Holywells Park, Alexandra Park

- Green spaces and soft landscaping on UCS land - look more friendly
- Aesthetics of campus i.e. flowers, green spaces
- Pedestrian linkage from WFB to JHB needs improving
- Street lighting around parking areas
- Lighting and CCTV between WFB and JHB. Visible deterrents to crime i.e. more CCTV cameras
- Safe passage between Athena Hall and north campus – shut off Shed 7 fencing to force pedestrians to use public footpath.
- Attributes to feeling safe on campus:
 - Lighting
 - Security
 - Check identity cards / challenging access – tailgating
 - Number of people on campus
 - Not the same sense of security on north campus
- SU Bar on Waterfront – quayside safety issue
- Interface with town
- How it affects the traffic
- Large developments may drive a wedge between communities / communities feeling isolated
- Look at other areas which require redevelopment
- Encouraging the right infrastructure: post boxes, cash machines
- Concern for the number of takeaway restaurants – resident to object to planning as and when required
- Deterring smoking and littering
- Provision of publicly accessible toilets on Waterfront
- Adjacent farm tenanted (no College use) might be interested in bio fuels (Otley)

Support & Social

- Student experience in relation to the fees paid
- Student housing – quantity – smaller units, diverse use
- Student residences – lack of control of other students
- Student accommodation – flooding, lighting issues in Athena Hall – probably better if controlled by UCS
- Problem of residential accom. In poorer areas of BSE
- Planning permission for 80 bed residence but no current need for on site residences at Otley
- General housing in Ipswich for all students
- Sports facilities
- Gym facilities / sports facilities – all sports indoor facilities
- Gym – open to public but discounted to students
- Need for Sports fields (could be at Otley. Access early evenings and weekends)
- No real sports provision for HE at WSC
- Sports facilities could be accessible to UCS
- RYA opportunity in Ipswich for UCS
 - Water sports qualifications via SU
 - Development role
 - Alton Water initially
- Information on health services / medical facilities
- Medical walk-in facilities (for students) – shared facilities with Suffolk New College (need to promote existing UCS facilities)
- Bookshop on site (discounted prices) – linked in with library facility
- Second-hand bookshop run by SU (issues - turnover of stock, space, resourcing)
- Selling books for some courses via SU at cost at WSC
- Lockers for students – non-refundable at present

- Theta (Waterfront café) – not enough options and expensive
- More link into nursery on campus
- Social learning spaces – more required close to library resources (noise not permitted in library pods)
- Social congregation spaces – more welcoming to stay on campus, enough to do

Services

- Identifying what is our market
 - Particular direction for curriculum needs:
 - Teaching capability
 - Scheduling of events –v- teaching
 - Administrative infrastructure – user engagement
 - Longer opening hours of library – how to make students feel secure
 - Specialist library at Otley otherwise use UCS
 - Publicise IT facilities available in Waterfront Building (24/7)
 - Introduce self scanning facilities in library
 - Drop in boxes in library
 - Room bookings and how this interfaces with the Estate masterplan
 - Accessibility of lecturers and tutors – more approachable
 - HE students access to UCS web & Wolsey now improved services
- Problem of providing ID cards to students especially Learning Network

Transport

- Better bus links could encourage (noisy) students to move on
- Parking facilities for coaches to drop off / staff parking (UCS Travel Plan)
- Working with IBC to provide free shuttle: inc station, hospital
- Changing public bus routes – incorporating local bus information
- Better transport links (university bus) with reduced fares, to town centre, train station, ASDA, Tesco, Park & Ride, hospital (shift patterns 6am – 9pm)
- Reducing transport congestion (car park in middle of campus)
- Restrictive one way traffic system
- No other options for just nipping in (30 min drop-in car park)
- Overnight car parking for students
- Information on availability of local bus service and where to catch from
- Better directions to find the train station
- Late night buses into town centre
- Transport issues to/at WSC & Otley

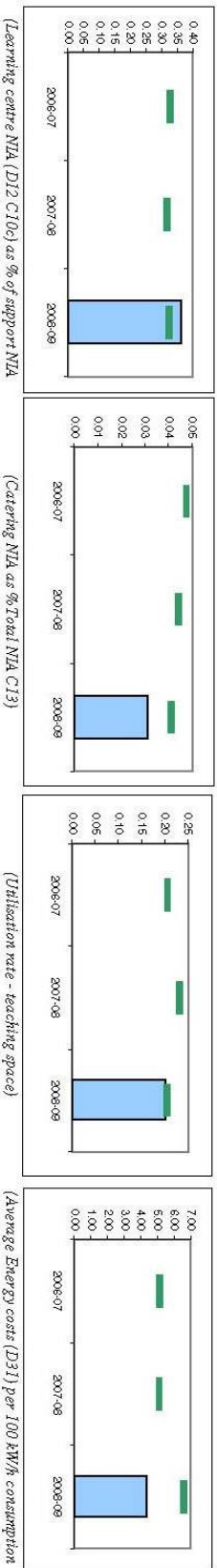
Estates Management Statistics Peer Group

