

UNIVERSITY OF SURREY

Estate Strategy 2009-2019

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1 EXECUTIVE SUMMARY

1.1 Objectives of the Strategy

1.1.1 The University intends to maintain its position as a leader in both teaching and research. The objectives of the Estate Strategy are:

- a) To provide an Estate which contributes towards securing the mission and objectives defined in the University Strategy;
- b) To maximise efficient and effective use including management of the Estate and maximise its value to the University;
- c) To provide direction in the use of resources and in particular to emphasise the program of energy and carbon reduction initiatives
- d) To assist in planning and prioritising capital and recurrent expenditure on the Estate;
- e) To provide certainty in Town and Country planning terms for the future needs of the institution and secure its ability to develop;
- f) To transparently evaluate options for development and provide a framework to work within;
- g) To consider the financial impact of development and Estate management activities and co-ordinate activities to maximise value for money.
- h) To provide a mechanism and targets to meet our sustainable Estate objectives

1.2 Key Factors

1.2.1 The key factors that have influenced the assessment of the Estate and the resulting Estate Strategy, based on the implications of the University's strategic and operational objectives for the period up to 2019, are as follows:

1.2.1.1 There is a planned increase of some 12 % from 2008-09 actual figures to 2013-14 in space full-time equivalent student numbers (SFTEs). For the purposes of this strategy we have introducing an assumed growth factor of 2% per annum to demonstrate the impact of such growth and how the estate will support such a change if required. This equates to nearly 22% up to 2019. This is based on an assumed growth of 2% per annum from 2013-14 and assumes a major impact of the new sports and arts facilities on site. The balance of home EU and overseas will be adjusted to maintain the student numbers;

1.2.1.2 There will be a continued expansion and diversification of research activity;

1.2.1.3 Changes in course delivery will increase pressure on learning resources, communications and IT facilities;

1.2.1.4 The quality of student social, support, sport and recreational facilities must be improved and some major changes delivered in the first two years of the new strategy;

- 1.2.1.5 There will be a need, subject to detailed life cycle cost analysis, to continue the major maintenance and upgrading works during the next ten years to provide an appropriate quality of environment and move from a reactive backlog strategy to a proactive plan.
- 1.2.1.6 The availability of Manor Park for development for University use provides major opportunities for the future. Blackwell Farm has a role in the development of a sustainable estate.
- 1.2.1.7 The inability of the local infrastructure to support the local traffic to this part of Guildford and the need to have a robust proactive position in relation to local, county and regional agendas on transport. We will need to quantify the impact of the Hospital, Research Park and local business on the local infrastructure and identify options to absorb this impact.
- 1.2.1.8 Develop sustainable and robust transport plans for all parts of the University Estate and ensure that the impact of new developments has been evaluated.
- 1.2.1.9 All developments must undergo a sustainability health check to ensure that the quality of the development meets future standards of sustainability and at minimum meet the BREEAM very good criteria.
- 1.2.1.10 The impact of the global warming and the government initiatives to reduce carbon production by 34% in 2020 and the need for the University to reduce its use of resources to support its business.

1.3 Strategy Selected

- 1.3.1 The University has examined a range of options for meeting its estate priorities. It has selected the strategic option which performed best in both financial and qualitative appraisals. This strategy follows the previous decisions which proved cost effective and sustainable.
- 1.3.2 The selected strategy comprises a mix of measures designed to extend the life of the existing 1960's buildings subject to a life cycle assessment and a more detailed review of energy use than previously. We plan to improve the quality and fitness for purpose of accommodation within existing buildings, and to provide new and remodelled accommodation to address priority needs that cannot be accommodated within existing floor space. Over 30,000m² of academic space has been improved since 2003. The Strategy is a continuation of the process of updating, improvement and expansion which already characterises the University's estate management and planning. The University received a commendation for its sustainable approach to estate management. It recognises the important environmental sensitivities of the Stag Hill campus. The Development Brief produced in 1994 is now out of date and elements have been superseded by the GBC Local plan in 2004 and the agreed Development Brief and Outline Plan for Manor Park and the Research Park. The Strategy covers the whole of the University's Estate and will provide the framework to provide a sustainable future.

- 1.3.3 The Strategy must be sustainable and with elements that are flexible, affordable and achievable. It must support the business and academic plans for the institution. The main components of the Strategy are:
- 1.3.3.1 Improvements in the quality of accommodation, to improve the efficiency of use where possible, and provide a programme of delivery of remodelled and if necessary additional accommodation to meet all the University's requirements. Excluding the developments currently underway and those due to be delivered within the next 12 months (LRC, and Capital Allocation projects), it is estimated that by the end of the first 5 years of the Estate Strategy period up to 2014, no additional new floor space will be constructed but just over 3000 m² will need to be remodelled to accommodate the assumed growth in student numbers or major rationalisation of activities. This space will be released due to the LRC and other rationalisation initiatives.
 - 1.3.3.2 Complete the current capital allocation programme of works. The next two years will be dominated by the completion of the LRC, SSTL, infrastructural projects for Manor Park and RPK and the commissioning of the Manor Park Surrey Sports Centre and new residences on Manor Park. Further rounds of capital allocations in 2011 will influence strategy although it may be at a reduced level compared with sums previously received from HEFCE.
 - 1.3.3.3 Within this strategy period elements of the current activities may need to be the relocated to Manor Park.
 - 1.3.3.4 Efficiency gains in the use of space should be achieved through the introduction of further space management measures and the systematic use of management information to provide robust data on current and planned usage.
 - 1.3.3.5 The programme of Long Term Maintenance works, remodelling and upgrading to improve functional suitability will continue.
 - 1.3.3.6 To ensure that over 90% of the University facilities are in condition A and B and where functional suitability is in groups 1 and 2 by 2010 (Ref: University plan 3.14)
 - 1.3.3.7 Key development sites will be allocated to adjacent major activities where appropriate.
 - 1.3.3.8 The programme maximising the use of large open laboratories through constructing mezzanine floors, where feasible, will continue.
 - 1.3.3.9 The University undertook a full-scale review of its residential policy in 2008 and concluded that we should maintain our proportion of rooms allocated between 40% and 45% of student FTE. The programme of development to meet demand has been agreed to 2013 and is reviewed annually. It has been agreed that Guildford Court should be replaced by 2017, however one block of 56 rooms will be demolished in 2010 and Hazel Farm will only be replaced if there is an economic case to

do so. The residential provision is an important element of the Estate Strategy since the impact is substantial as it affects the location of academic and other facilities. It can influence the number of overseas students that can be accommodated.

1.3.3.10 The vacated sports hall will be converted to a 200 seat theatre with additional practice and teaching facilities. The redevelopment of this site and the new GSA building on car park one provides an opportunity to remodel the western end of campus.

1.3.3.10 The University should pursue the question of obtaining planning permission for the development of the site north of the AQA.

1.3.3.11 Actively pursue the resolution of the transport access problems to the RPK and Manor Park and develop options to delivery a more appropriate Park and ride within the estate.

1.3.4 Sustainability and quality are key components of the University's Strategy and that of the Higher Education sector. The University's infrastructure is expanding and our energy load on the local network is getting towards a critical state where the local network has just the capacity to support the current plans on Stag Hill and Manor Park. The local network cannot support the future plans for Manor Park beyond those that are in our capital plan. It is therefore essential that the university reduce its impact on the local infrastructure for a number of reasons as well as good energy management and reduction in carbon.

1.3.4.1 Sustainability & Environmental Management Objectives and Targets set in 2009.

- 1) Reduce carbon emissions by 2.5% per annum from 2005-06 baseline (to a maximum of 30% by 2019 and at minimum meet HEFCE agreed limits).
- 2) Reduce energy use per head (students) by 2.5% per annum from 2005-06 baseline (KPI 15) to a maximum of 30% over a 10 year period.
- 3) Monitor through building sub meters for all utilities carbon use and reduction targets for Faculties and departments from September 2010.
- 4) Review Display Energy Certificates (DECs) and Energy Performance Certificates (EPCs) for applicable buildings to comply with the EU Energy Performance in Buildings Directive improve grade to level C/D depending on the activities taking place within the building.
- 5) Implement an Environmental Management System (EMS) initially for the Estates & Facilities Management department, with the aim

to roll-out the procedure across the University in the near future by 2011.

- 6) Undertake feasibility studies for renewable technologies, principally wind power and biomass heating at Manor Park and Stag Hill and develop the projects as appropriate.
- 7) Introduce staff and student engagement programmes to reduce environmental impacts and create a culture of personal responsibility and reduction in carbon and general resources.
- 8) Reduce carbon emissions to maximize our position following the introduction of the UK emissions cap and trading system known as the Carbon Reduction Commitment (CRC).
- 9) Continue to apply the BRE Environmental Assessment Method (BREEAM) for all new development and aim to achieve a very good rating for all new development.
- 10) Complete phase 1 of the HEFCE / Salix revolving green fund schedule of carbon abatement projects and secure funding for new initiatives. Review and development expansion of existing CHP installation. Maximise the use of loans to carry out major improvements in the physical infrastructure and plant.

1.3.4.2 Designing for 60 years

The 1960s University buildings had a design life expectation greater than 60 years with major refurbishment every 20 and 30 years for critical elements of construction and building fit out. The University has undertaken the 30 year remodelling and element replacement in most of these buildings successfully. The strategy for future design is to ensure that all new buildings are capable of being remodelled and completely refurbished without major decanting. The lessons learnt from these experiences will be included within the design briefs in all new works. The key components of good sustainable design have proved to be:

- a) Slab to Slab floor to ceiling height sufficient to allow for the inclusion of major ductwork and services.
- b) Good vertical distribution provision between floors within the building to deliver and replace services when required.
- c) The internal structure to allow large clear areas sufficient for conversion to large laboratory and teaching rooms as well as offices (multi-functional use).
- d) Although flexibility is essential for a higher education building due to the changes in use over time. It is important to deliver sufficient services to the building and only distribute

then to major node points. It is not cost effective to try and pre-empt future services needs throughout a building.

c) The design must be energy efficient and aim for best in the sector for energy use and recycling provided where possible.

d) Designs must include detailed life cycle and carbon analysis at option stages

The design brief for all new building must meet the E&FM standards of design and installation and meet the energy and carbon reduction standards that have been agreed by the Estate Committee at the time of development.