Bishop Grosseteste University College, Lincoln
Buckinghamshire New University
Edinburgh College of Art
Glasgow School of Art
Glyndwr University
Leeds Trinity University College
Liverpool Institute for Performing Arts
Newman University College
Norwich University College of the Arts
Ravensbourne College of Design and Communication
Rose Bruford College
St Mary's University College
The Arts University College at Bournemouth
University Campus Suffolk
University College Birmingham
University College Falmouth
University College Plymouth St Mark & St John
University for the Creative Arts
University of Cumbria
University of Winchester
University of Worcester
York St John University

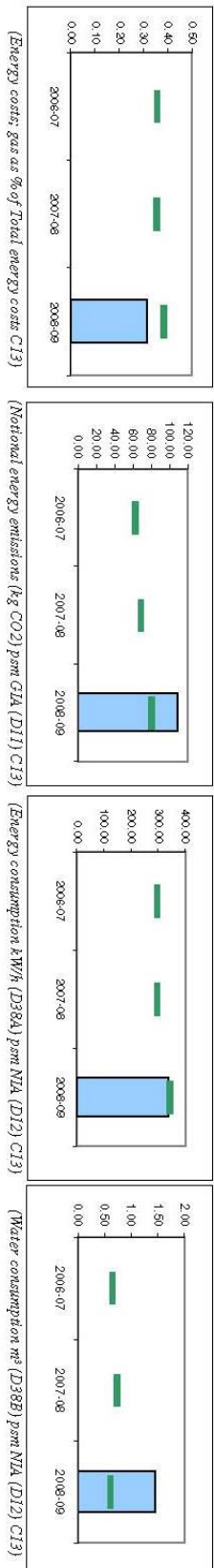
The charts below present selected results for University Campus Suffolk in the context of UCS specific.

The graphs shown below illustrate how your institution compares with a self-selected peer group that you have chosen, over the last three years for particular measures. The blue bars represent your institution and the green lines represent the peer group.

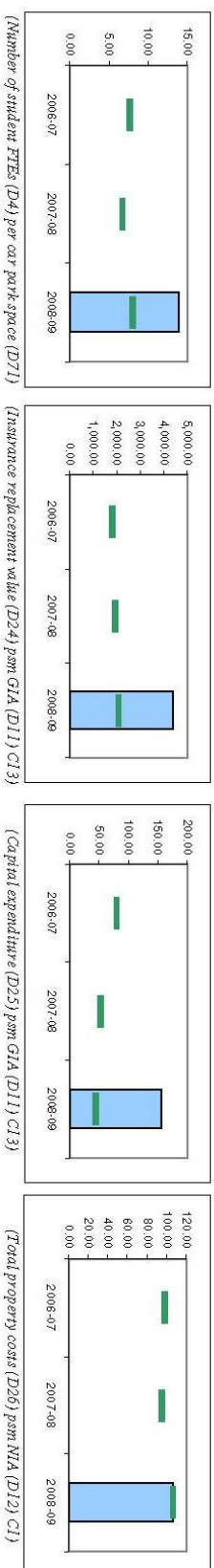
How much of our support space is dedicated as learning centre space? **How much of our non-residential space is allocated to catering?** **Overall, how intensively is our core teaching space being used?** **How much do we pay for each unit of non-residential energy consumed?**



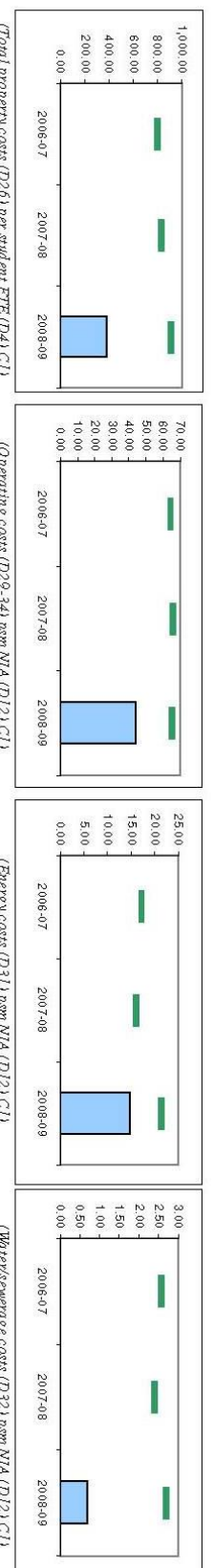
What % of our non-residential energy costs is spent on gas? **What is the notional institutional energy emission of CO2 per m2 gross space?** **How much energy is consumed for each unit of net space?** **How much water is used per sqm of the non-residential estate?**