1.4 Implementation

1.4.1 The optimum strategy to meet the University's estate priorities will be:

- realistic;
- flexible and attainable;
- minimal disruption to the University's activities.

1.4.2 Decanting arrangements will become more important as less space becomes available on the campus for short-term durations.

1.4.3 This strategy embraces the three main changes over the past 4 years all of which will have a big impact on the operation of the estate, these significant changes are:

1. The merger of the GSA with the University bringing an additional 350 students onto campus and the collocation of performance related activities on the west end of Stag Hill;
2. The impact of the new sport and recreational facility on Manor Park and the opportunities and challenges these developments bring to the estate;
3. The gradual expansion of the residential student numbers to 1500 by September 2010 and 2000 by 2017 on Manor Park to equal the number of residential students on Stag Hill.

1.4.4 The University constructed the first of three new terraces on Manor Park as the first stage in the strategy to relocate all out door pitches south of the main hedge-line boundary. This provides sufficient area to provide two main pitches plus a new cricket square. These additional outdoor sports facilities will allow the University to build on an equal amount of land on Manor Park within the boundary of the outline plan for Manor Park. This has protected our future developments plans up to (depending on location) 70,000m² of built space. The University is in a unique position within the sector where it can react to any capital initiative with some certainty and reduces lead-in times for any new development.

- 1.4.5 The University will have to continue to be vigilant in the management of transport and in particular trip generation. The most important transport problems relate to alterations to the Hospital / Manor Park roundabout, the additional car parking on Manor Park and the development of the western link initiative. The transport issues and the affect trip generation will have on the University's ability to obtain reserved matters planning application for new developments cannot be understated.
- 1.4.6 The Research Park will continue to operate as an independent operation trying to secure new tenants on the available land whilst maintaining the existing ones. The research park has its own strategy and development plans which it will continue to work too. The operation is ring fenced and long term maintenance plans and rejuvenation of the older properties is within the financial management plan for the Park.
- 1.4.7 Blackwell Farm will continue to be primarily used for farming, social and recreational use with some residential accommodation within the short term strategy. The University has proposed that part of Blackwell farm be considered as a development zone for the South East Plan. A review of the farmland and its ability to support the sustainable agenda is underway.

1.5 Finance

The financial requirements of the Strategy are considered in detail. A more robust process is in place to evaluate projects and to ensure that adequate business cases have been undertaken. The borrowing capacity of the University may restrict the size of the capital programme.

1.6 Review

- 1.6.1 The University will review the Strategy at regular intervals (at least every two years) and monitor progress. It will also be updated, if required, in response to changes in the University's Strategic Plan and where major changes or initiatives occur that have a significant impact on the Estate.

2 INTRODUCTION

2.1 Introduction

2.1.1 This report comprises the Estate Strategy for the University of Surrey incorporating all of the University's land holdings. These include Stag Hill Manor Park, Manor Farm, Blackwell Farm, Hazel Farm and the Research Park. The University disposed of the Guildford Institute in 2008.

2.2 Policy Context

2.2.1 The Estate Strategy has been prepared in the context of the guidance contained in the Higher Education Funding Council for England (HEFCE) Circular 00/04 "Estate Strategies: A guide to good practice". The Circular emphasises that the primary purpose of an estate strategy is to ensure that property and accommodation resources are being managed as effectively as possible in support of the overall strategic objectives of the institution.

2.3 Time scale

2.3.1 The strategy covers a period of 9 years to 2019. This time scale has been selected because the Estate Strategy must take a long-term view in order to reflect the permanent nature of the built estate, property investment and the lead time for implementing proposals and effecting change. The Strategy is consistent with the University's academic objectives as set out in the University Strategy (2007-2017). It has been modified to take account of the 2009 student number predictions and changes in the world wide financial market.

2.3.2 However, the Estate Strategy also looks at the University's objectives beyond this period, with the aim of securing the most appropriate long-term property solution. The life cycle of buildings and property stretches beyond 30 years and the strategic planning of the Estate must therefore support the short-term, medium-term and long-term objectives and aspirations of the institution.

2.3.3 The University recognises that there is a high degree of uncertainty involved in forecasting estate and accommodation requirements ten years ahead and, moreover, it is consistently updating the student predictions and volume of business depending on government resources and market condition. The Strategy has therefore been prepared using a number of working assumptions which represent the University's best judgement given current information. Due to ever changing circumstances, it is the University's intention to review the Estate Strategy in conjunction with the regular updates of the University Strategy.

2.4 Estate Strategy Objectives

2.4.1 The primary objectives of the Estate Strategy are as follows:

1. To provide an Estate which contributes towards securing the mission and objectives defined in the University Strategy;
2. To maximise efficient and effective use including management of the Estate and maximise its value to the University;

3. To provide direction in the use of resources and in particular to emphasise the program of energy and carbon reduction initiatives;
4. To assist in planning and prioritising capital and recurrent expenditure on the Estate;
5. To provide certainty in Town and Country planning terms for the future needs of the institution and secure its ability to develop;
6. To transparently evaluate options for development and provide a framework to work within;
7. To consider the financial impact of development and Estate management activities and co-ordinate activities to maximise value for money;
8. To provide a mechanism and targets to meet our sustainable Estate objectives;
9. To ensure more than 90% of the estate is in condition A and B whilst meeting grades 1 and 2 for functional suitability.

2.5 Developing the Strategy

- 2.5.1 The University is already familiar with the need to adopt a strategic approach to estate planning and management.
- 2.5.2 In determining the optimum strategy, the problems and opportunities associated with the present Estate have been identified, and a series of strategic estate options has been defined. These options have been evaluated to assess which presents the most effective solution, in terms of both cost and quality, for meeting the University's estate needs. The optimum solution will be adopted as the Estate Strategy for the next ten years, subject to review.
- 2.5.3 The document addresses all land holdings apart from those for which information is commercially sensitive. In addition to a discussion of the main campus at Stag Hill, it includes statements relating to the University's holdings on Manor Park, Blackwell Farm, Hazel Farm and the Surrey Research Park. The University withdrew from its trustee status with respect to the Guildford Institute in 2008, and the Institute is therefore no longer part of the Estate Strategy.

3 STRATEGIC OBJECTIVES

3.1 Introduction

- 3.1.2 The Estate Strategy is driven by the strategic and operational priorities of the University. The purpose of this section is therefore to identify the key academic and operational objectives and to examine them in terms of their estate implications.
- 3.1.3 The main starting point for an assessment of the University's objectives is its Strategy (2007 – 2017). In order to take account of the longer time scale of the Estate Strategy, the University's senior management has been consulted on particular issues which extend beyond the current strategic planning period.
- 3.1.4 This section is structured under a series of headings which represent key issues affecting the University's estate needs.

3.2 University Strategy

- 3.2.1 The Estate Strategy must be aligned with the Strategic Statement.
- 3.2.2 In the rapidly changing and highly competitive world of higher education, universities need to recognise where they stand and assess whether this reflects their aspirations. As a successful, established institution we acknowledge the challenges we face in to reach our goals for 2017.
- 3.2.3 At Surrey, we have a bold vision of what we want to achieve.
- 3.2.4 Our aim is to work in partnership with industry, commerce, the professions and other institutions for the benefit of our world. We will achieve this by providing scholarship attuned to the particular needs of society, leading edge research, and a rich and varied learning environment, all of which will meet the needs of our students and other stakeholders.
- 3.2.5 Six themes embody these aims and the fundamental values as a University:
- **Quality.** This underpins everything we do in teaching, learning, research and scholarship. It is at the heart of the experience we offer our students and staff. It drives our approach to enterprise, collaboration and the conversion of new knowledge into economic and social value.
 - **International impact.** We believe that excellence in research and teaching cannot be contained by national borders. We shall extend our reach, becoming a leading national and international university and growing our activity and influence overseas.
 - **Distinctiveness.** We are known for our links to the world of work for our students, and for our enterprise culture. We believe in the links between pure and applied research, and between research and applicable knowledge. Strategic partnerships with industry, commerce and the professions will let us focus on what we can do well to enhance our research base and the impact of our teaching programmes.

- **Collegiality.** We are a community based on a common commitment to the discovery and application of knowledge. By supporting each other and respecting diverse opinions, we aim to nurture staff, students and alumni and to build life-long relationships.
- **Professionalism.** We expect high standards of performance and ethical behaviour from all staff and students in making their contribution to the common purpose.
- **Sustainability.** We will ensure effective financial management and use our endowment income wisely to support strategic academic and enterprise ventures. Growth by attracting more students, continuing to raise our entry standards, increasing the volume and quality of our research, and developing the commercialisation of our research are key to our future sustained success. We must understand and respond to the need for environmental sustainability, as part of our corporate social responsibility in contributing to an environmentally sustainable planet. We must use all of our resources to support our environmental and sustainable agenda including carbon reduction initiatives to meet government targets.

3.2.6 These strategic imperatives embody how we must act to achieve our vision. The Estate plays a key role in the delivery of the strategic goals

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3.2.7 Key Strategic Challenges

3.2.7.1 Improve the student experience in both the quality of learning and teaching and the non-academic student experience

The Estate must provide the quality of facilities to match those of the top 10 universities and ensure that it supports the delivery of high quality teaching and learning through good resources. The facilities should enhance opportunities for students to have a very good experience.

3.2.7.2 Increase the attractiveness of our teaching programmes through reviewing and extending our portfolio

The Estate must be able to react to changes in the portfolio of teaching and learning programmes in a timely way. The Estate must be flexible and support change. In particular, teaching facilities must be able to support expansion in continuing education provision at postgraduate or undergraduate level, and any future teaching programmes which include part-time, workplace-based or blended learning.