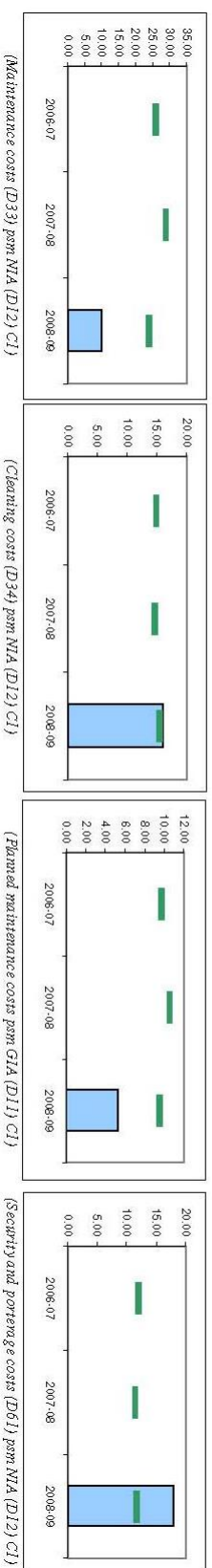
What is our institutional allocation of student car park spaces? **What insurance replacement value per m2 has been put on our non-residential space?** **How much capital did we invest per m2 in the non-residential estate?** **What are our total property costs per m2 of space?**



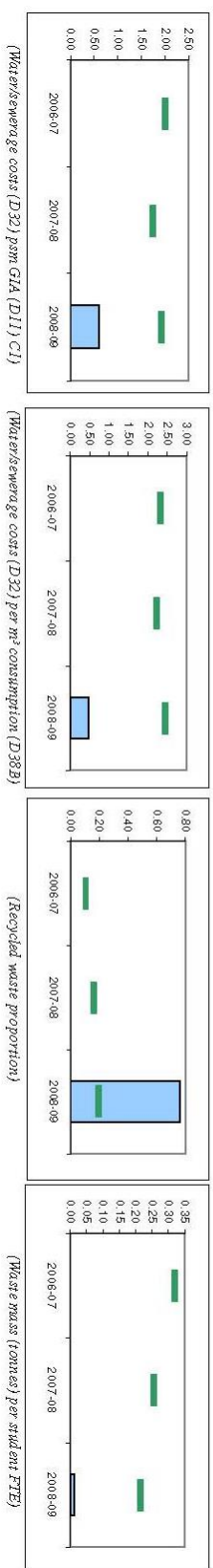
What are our total property costs per student FTE? **What are our combined running costs per m2?** **What does energy cost per m2?** **What does water/sewerage cost per m2?**



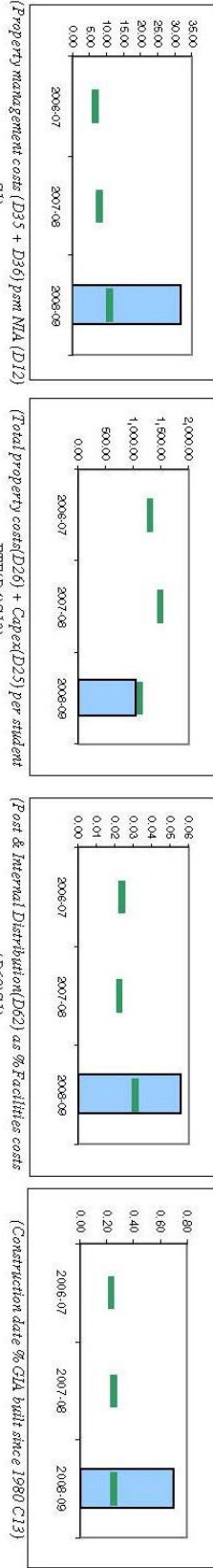
What did we spend on repairs per m2 of net space managed? **What share of revenue maintenance costs are planned?** **How much does it cost to provide security & portage per square metre?**



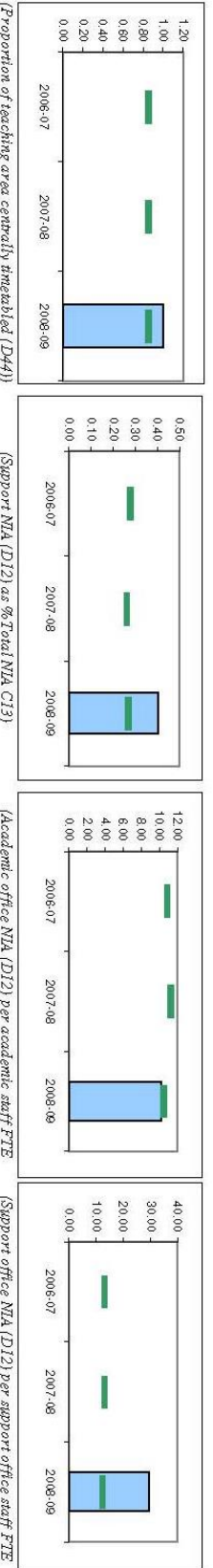
What are water costs per m2 of gross space? How much do we pay for each unit of water consumed? To what degree are we recycling waste? **How much waste are we having to manage per student user?**



What are the total costs of property management at the institution? **What is our combined total property cost & capital expenditure per student FTE?** **How much of our non-residential space is modern (built since 1980)?**



What % of our teaching space are we timetabling centrally? **How much of our non-residential space is allocated to support uses?** **How much office space are we providing per FTE academic staff?** **How much support office space are we providing per FTE of support staff?**



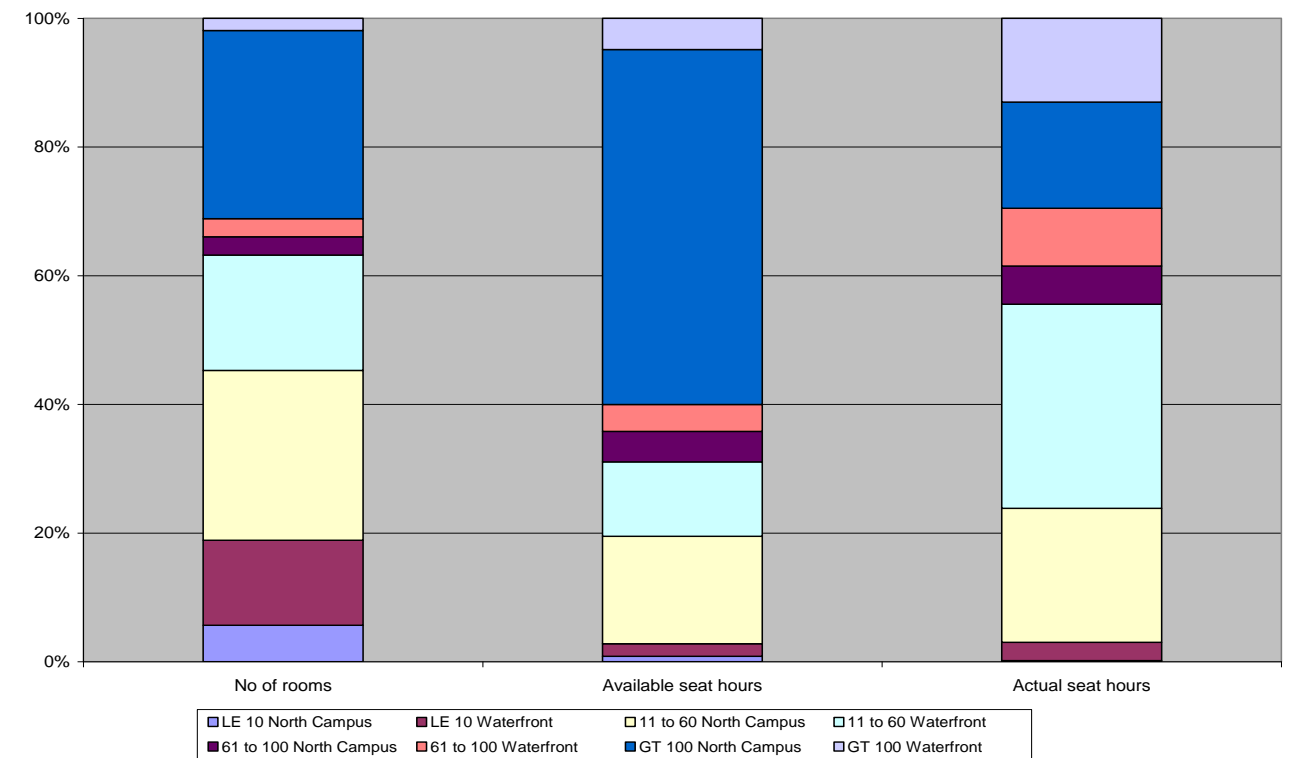
Estate Management Statistics Comparisons