3.2.7.3 Increase the quality and volume of research

The quality of the facilities must be suitable to deliver high quality research. The facilities need to promote a culture of quality and ensure that external research bodies identify the Estate with the ability to deliver high quality research. Surrey needs to be a place of first choice and repeat business. The ability to work across the research spectrum also differentiates Surrey from many other HEIs and must continue to be developed. In particular, in areas of real strength we should be seeking to form centres of excellence, whether these are discipline-based, interdisciplinary within this University, or inter-institutional; and whether they have a physical centre or are virtual.

Flexibility in design, access and co-location of key centres (where physical) are essential to promote the expansion and demonstrate our ability to forge interdisciplinary initiatives. Our ability to react and promote our ability to deliver these centres is paramount within the strategy. The availability of Manor Park with outline planning permission supports this Objective.

3.2.7.4 Ensure financial sustainability through growth allowing the strategic investment of Research Park income in new core activities

The Research Park operates as a commercial research centre where the quality of the property sits equal with the research and collocation of the University. It is essential that the Estate delivers the commercial quality expected. Allowances for spin outs and incubator units of reasonable quality, economic to operate with sufficient infrastructure will be considered within the business plans for the host departments. The Research Park continues to provide quality facilities for new spin outs.

3.2.7.5 Enhance the support and development of our staff to sustain the University's collegiate community.

The Estate can reflect a holistic investment in staff. A pleasant space with good social and working facilities provides an environment which shows that the management are concerned about their staff.

3.2.7.6 Reduce energy use and negative environmental impact as part of our corporate social responsibility.

This is a major challenge for the Estate and investment is essential to reduce our overall consumption. It is essential that the University uses its resources efficiently in order to reduce our environmental impact and deliver a sustainable future. We need to develop a strategy that delivers a reduction in energy and carbon emissions in line with the Government's targets and consider the development of carbon neutral or zero carbon initiative across our estate.

3.3.7.7 Grow our activity and influence overseas and build the international awareness of the University and its strengths

The international dimension of the University's activities need to be nurtured and enhanced, not only by recruiting the best staff and students from across the world, but also by ensuring that we take our activities on to the global stage whenever possible. The University planned growth relies on a higher proportion of growth in overseas students than home and EU. The international reputation and impact of Surrey needs to be developed further. The Estate presents a first impression for visitors and a visual manifestation of quality to attract staff and students. The environment is an essential part of well-being and can indicate a level of quality. Visualisations of the physical environment are used to promote the University and therefore the quality of design of new facilities and the sustainability of the Estate will be used to judge the University.

3.3.7.8 Maintain and develop our distinctiveness

The Estate has a major role in supporting the University's distinctiveness through the investment in quality facilities, the delivery of projects on time to a good

standard, the quality of design for new developments and its sustainable credentials on how it runs its estate, transport, planning and involvement in the local community.

3.3 Catchment Area and Marketing Strengths

3.3.1 The location of the University (at a rail and road transport hub) means that it is extremely accessible to the populace of South East England. Two thirds of its student population comes from the Thames Valley and the area to the south, and increasingly from an overseas market.

3.3.2 Its key marketing strengths, which it intends to develop further, may be summarised as:

3.3.2.1 Location

3.3.2.2 A strong residential ethos

3.3.2.3 A quality environment for teaching and research

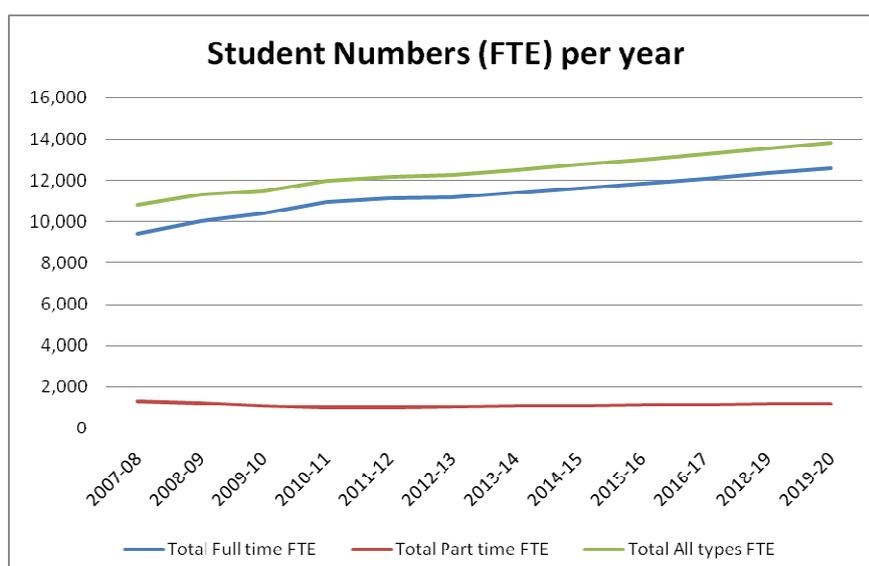
3.3.2.4 Vocational strengths

3.3.2.5 Recognised expertise in fundamental and applied research

3.4 Student Numbers

3.4.1 The objective is to continue to grow modestly within the constraints of Government policy. The rationale for expansion is to sustain income growth and, for this reason, the University intends to expand in higher fee areas. In particular, the University will target growth in overseas, postgraduate and distance learning students,. These figures represent the planned figures up to 2012-13 and takes into consideration the cap put on the student numbers. The charts 3.1 and 3.3 assume a 2% growth per annum after 2013. It is important that appropriate sensitivity analysis is undertaken to ensure that impact of changes in growth in particular are calculated and understood.

Figure 3.1: Current Student FTE 2008-9 actual to 2019-20 planned



The University plan also includes a higher growth in overseas students than Home and EU. It assumes that up to 2012-13, overseas students will increase by 20% and by 2019 this would equate to 36% growth while the Home and EU has increased by 6% in 2010 and will remain flat until 2012-13 and increase by 19% by 2019. Chart 3.2 shows the percentage change in student groups across the University and our reliance on overseas students must be factored into the sensitivity of our future projection.

Figure 3.2: Percentage Change in student numbers from 2008-9 FTE

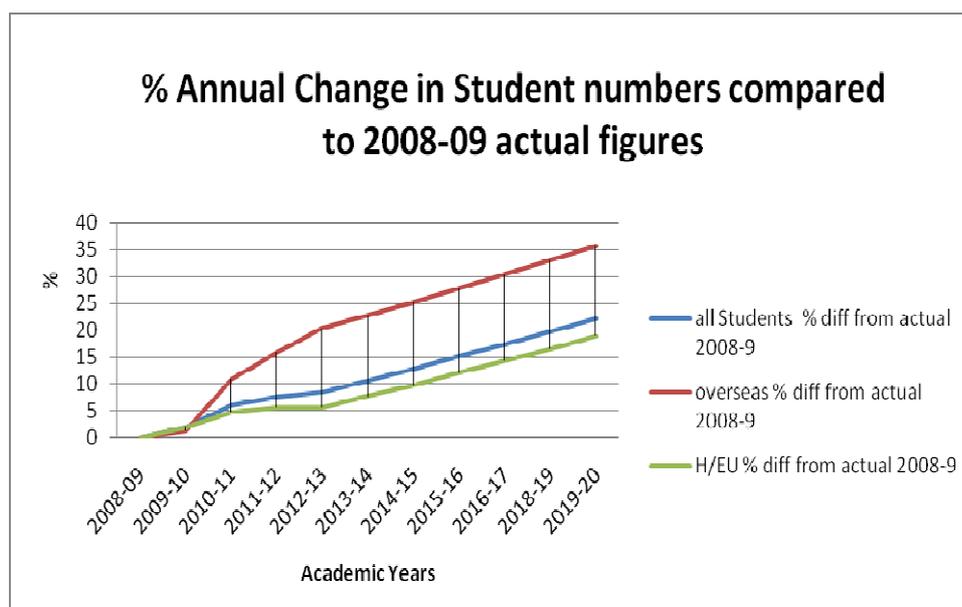


Figure 3.3: Current and Predicted Student FTEs by Level of Study

Student Type	Autumn 2008	Autumn 2012	Autumn 2019
Undergraduate	8,271	9,356	9,850
Postgraduate Taught	2,052	2,261	2,640
Postgraduate Research	979	1,276	1,327
Total Student FTE	11,302	12,793	13,816

Figure 3.4: Current Student FTE and Headcount by Type

Students	01/12/2008
On-Campus FTE	10,406.46
Off-Campus FTE	1,323.81
On-Campus Headcount	13,004
Off-Campus Headcount	1,697
Total Headcount	14,701

Notes:

These figures include all FT & PT UGs, PGTs and PGRs and also incoming exchange students, GSA students and DUFE students studying here at Surrey.

The students counted as off campus are those UGs on Foundation Year or Professional Training Year, PGTs who are distance learning, DBA students in Germany or Hong Kong and all GSA PGT students.

- 3.4.2 The off-campus students are those enrolled on distance learning, collaborative and industrial year courses. Although not based on the campus, some of these students make use of the University's support services and facilities. The headcount figures also have a major impact on resources such as library and central services.
- 3.4.3 Total growth over the strategy period is approximately 22%. The total number of students predicted who will be entitled to apply for residential accommodation by 2020 in FTE is 13,816.
- 3.4.4 The growth rate accomplished by the University will directly affect its space needs. The projections indicate that rigorous space management methods and estate reforms may be required to accommodate future student numbers and attract high quality staff. The precise reforms eventually required will depend on the areas in which growth takes place. For the foreseeable future, the competitive nature of the market for engineering and science students is likely to lead to fluctuating and differential growth in student numbers between the different Faculties and their constituent activities.