Space Utilisation

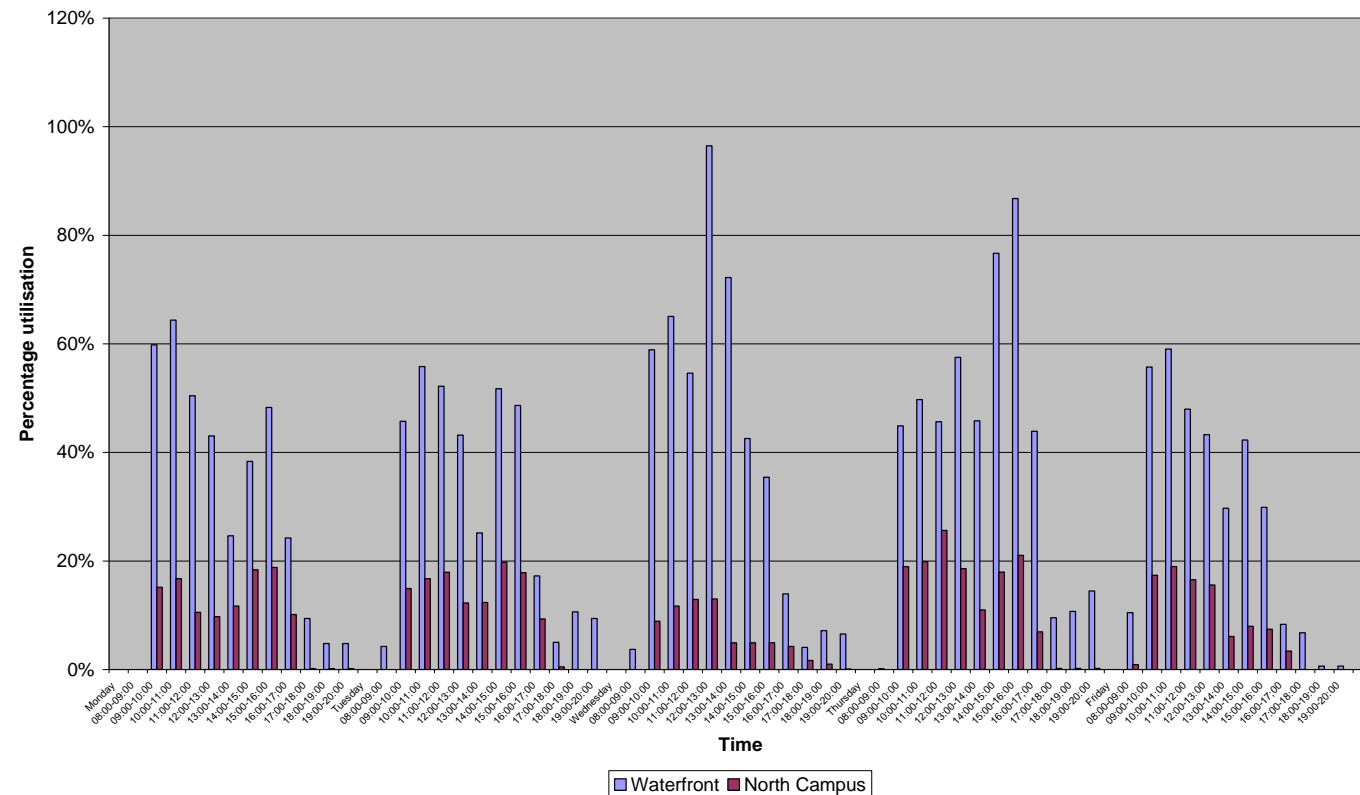
Detailed analysis has been undertaken of room bookings for the week 4-10 October. Examination of the profile of room usage shows that there is considerable difference between the North Campus and the Waterfront. The hours used for the analysis are from 08:00 to 20:00 since there appears to be negligible use later in the evening for the sample week. Although the Waterfront Building rooms approach 60% on a number of occasions the North Campus only exceeds 20% for two separate hours on a Thursday which is the busiest day although even the Waterfront only achieves 35% over the whole day.

The total number of seat hours used during the week was 50,632 out of a possible 345,540. In theory, with proactive timetabling and room booking, the total use of the North Campus during the sample week (22,002 seat hours) could have been accommodated in the Waterfront Building. This would have increased the utilisation of the Waterfront to 65% which is the maximum normally considered achievable (i.e. rooms occupied at 80% capacity for 80% of the time). However this does depend on the match of room size to demand. If UCS were to review the teaching timetable for the week and whole academic year it is possible that considerable savings in accommodation costs could be made. On the basis that each seat occupies 2 m² (the space standards used by RMJM for design of seminar rooms at UCS) there could be a reduction in occupied space of up to 8,900 m² i.e. more than the equivalent of Arts and East Building combined (7,300 m²)! The savings in estate running costs, reduction in carbon emissions and improved quality of teaching environment would be dramatic. Over £2.5m alone could be saved in major maintenance requirements in the short term. With the occupation of the James Hehir Building (including new teaching rooms) such reductions in teaching space should be easily achievable.