3.5 Curriculum Range

- 3.5.1 The University is divided into four faculties:
 - 3.5.1.1 Faculty of Arts and Human Sciences
 - 3.5.1.2 Faculty of Health and Medical Sciences
 - 3.5.1.4 Faculty of Engineering and Physical Sciences
 - 3.5.1.7 Faculty of Management and Law
- 3.5.2 Fundamentally, teaching and research constitute the University's core activities and require a range of general purpose teaching facilities, laboratories, studios and workshops. In addition, the University has a strong element of applied and vocational provision and, coupled with considerable provision in science and engineering, this leads to a requirement for a significant amount of specialist space.
- 3.5.3 It is anticipated that the extent of inter-disciplinary programmes, of both teaching and research, will continue to grow. There has been a programme of locating areas of related disciplines with similar facilities needs in the same building or area. It is anticipated that this will continue and therefore the design of new facilities and the remodelling of old must continue to be flexible enough to support these initiatives in the future. The co-location of departments within a Faculty is important and it ensures that the Faculty is the central hub of management and direction.
- 3.5.4 The University has created a School of Law and will be investing in additional facilities to support its expansion.

- 3.5.5 We have expanded our interest in the performing arts with the merger with GSA and its location of new premises on Stag Hill (completion January 2010) and the planned remodelling (completion December 2010) of the old sports hall to accommodate additional facilities for the Arts. This will also allow for the academic expansion of Theatre Studies and Dance.
- 3.5.6 Manor Park provides the opportunity to expand our clinically-related activity. Whilst this is currently accommodated within the Duke of Kent building on Stag Hill and the PGMS building and Surrey Clinical Research Centre on Manor Park, any major expansion could be accommodated on Manor Park close to the Royal Surrey County Hospital.

3.6 Research

- 3.6.1 Research is a major activity at the University. A major strategic objective is to continue to secure new research funding and, as a corollary, the number of active researchers is expected to increase. It is important to identify the anticipated research work and the requirements that will be generated. Income derived from research activities can be used to contribute towards the recovery of capital and recurrent costs attached to new accommodation.
- 3.6.2 In particular, the expansion and contraction of Faculties and their activities will generate a need for major changes in existing research laboratory and office space and general support space. Furthermore, health and safety regulations are increasingly changing the specifications of research facilities.
- 3.6.3 Over the past five years, there has been a reduction in the space required by dedicated facilities and large scale equipment used in teaching and research. These types of facilities normally bring pressure on accommodation and result in a poor utilisation factor in the use of space. The large research labs on the ground floor of BB, BC and AA, AB, AC and AZ have been rationalised and some areas have been remodelled for other use or become vacant. Space allocated for large equipment has been reduced drastically and individual departments are being asked to review their space currently dominated by equipment. A detailed analysis of research costs would identify these areas as high cost. The rationalisation has resulted in approximately 1000m² of space being released for other use (2009-06). This space has been reallocated for temporary use by other departments. A further release of space of approx 400m² is likely to become available in 2010.
- 3.6.4 As the balance of undergraduate and research students and staff change, the requirements for social and support accommodation will change. There will be a minor swing towards P/G students across the planning period. Research staff are expected to increase however figures are not available and therefore we have assumed increases in line with the overall growth of Post graduates by 19 % by 2013-14 and around 36% by 2019.

The overall ratio of undergraduate students to post graduate students (fig3.5) is predicted to be constant over the next 10 years. This will need to be tested as the impact of the financial situation unfolds across the world.

Figure 3.5: Current and Predicted Make up of the Student Body

	2008/9	2012/13	2019/20
Undergraduate %	73	71	71
Postgraduate Taught %	18	19	19
Postgraduate Research %	9	10	10

3.6.5 As far as research activities are concerned, the basic objective is that the Estate should not inhibit their delivery or development. The vitality of the University's research activities and, indeed, commercial services depends on the quality and sufficiency of accommodation and facilities.

3.7 Course Delivery

3.7.1 The impact of modular courses, changes to the structure of the academic year, more extensive use of computer-based learning and an expansion of self-directed learning techniques have created different space requirements for teaching space and use of laboratories. The introduction of student administration software linked to the room booking software will lead to improvements in the utilisation rate of central teaching space. The University is planning to move to auto-scheduling in 2010/11 which should result in improvements in the utilisation of teaching rooms. The current utilisation rate of centrally booked space is less than 24% which is unsustainable. This low figure is partially due to miss match in room sizing availability.

3.7.2 **Structure of the Academic Year** - The University has no plans at present to expand the teaching year by including a fourth term in the summer as this would jeopardise its research activities. However, the structure of the academic year will change in 2009/10 to include a later start and finish date. This should allow the income from conferences to increase. Expansion of distance learning, CPD and part-time courses is under review and access to facilities within the summer term would be an essential part of the delivery.

3.7.3 **Teaching, Learning and Information Resources** - Changes in course delivery have placed more emphasis on independent learning by students. Access to data has improved dramatically over the past decade and current improvement through wireless technologies and faster broadband communication systems improve access further. Any changes on the proportion of different types of contact need to be considered and the impact factored into the space requirements. There has been increased pressure on independent study space and learning resources. The Library is being expanded to include modern learning spaces to meet these demands. The new facility will be completed in 2011 ready for the 2011/12 intake. The Austin Pearce Building contains open-access facilities for students, but these are increasingly being used for teaching, so that fewer open-access computer laboratories are available during teaching hours. All residences are now networked and broadband facilities added to all rooms. A more detailed analysis of these spaces need to be undertaken to identify the utilisation at different times to see how we can rationalise the facilities and provide more appropriate support.

3.8 Collaboration

3.8.1 Since the University is the only major higher educational institution within the Guildford area, it envisages little opportunity for direct co-operation in the form of shared physical facilities with other universities. However, the potential always exists for collaboration with other institutions. In the South-East, the capital value of land and buildings are far greater than other parts of the country and significant benefits could be realised if collaborative initiatives could release land and buildings. The merger with Guildford School of Acting (GSA) which has approximately 350 students is a good example of strategic thinking and collaboration where both institutions will benefit.

3.9 Staff Numbers

3.9.1 In order to attract high quality staff, the University's Estate must be of good quality. Staff numbers are predicted to change in line with the change in delivery and services provided. The current staff number is approximately equivalent to 2050 FTE, however the actual number of staff (heads) exceeds this figure. Any changes in staff numbers will have a marked affect on the provision of office space around the University.

3.9.2 Growth in staff numbers are difficult to predict and rely heavily on type of expansion within the different areas of the business. In order to reflect changes in the business the estate strategy has to assume that a percentage growth in an area which is reliant on staff will require a proportional increase in staff. The drivers for staff are student numbers and increase in research and space (operational staff). A 10% increase by 2012 would require approx 80 academic departmental and possibly 10 to 20 other additional office staff. For the purposes of the strategy we would assume that we require approx 1000m² of office space.

3.10 Social and Support Facilities

3.10.1 The University is committed to providing facilities for social, recreational and sporting activities which are at least commensurate with those offered by comparable institutions. This is particularly pertinent with the introduction of variable fees, increased competition and higher student expectations of facilities. It acknowledges that these facilities play a key role in determining the quality of life and learning at the University and, therefore, must not be undervalued. The Manor Park Sports development (open 2010) will provide improved sports facilities and present the region with a major new sport and recreational facility. It is recognised that the Students' Union, although of a reasonable size, does not meet current needs or demands and a review is underway to determine what is required. The current Students' Union is approximately 3400m² and is therefore a significant building to relocate.

3.11 Financial Context and Strategy

3.11.1 The University has a number of competing priorities for scarce resources and the Estate Strategy will be required to work within a tight financial resourcing framework with new methods of financing major projects

needing to be appraised commensurate with risk and VFM. The University has already embarked on three quasi-PFI residential projects and had considered using a PFI structured package to deliver the new residential facilities on Manor Park. After tendering the first 750 rooms we found that the offer was not in the University's best interest and carried out the development through normal borrowing and using internal construction experience to manage the project.

The key objectives of the University Financial Strategy within which the Estate Strategy will need to operate are:

- 3.11.1.1 To achieve and maintain balanced budgets commensurate with maintaining or enhancing our productive capacity;
 - 3.11.1.2 To ensure that all major projects are subject to full options/investment appraisal and life cycle costing techniques and are correctly prioritised;
 - 3.11.1.3 To maintain a strong and diversified financial position where our risk profile is frequently reviewed and to test the market for new ways of funding capital projects;
 - 3.11.1.4 To seek substantially increases in all capital funding sources but particularly from alumnae, endowments and other external funding;
 - 3.11.1.5 To be able to maintain our strong financial covenant in order to raise loan funding whenever required for continued development;
 - 3.11.1.6 To produce and regularly update a prioritised 5-10 year capital investment plan;
 - 3.11.1.7 To identify and update risks and opportunities associated with the Estate and other University strategies.
 - 3.11.1.8 Sustainability-utility.
- 3.11.2 The Financial Strategy will be an important factor in determining the scale, pace and type of estate development that can be undertaken over the next ten years. The Government will be reducing its capital contribution to the University and this may have repercussions on the programming of major works. The University's has a large planned borrowing requirement for capital projects against robust income streams. Borrowings against specific income streams are therefore generally but not exclusively confined to the development of Student Residences, the Research Park and a small number of activities with potentially strong business plan.
- 3.11.3 The introduction of variable fees provides an opportunity to increase fee income for the University to support future capital development. Some of this income could be made available to fund estate developments which directly improve the student experience and heighten the perception of the University's provision of facilities within the sector.

3.12 Estate Quality

- 3.12.1 The University recognises that in order to achieve growth projections, attract non-HEFCE funded students and increase revenue from conference and research activities and be seen as a top 10 University, the Estate must meet a reasonable standard of environmental quality. In particular, the University is keen to avoid its Stag Hill campus being developed to a high density; this is

reflected in the original strategy for Stag Hill in 1965; the Planning Brief agreed with Guildford Borough Council in 1994 which is now superseded by the implications of policy R5 which relates to parts of the campus being protected as open space; and our own evaluation of the site.

- 3.12.2 Provision has been made in the University's financial forecasts for substantial and continuing programmes of long term maintenance for both University buildings and student residences. A key priority for this strategy period is to enhance the quality of existing accommodation and facilities.

3.13 Residential Accommodation

- 3.13.1 The University's aspiration as described in the 2004 strategy was to increase the residential portfolio to provide at least 50% of students (those who were entitled to accommodation) with accommodation. In order to maintain high utilisation rates and robust business case it is proposed that the policy should be to provide between 40% and 44% in University halls of residence plus a range of head lease facilities across Guildford. Currently, the University can accommodate approximately 42% of its students (2008/9). The provision of student accommodation is contained and managed at present by the allocation policy which provides for differential access for different categories of student. The plan is to monitor the proportion of rooms provided against the availability in the private sector within the locality. The planning permission on Manor Park would allow the University to increase its provision to 60% if required and would only do so if gradually the market conditions allowed. A programme of development is underway to increase the limit to approximately 45% by 2010. The growth on proportional provision has a marked affect on the transport plan produced by the university and is a key component in the reduction of traffic related impact. The University's objective is to increase the quality of the current stock but maintain the variety of different types of accommodation. There will be a phased demolition of Guildford Court and the relocation of Hazel Farm will require detailed analysis to understand the overall impact of the change in style and rental level and the reduction in the number of low value accommodation places that both of these courts provide. The Estate Committee regularly reviews the provision in line with the policy. The Estate Committee meeting in November 2008 determined that Guildford Court will be maintained until 2016 and Hazel Farm will only be disposed of if the commercial deal will be cost neutral.
- 3.13.2 A detailed appraisal of the various options relating to the delivery of the residential function is undertaken annually. As each court on Stag Hill reaches its end of life or where the cost of upgrade and repair is uneconomical, a detailed review will be undertaken to determine when to demolish, the style of accommodation that should replace it and where it should be located in the best interest of the University. All courts on Stag Hill have a 20 to 30 year life expectancy apart from Guildford Court. Any changes in the provision of residential facilities have a major impact on transport, support services, library and a range of other activities.

3.14 Summary

A summary of the impact of the University's strategic objectives is shown in the table below.

Figure 3.5: Meeting the University's Strategic Objectives - Implications for Estates

Objectives	Estate Implications
Mission	Provide satisfactory, fit for purpose and quality estate with sufficient floorspace to deliver Quality, Access and Enterprise Missions.
Catchment Area and Marketing Strengths	Accommodation to support fundamental teaching and research, along with vocational and applied activities. Campus must attract home and overseas market.
Student Numbers	Sufficient space to absorb % increase in SFTEs by 2013/14 Appropriate facilities for an increasing proportion of postgraduate, part-time and overseas cohorts.
Curriculum Range	Provision of space for new curriculum developments such as an expansion of the School of Law and Theatre Studies.
Research	Accommodation to support increasing research activity, including a greater number of active research staff. Quality facilities to attract research contracts. Support facilities to cater for requirements of mature research students.
Course Delivery	Space management measures to counter greater space uncertainties. Provide sufficient quality Examination facilities. Expansion in VLE leading to greater need for computing access.
Staff Numbers	Increase in staff numbers by 2013/14 (extra FTE) means more office space needed which is a significant factor in space planning
Social, Support Facilities	Facilities to be improved. Social facilities for students, Multifaith centre and Visiting staff need to be addressed. Support for cultural variety needs to be maintained or expanded.
Financial Context	Estate must not constrain opportunities to increase the non-HEFCE revenue stream. Major cuts in HE will affect availability of funds after 2011.
Transport	The impact of the growth in numbers on traffic generation will need to be managed carefully in order to achieve planning permission.
Sustainability	All developments must undergo a sustainability health check to ensure quality development that is sustainable and meet Life cycle analysis expectations.
Estate Quality	The quality of the estate must be improved to meet the expectation of top 10 and support new business such as additional CPD and conference events.
Residential	Student numbers growth will lead to a requirement for some extra residential accommodation, mainly at Manor Park maintaining the ratio at approximately 45%. Maintaining an acceptable quality of accommodation will result in disposal of Guildford Court. The first block will be demolished in the summer of 2010.

4 ESTATE AUDIT AND PERFORMANCE ASSESSMENT

4.1 Introduction

- 4.1.1 A prerequisite for a sound strategy is accurate information about the Estate. This is particularly important for University of Surrey which has large property holdings.
- 4.1.2 The University has extensive archive material on the Estate which contributes to the effective day to day management of facilities. All data is held within the University core database together with the University's archive drawings of the buildings and campus. All operational information is on-line and available to the Faculties for design, planning and general space management within their areas. One common space database is used to support other management information.

4.2 Distribution, Size and Tenure of the Estate

- 4.2.1 Land in the freehold ownership of the University of Surrey totals some 962 acres. The focal point of the University's academic operations is the main Stag Hill campus which comprises approximately 82 acres and is sited adjacent to Guildford Cathedral, approximately 25 miles south west of London on the A3. A plan showing the University's land ownership is included in Appendix 1.
- 4.2.2 The Stag Hill campus comprises over 110 individual buildings including residences and all non residential space, a location plan of which is attached in Appendix 2. Sixty four percent of all of the university buildings were designed and constructed in the late 1960s. Nine academic buildings were added between 1989 and 2009 totalling 36,253m² plus 2000 additional student beds
- 4.2.3 The original 1965 development plan for Stag Hill was of an east-to-west ribbon construction with the Residences at the top of the hill on the southern boundary with the Cathedral, the support, social and central administration and academic buildings, open spaces and then the car park on the northern boundary. This concept has been followed and has only been breached on the extremities of the site. The Stag Hill campus also has a Sports Hall which will be relocated onto Manor Park and one playing field. The campus has a perimeter roadway system giving access to all areas including the main car parks. In total there are approximately 1,700 parking spaces on campus. Additional distribution and emergency service access roads are interspersed among the campus buildings. The campus has an overall density of approximately 55%.
- 4.2.4 The University's other major holding consists of Manor Park (formerly known as Manor Farm) and Blackwell Farm. Manor Park is located approximately 500m west of Stag Hill with the A3 road truncating the University land holding. Manor Farm consisted of 185 acres and was split up to deliver the University's sports facilities with associated buildings, academic buildings and the Research Park. Part was sold to the NHS. Blackwell Farm consists of some

617 acres of land of which approximately 25% is woodland. The land at Blackwell Farm is currently farmed under a Ministry of Agriculture lease and the woodland is managed and maintained by the University with occasional grant aid support. The remainder of the University's Estate comprises residential accommodation at Hazel Farm.

4.2.5 The University owns 4.75 acres at Hazel Farm the land was purchased and developed for Student residences. There are 349 beds, laundry and small social facility at Hazel Farm there are specific references to Hazel farm in the development plan for Manor Park which relate to section 106 agreements on the sale of the property.

4.3 Tenure of the Estate

4.3.1 The entire Estate is in the University's freehold ownership apart from 158 residential student bedrooms on NHS land. The freehold provides scope for independent action and opportunities for the University however town planning considerations and covenants will influence use.

4.4 Town Planning

4.4.1 The town planning framework affects the University's ability to alter or expand its Estate and is an important factor influencing the elements and delivery of the Estate Strategy.

4.4.2 At the local level, the current key components of the town planning framework are as follows:

- The Surrey County Structure Plan (October 2004)
- The Guildford Borough Local Plan (adopted March 2003)
- Manor Park Development Brief (adopted November 2003)
- The outline planning permission for development at Manor Park (May 2004) and the conditions and legal agreements which go with it
- The Manor Park Masterplan (approved by GBC in September 2004).
- The Master Plan for the Research Park and outline planning consent

4.4.3 The University operates in accordance with a Royal Charter, and in view of that Charter and of the constantly shifting demands of higher education, the University must maintain a degree of flexibility in the management of its real estate. Development will, however, be required to accord with the planning framework set out in the documents above.

4.4.4 The University of Surrey was established in Guildford in 1966 following the grant of an outline planning permission in 1965 to develop land including the site at Stag Hill and land at Manor Park. The University has always endeavoured to co-operate with Guildford Borough Council, which greatly assisted in establishing the University at Guildford. Following close work between both organisations, a Planning Brief for Stag Hill was agreed on 16 March 1994.

- 4.4.5 The Stag Hill Planning Brief (extracts are provided in Appendix 3) although over 10 years old (it ran out in 2001) is still referred to in discussions with the local Planning authority and it broadly defines the GBC interpretation of University's estate objectives and the extent of allowed development on Stag Hill. The local plan (2003) overlays planning conditions on Stag Hill's outline plan regarding open spaces which reduced the amount of development sites available. Stag Hill has three clear development sites - the Croquet lawn, extension to PATS and areas on the west elevation of the ATI building. In addition the University has obtained planning permission to construct a Multi Faith Centre between Cathedral Court and Guildford court on our southern boundary. In master planning terms the site north of the AQA would provide a good development site in lieu of other areas that we may not develop. This will require the University to negotiate this concession with the GBC planning authority. The University has also obtained planning permission for a development on car park one for the wholly owned subsidiary Guildford School of Acting.
- 4.4.6 Aside from identifying areas for potential development, the Brief and local plan specifies 'open space' areas where no development will be considered.
- 4.4.7 The GBC Planning Brief of 1995 provides some guidance on what would be allowed on each development area, or sector, and detailed planning permission would still be required prior to implementation of any proposals. The following table provides details of potential development sites on Stag Hill.