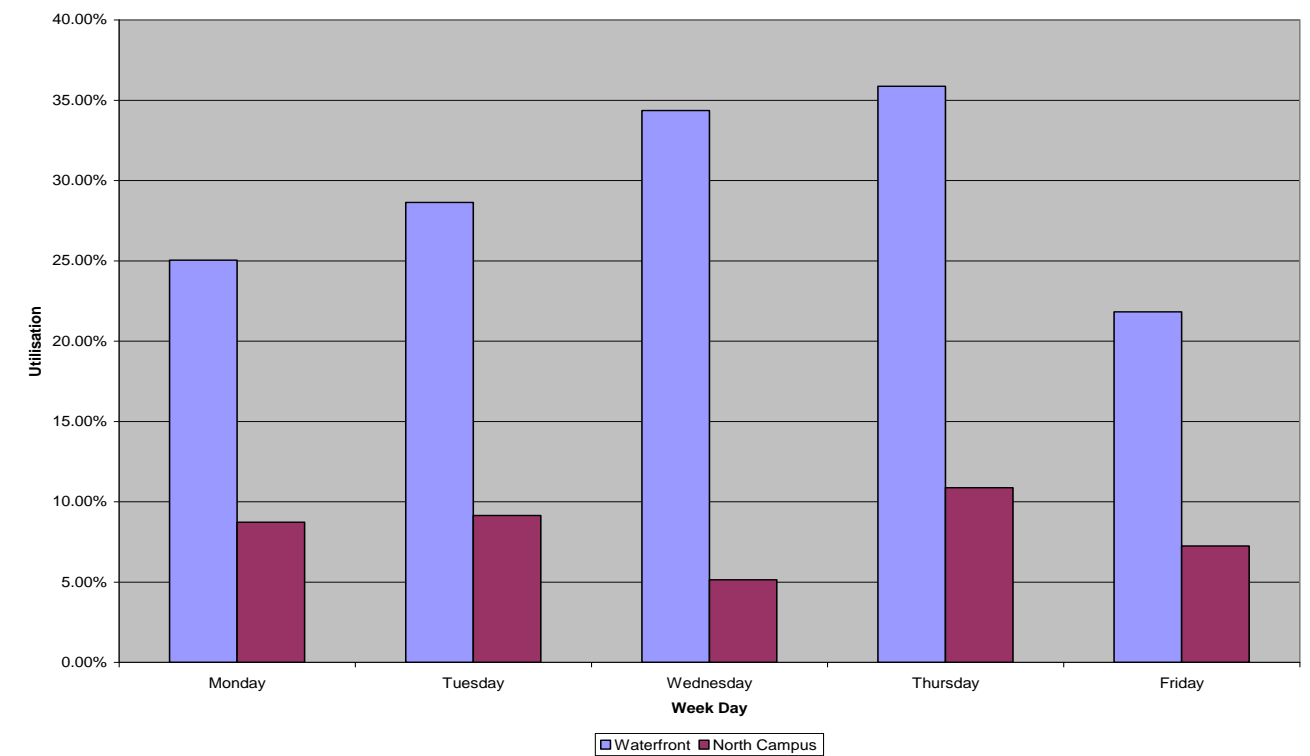
Teaching room distribution by size and site



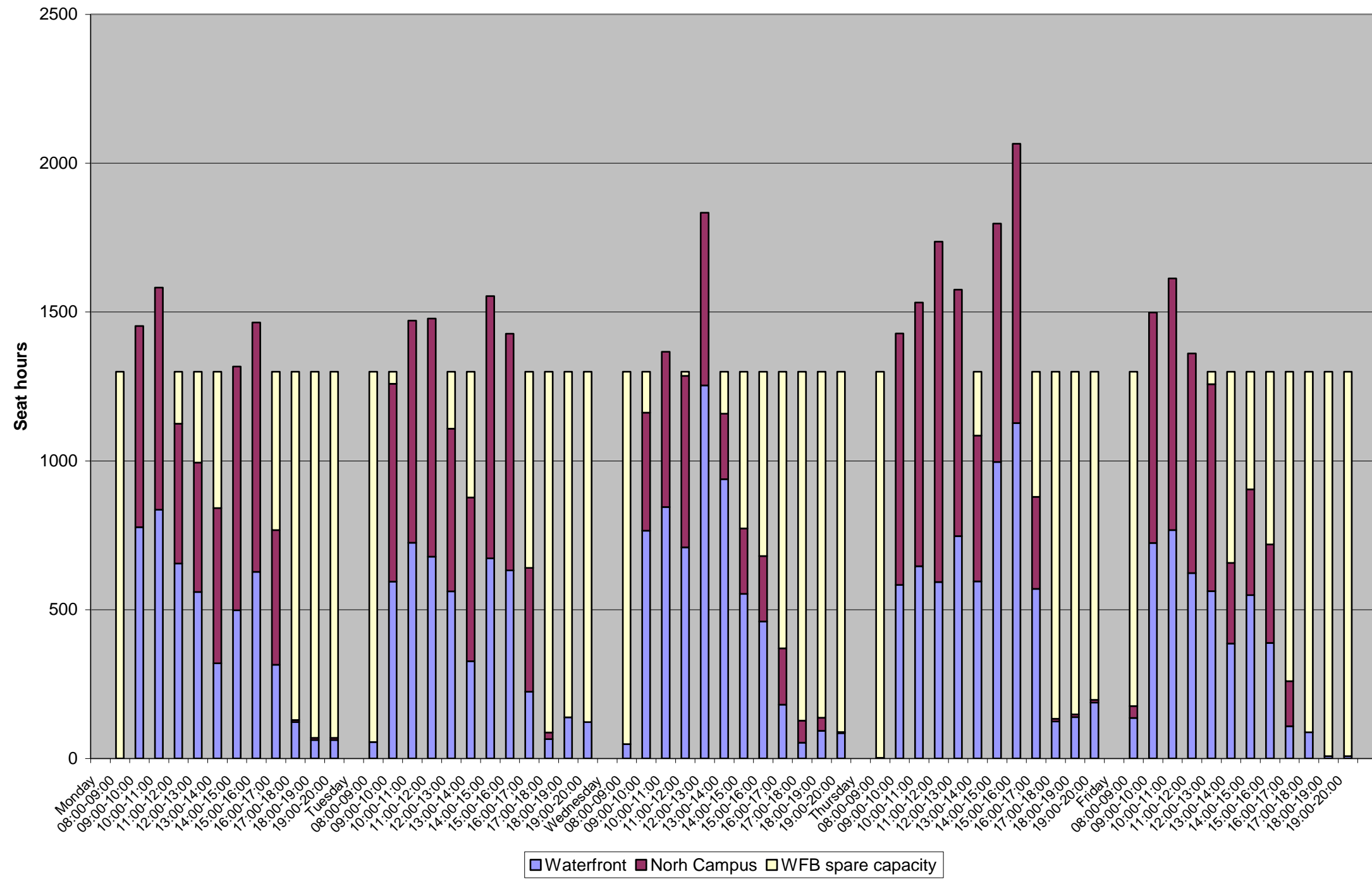
Utilisation by time, day and site



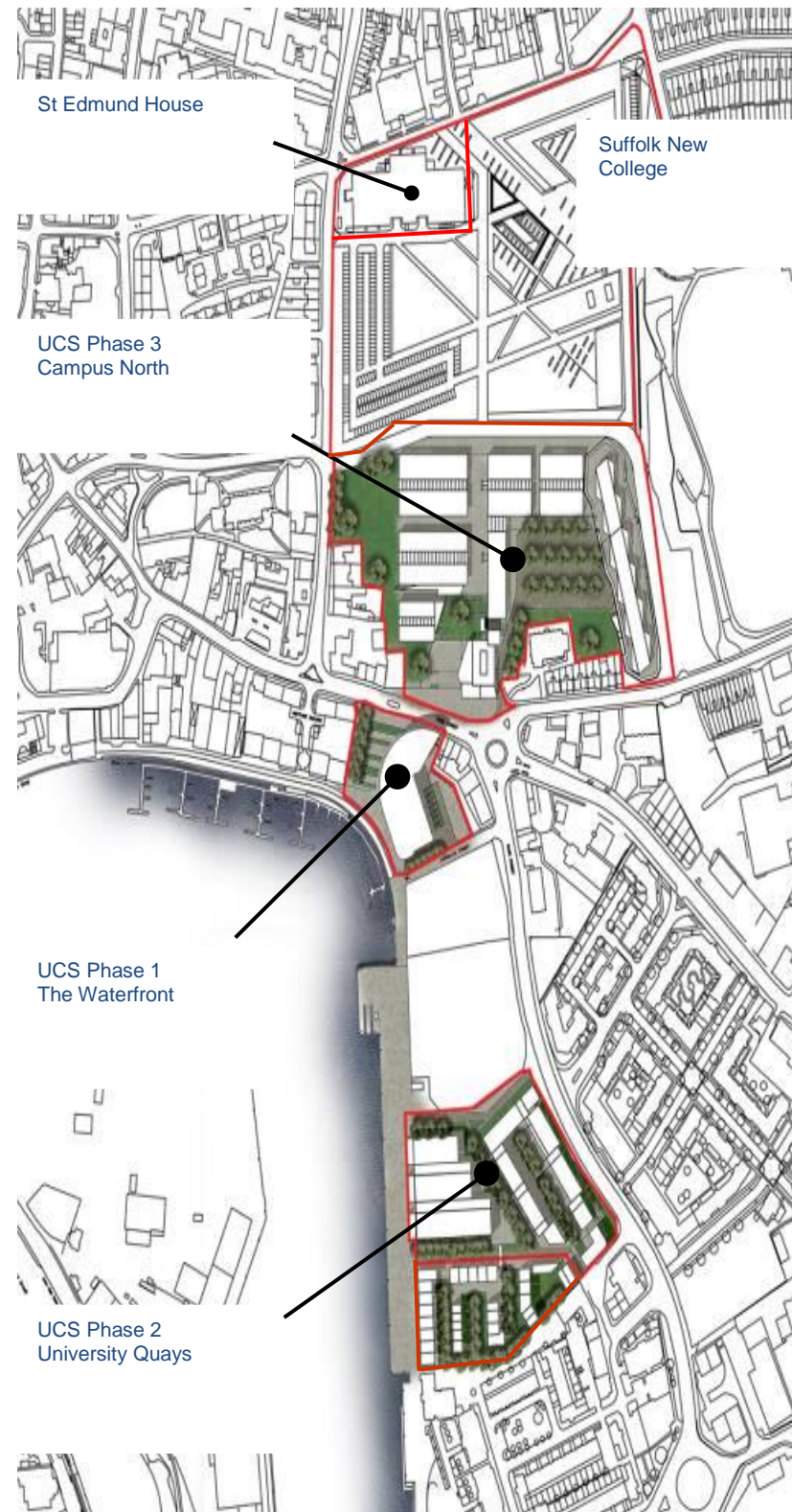
Utilisation by day and site



Spare capacity in Waterfront Building







RMJM 2008 Materplan Concept Plans



UCS Education Quarter
Extract from RMJM 2008 Masterplan

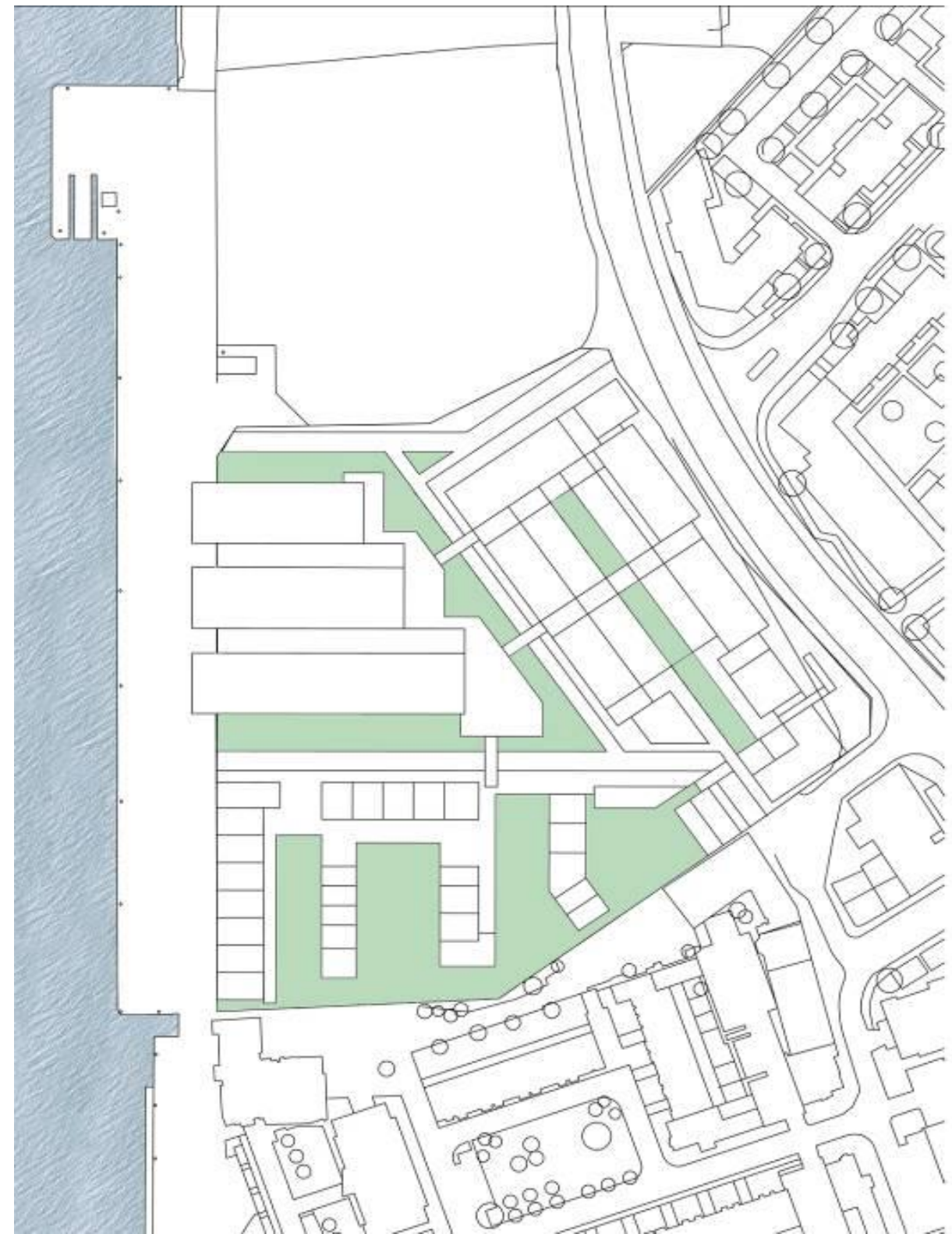


PHASE 2 (Site Boundaries)
Extract from RMJM 2008 Masterplan

-  Student Accommodation
-  University Accommodation
-  Student and Private Residential Accommodation
-  Highways Clearance



PHASE 2 (Storey Heights)
Extract from RMJM 2008 Masterplan



PHASE 2 (Soft Landscaping)
Extract from RMJM 2008 Masterplan