Figure 4.1a - Potential Development Areas Stag Hill

Site Ref	Location	Size	Identified development
A	North AQA	3,500 m ²	Academic Facility (not in GBC plan)
B	Estate/Stores	3,700 m ²	Redevelopment potential for mixed use
C	Croquet Lawn	2,100 m ²	Academic extension of Daphne Jackson Building
D	PATS	1,340 m ²	Extension of Performing Arts Centre
E	West of ATI	800m ²	
Subtotal	Non Residential	11,440 m²	
G	Wates/Battersea	900 m ²	Construction of residential units (approximately 50)
J	Guildford Court	7,500 m ²	Demolition and rebuild of Guildford Court (280 beds)
Subtotal	Residential	8,840 m²	
TOTAL		20,280 m²	

Figure 4.1b - Potential Development Areas Manor Park

Site Ref	Location	Size	Identified development
A	MP Academic	75,000 m ²	Academic extension
B	MP Sports	20,000m ²	Tennis, Athletics, Elite Training, General
C	MP Mixed use	50,000 m ²	Redevelopment potential for mixed use
Subtotal	Non Residential	145,000 m²	Agreed in outline plan
G	West Zone	25,000 m ²	Residential units (1000 ensuite)
J	North zone	50,000 m ²	Residential units (2000 ensuite)
Subtotal	Residential	75,000 m²	
TOTAL		220,000 m²	

- 4.4.8 All applications and proposals must address transport and car parking requirements associated with individual applications. The University has developed a comprehensive Green Transport Plan that has been in operation for some years and is constantly being extended and expanded to incorporate new initiatives and or requirements as a result of planning conditions. In addition to car parking requirements and satisfying the development criteria for each area, every planning application will need to consider the overall effects on traffic flows into and from the campus, and the University may need to implement measures to reduce the impact of increased vehicular flows. This Transport Plan is vitally important as the University must contain trip generation to 5% or less when compared with a 1999 base line for the period between 07.00 hrs and 11.00 hrs.
- 4.4.9 The outline planning permission granted to the University in 1965 extended to Manor Park and remains extant. This permission was effectively nullified until at least 2003 under the terms of an existing section 52 Agreement entered into with Guildford Borough Council in 1983. The Borough's Local Plan placed the whole of the Manor Park site into the "Green Belt". This designation has now been removed as a result of Guildford Borough Council Local Plan review. The "Green Belt" has been redrawn (Appendix 4).
- 4.4.10 Outline planning permission was approved for Manor Park in May 2004. The application planning drawings for Manor Park is included in Appendix 5 details of the agreed permission is held on the E & FM web site. The plan provides the University with the ability to develop on 60 ha of land for the construction of approximately 320,000m² of floor space consisting of 145,200m² of student and staff residential accommodation, 143,350m² of academic/research and support accommodation and 32,400m² of sports and related space. The Outline Permission also limits the provision of car spaces by the University on Manor Park and Stag Hill to 2,138 spaces including those designated for mobility. The University is also proscribed from providing off-site spaces for staff. The Masterplan includes strict control of transport and access measures to the new campus which, if not complied with, will restrict

development. The development plan and detailed planning permission for the site will include an undertaking on sustainability and an agreement to comply with national BREEAM standards for the design and construction of the facilities.

- 4.4.11 The University has no listed buildings on campus, but Guildford Cathedral is a Grade 1 listed building and as such has an impact on the developments in its area. Both the Stag Hill Planning Brief and Guildford Borough Council's Local Plan require views to and from the Cathedral to be carefully considered in appropriate planning applications.

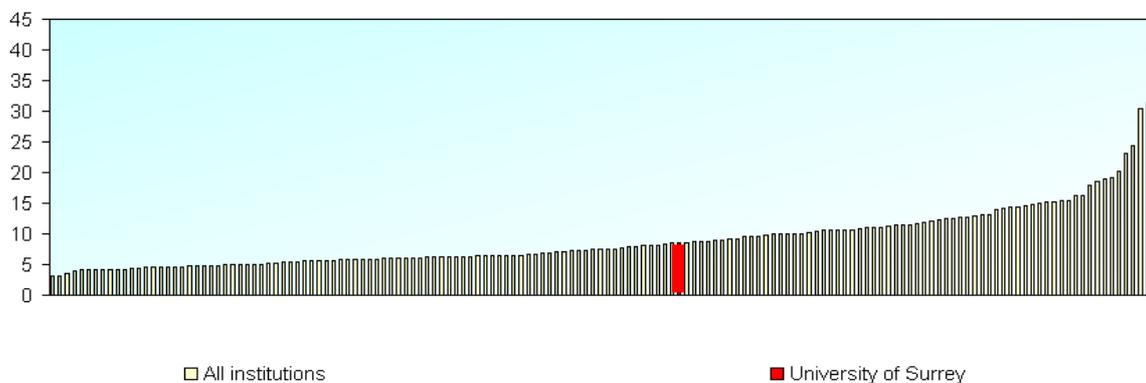
4.5 Floor space

- 4.5.1 The University has a total of 123,000m² of non-residential gross floor space. A detailed record of the space is maintained and used in utilisation studies and The breakdown of the campus areas on a building-by-building basis is illustrated on the University web site and accessible to all staff.

Total non-residential NIA (D12) per student FTE (D4)

2004-5	2005-6	2006-7	2007-8	2008-9
8.62 m ² /FTE	8.52 m ² /FTE	7.78 m ² /FTE	8.52m ² /FTE	8.47m ² /FTE

Total non-residential NIA (D12) per student FTE (D4) (All data) 2008-9



- 4.5.2 This ratio approximates to a space allocation per student FTE for academic, support and other space. This ratio will be affected by the nature of courses provided but in seeking space efficiency, institutions will aim to reduce the space: student ratio.
- 4.5.3 In addition to the academic space detailed above, the University has significant residential holdings and has invested heavily in the provision of further student accommodation over recent years. The University provides some 4520 bed spaces (2009-09).
- 4.5.4 On a University-wide basis the net academic floor space breaks down into the following categories.

Figure 4.2 All Space - Breakdown of the type of Space

Type of Space	Space (m ²)	Space (% of total)
Research Laboratory	9554	8
UG and shared lab	6794	6
Teaching	13695	11
Offices	28278	23
Balance space	28538	24
Other	1954	2
Social/SU	10913	9
Support	21402	18
TOTAL	121129	100

Note: No balance space is allocated to academic departments or included in academic space. The chart represents the net useable space allocated to the Faculties.

4.5.5 The University has noted that it is important to have a clear picture on the value of its Estate and it is obvious that some sites and buildings might be of more value to other users. The historical covenants and the current planning status influence its value. Irrespective of this a valuation of buildings and land was undertaken for the following purposes.

4.5.5.1 To determine the asset value of the Estate;

4.5.5.2 In developing options within the strategy to establish which buildings, if any, are saleable and the likely proceeds of such sales;

4.5.5.3 To establish replacement costs for insurance purposes;

4.5.5.4 As collateral, in connection with loans for capital or residential projects.

4.5.6 The University's valuation information is based on Depreciated Replacement Cost (DRC), Insurance replacement value and in some cases the commercial value where appropriate. The insurance value for 2006 was £507m with a valuation of Stag Hill, Hazel Farm, Manor Park and Blackwell Farm approximately £333m, £10.5m, £127m respectively totalling £471m. The insurance value is higher than the valuation due to the depreciated replacement value used for most of our estate. This has the affect of depressing a perceived free market value.

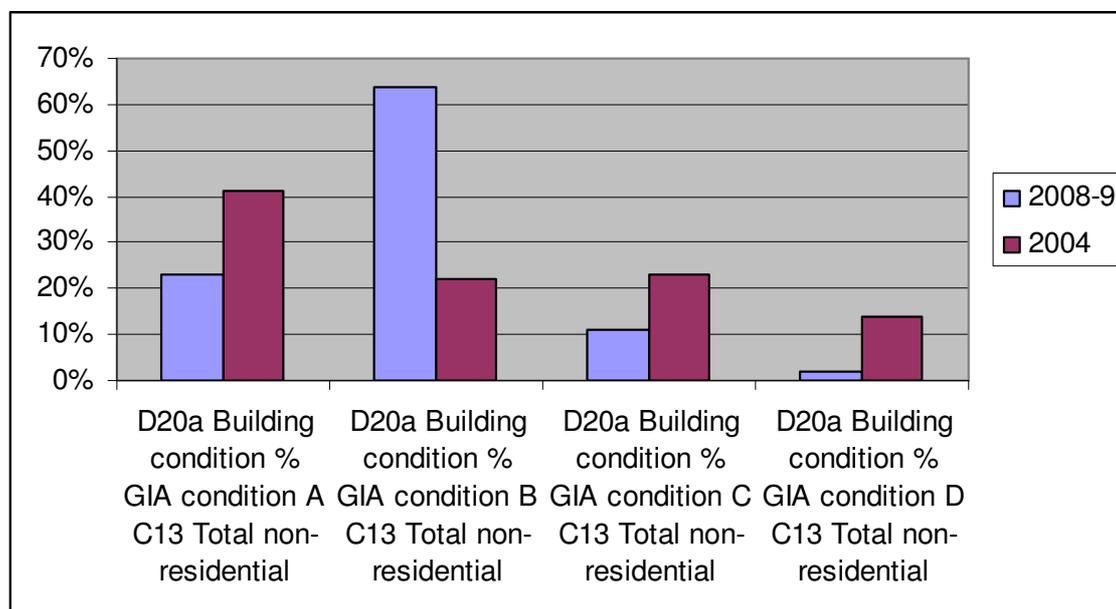
4.5.7 The University buildings have been built for a specific purpose and all lie on a campus that supports that use. The various properties can be considered specialist and would not be suitable for alternative use. These properties rarely, if ever come on the market and as such a commercial value is virtual impossible to establish since there are no comparable properties on which to base a meaningful valuation. It is for this reason that the DRC is considered an appropriate method for a university estate of this kind.

4.6 Building Condition

4.6.1 The Estates and Facilities Department carries out regular surveys of all University properties in order to provide a snapshot on condition, prioritise the

Maintenance Plan, identify any major issues and direct the allocation of the Maintenance budget to specific works. A summary of the University's academic building condition is illustrated in Figure 4.4.

Figure 4.4: Building Condition (Excluding residences)



Key

A = New or as new

B = Sound, operational, safe, exhibiting only minor deterioration

C = Operational, but major repair or replacement needed soon

D = Operable but there is a serious risk of failure or breakdown or non compliance

Dx= Inoperable and non compliant

Building performance

Gross area non residential 123,000 m²

Net space 92,000 m²

Residential Gross area 89,000 m²

Residential beds 4123 beds

Condition of the Estate

Condition	A	B	C	D
2008-9	%	%	%	%
Non-residential	(41) 23	(22) 64	(23) 11	(14) 2
Residential	(10) 39	(54) 42	(28) 13	(8) 6

Note: Figures in () refer to 2006-7 returns

4.6.2 As can be seen from Figure 4.4, the University's buildings are mainly 82% with a range from good to fair. There has been a gradual improvement on the quality of the buildings and a reduction in backlog maintenance. The University has

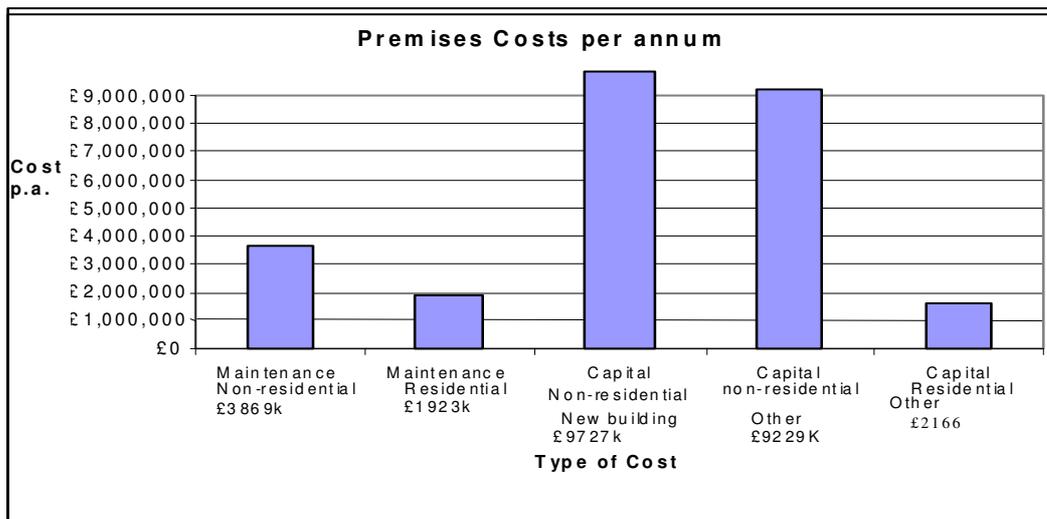
reduced the backlog and is now moving into a phase of planned maintenance capital works. The volume of work in cat D and C1 to C3 (the numbers indicate the year within which the work should be carried out) has reduced.

- 4.6.3 The majority of buildings (approximately 65,000m²) on the campus were system-built in the late 1960's and share common building problems. Build quality at that time, especially in respect of system-building, was low. As a result, all the buildings required significant remedial work, the majority of which has been completed (55,000 m²).
- 4.6.4 The current condition survey identified £34 million of planned and backlog maintenance work over the next 10 years. £ 13 million is related to residential buildings and £14m is for non-residential category D and C1 to C5. The University has a well developed programme of capital maintenance totalling £5 to £6 million of expenditure per year. The Library restaurant has been demolished to make way for the LRC and with the exception of Guildford Court and there is no major backlog of projects where major demolition is proposed. The programme of works started in 1997 is 90% complete.
- 4.6.5 The non-residential backlog capital maintenance projects in category D and C1, C2 (works that need to be complete within the next three years) totals £9 million. A large proportion of the capital allocation projects due to complete by 2011 have LTM projects embedded in them. This programme of work will require £3 million per annum plus consequential work to complete this group of backlog works. The future programme of planned capital maintenance and backlog over the next 10 years relies on an allocation of approx £3 million per annum to maintain the University at its current level. We are currently going through a period of rationalisation after a very active period of remodelling and construction over the last 5 years and will need to review the budget allocation for non-residential Long Term Maintenance works.
- 4.6.6 The University can demonstrate a successful campaign of improvement with examples in all of the academic blocks. A similar picture is evident within the Residential stock where all of the 1960's residences will have their elevations completed this year (2009). The programme of work has been completed without the need to shut down the residential blocks. The work has been coordinated with the recurrent maintenance programme and general improvement programme over the past 12 years.

4.7 Premises Running Costs

- 4.7.1 Detailed information on premises' running costs, broken down to individual building level is not available. The University is aware that a more detailed breakdown would enable better analysis of expenditure and has a programme to install more metering and measuring equipment across the Estate. The University is also taking an increasingly proactive, rather than reactive, approach to premises management, because it is both more efficient and economical.

Figure 4.5 - Premises running costs



4.7.2 The average premises running cost across the Estate during 2008-9 from the Estate Management Statistics analysis was £141 per square metre of net internal area. The distribution of these costs is illustrated in Figure 4.5 above.

4.7.3 Utility Services

4.7.3.1 Sustainability and environmental control are an important part of the University's agenda and demonstrate its credentials on such issues because its use of utilities is measurable and can be included in KPI's and compared with other universities and like institutes. The University has decided to ensure full life cycle costing is carried out on all major new works and a sustainable health check undertaken. Tools such as BREEAM ratings and similar methodologies must be undertaken and accounting centres introduced to make staff and departments more aware of these costs

4.7.3.2 The cost of heat, light and power represents one quarter of the recurrent premises budget as illustrated in Figure 3.6. The total cost is known precisely and is carefully monitored, but given the dispersed nature of the Estate and the fact significant proportions of the Estate share central plant facilities, data can only be derived from meters and sub-meters which often do not correspond with individual buildings. In addition, buildings are often in multiple occupancy so that cost centres rarely accord with individual buildings. The purchase of utilities in the market is extremely volatile and cost can fluctuate wildly over 12 month period. The University pre purchases its energy to hedge its risk within this market. Energy cost per net internal area is £16.74/ m² whilst cost per 100kwh is £4.99

4.7.3.3 Total property costs are £141/m² (NIA) for the non-residential part of the Estate, which is in the upper quartile within the HE sector. The recent modifications will reduce the operating costs of the Estate,

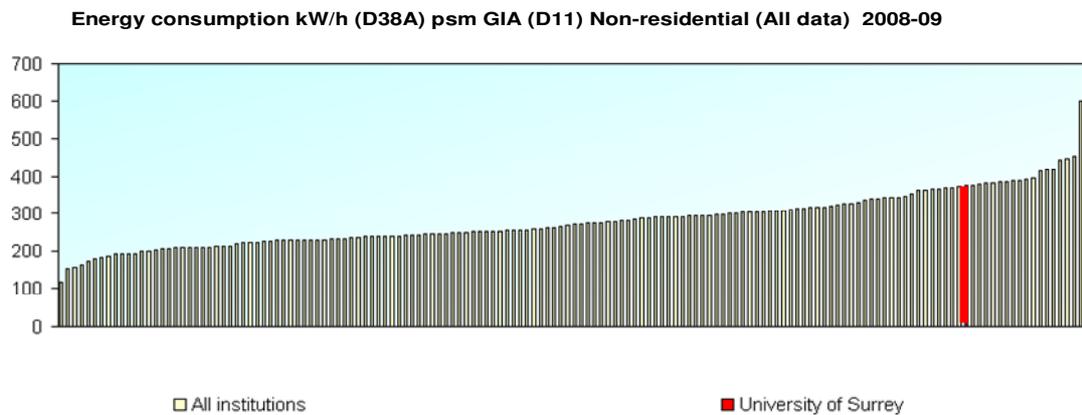
however this will take some time to come into effect. The issues concerned include:

- Deep plan buildings and the need to provide ventilation;
- Design of heating and ventilation equipment;
- No insulation on the vertical concrete panels;
- Limited energy reclaim.

It is planned to create energy accounting centres to identify high users and ensure that the costs are factored into the operating costs of those units. This will also make staff more proactive and own part of the problem. True costing techniques now being requested require this level of accounting. Modifications will be complete by the end of 2009 to the older buildings in order to accommodate these plans. Changes in EEC legislation and changes to the building regulations require the identification of the energy usage of public buildings.

Energy consumption kW/h (D38A) psm NIA D12 Non-residential

This measure expresses total energy consumption (all fuels) against non-residential gross space



This measure expresses total energy consumption (all fuels) against non-residential gross space.

Energy consumption kW/h (D38A) psm GIA (D11) C13	2006-07	2007-08	2008-09
University of Surrey	323.85	333.85	374.77

Fig 4.6 Total Expenditure on Utilities

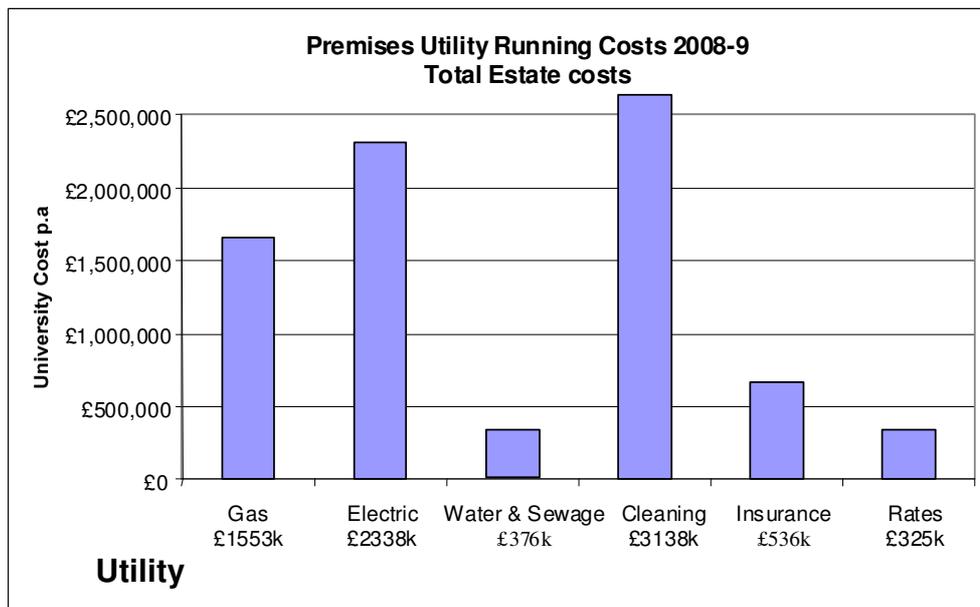
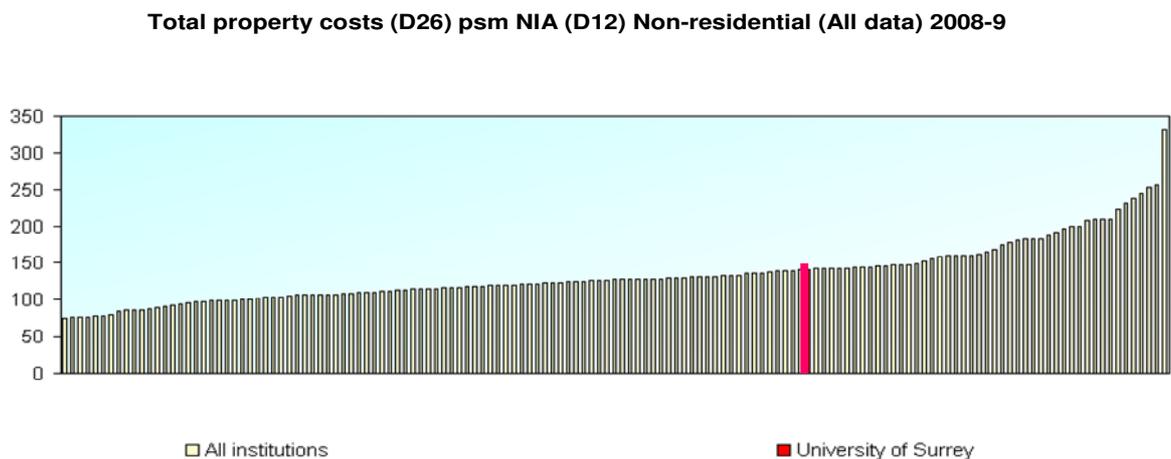


Figure 4.7: Total Property costs per Net Internal Area (NIA)2007-8



This measure illustrates the average total property cost required to provide & support each square metre of net non-residential space. Significant variation from typical results may suggest high or low component cost exposure.

	2006-07	2007-08	2008-09
University of Surrey	£155	£140	£141

4.7.3.3 The above graph “Total property Costs per NIA” includes the University’s investment in its Long Term Maintenance programmes, utilities and some costs associated with Manor Park. The removal of the LTM programme of works would move the University’s position into the mid position. The figures also include work associated with churn within the schools and departments. There is no allowance

within these comparative data sets, for location, type or volume of activities or type of buildings.

Ratio of Total property costs (D26) to HEI Income (D1) C1 (All data)



This ratio indicates the significance of property costs in the context of institutional income. Reductions in this ratio help improve profitability from a business perspective.

4.7.4 Maintenance

4.7.4.1 University maintenance at present is split into three budgets:

Figure 4.8: Annual Maintenance Budgets 2007-8 EMS statistics

Annual Budget 2008-9	Residential Buildings	Non-Residential buildings
General Maintenance	£ 1106k	£ 4401k
Utilities	£1641k	£2626k
Long Term Maintenance and Capital refurbishment	£2.43 million	£ 23 million

4.7.4.2 The routine Maintenance budget is split between planned and reactive maintenance; major thrusts have been made to increase the planned proportion of the work. In practice, there are few identifiable trends as maintenance has in recent years been undertaken largely on a reactive basis, so that expenditure does not necessarily reflect overall needs. Operational maintenance represents less than 1% of the capital value of the site and 1% of the insured replacement value. This is short of the guided figures of around 2-4%

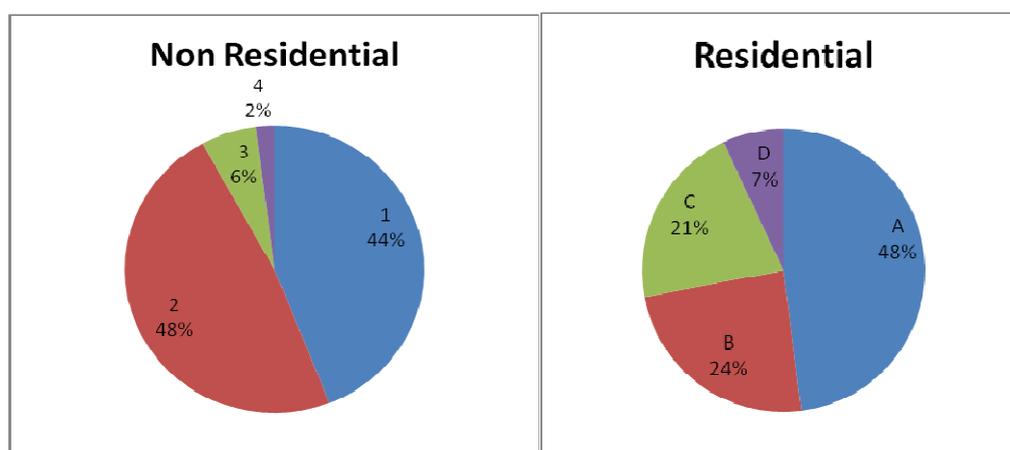
4.8 Functional Suitability

4.8.1 A functional suitability survey of academic buildings has been carried out by the University. Each building has been allocated a coding between A and D. A coding of A corresponds to "good functionality", while a coding of D represents

"very poor functionality". In attributing functional suitability codes to each building, the following factors were considered:

- Effectiveness for use;
- Space Utilisation;
- Use/mix efficiency;
- Quality suitability;
- Internal circulation;
- Occupancy costs;
- Amenities and facilities;
- Environmental adequacy;
- Tenure arrangement;
- Building character.

Figure 4.9 - Functional Suitability Summary Non Residential



4.8.2 The results of the functional suitability survey show the majority of accommodation is fair to good. Over the last 5 years the university has improved the quality of the spaces and functional suitability. There are very few areas within the non residential areas where a low score would be obtained. The poor scores within the residences relate to primarily Guildford Court. It is expected that many of the older residences will score poorly towards the end of this strategy period. Stag Hill court with its duplex rooms will be less attractive unless changes are made to the allocation policy and the larger duplex are let as large double rooms. The older property fill an important low cost section of the market which the University has decided is required.

4.9 Space Management

4.9.1 The University currently operates a 9am to 6pm teaching day and maintains Wednesday afternoon as a free period for undergraduates. The periods after 6pm and Wednesday afternoon are primarily maintained for part-time adult learning, research activities and experiments, seminars, ad-hoc lectures, tutorials for students who require extra tuition and conference business. Some teaching also takes place at weekends, primarily for adult learners. The University is, however, undertaking investigations into the benefits of extending the current working day and proposes to do so if the benefits appear worthwhile.

4.9.2 Over 8,500m² (5,200 seats) are currently devoted to time-tabled group teaching space in the form of seminar rooms and classrooms plus lecture theatres. Space utilisation surveys are undertaken annually. This year's review of space utilisation within the central teaching rooms has indicated an overall utilisation factor of below 30% within the teaching year. The following results were obtained for one week in October and follow similar results over the previous years:

Occupancy (how full the room was when in use)	46% (EMS mean 49%)
Frequency (how often the room was in use)	58% (EMS mean 55%)
Utilisation (the above two multiplied together)	22% (EMS mean 26%)

Comparable sector norms for these types of key performance indicators produce a mean utilisation factor of 28 % between the range of 37% and 20% (reference EMS statistics 2008/9 upper and lower quartile figures).

4.9.3 The University has operated a computerised time-tabling and room allocation system for over 10 years. The system comprises a computerised room allocation and time-tabling which maximises the efficient use of existing dedicated teaching space and assists in planning for future requirements. Faculties can also use the system to timetable their own laboratory and other specialised teaching space. The introduction of a new Student Administration System will link the time-tabling system to data on student module registration and offers the potential to achieve a more efficient space utilisation rate. This interface is due to be complete by 2010. The integrated system by itself will not be sufficient to improve the current utilisation levels. The University may need to consider other measures, such as requiring earlier student module registration, to achieve a really satisfactory utilisation rate.

4.9.4 Space utilisation will be used as measure to determine capital allocation and may also be used as a KPI in the allocation relating to the reduction in carbon management. Too much space is seen as a major contributor to the size of the carbon emissions of an institute. Being able to demonstrate control and delivering good utilisation factors is a mark of a well organised and run University.

4.10 Conclusions

4.10.1 The University of Surrey has compiled full information about its Estate. The data provides a sound basis for performance assessment and facilitates the objective evaluation of strategic options. The University keeps the data up to date, and records are amended regularly as and when the Estate is altered.

4.10.2 The performance assessment of the Estate leads to the following conclusions:

4.10.2.1 The **distribution** of the built environment for non residential Estate is essentially contiguous, and focuses on the Stag Hill campus. This will continue until 2013-14. New residential and sports and recreation facilities will be located on Manor Park.

- 4.10.2.2 The **tenure** of the Estate is excellent, and provides the University of Surrey with maximum flexibility for independent action and opportunities unrivalled within the sector.
- 4.10.2.3 **Town planning** considerations present limited opportunities for the Stag Hill campus in the Planning Brief, which is now out of date and needs to be revised and agreed with GBC.. Having Obtained Outline planning consent for over 300,000m² of development on Manor Park, the longer-term development and opportunities are well positioned. Town planning should not be a hurdle to prevent the University undertaking major new initiatives.
- 4.10.2.4 **Building condition** requires the continuation of a strategic and long-term approach to funding and the implementation of maintenance programmes. The University is currently taking a strategic and planned approach to backlog repair liabilities and improvements and this must be maintained. This programme of backlog is being replaced with a planned programme of capital maintenance.
- 4.10.2.5 **Premises running costs** are above average for the sector. This is due to the investment, location, the type of buildings and activities carried out. The deep plan buildings mean that the University has a higher than average area of space that is ventilated. Surrey also has a higher proportion of space that is used for specialist teaching and laboratory work.
- 4.10.2.6 **Functional suitability** is mostly “good satisfactory or “fair” although overall performance may be downgraded slightly due to the deep plan nature of the spaces which generates poor internal building environment.
- 4.10.2.7 **Space management** assessments indicate potential for more intensive use of accommodation. The University is actively pursuing, improvements to the software and processes involved in allocation of this resource.
- 4.10.2.8 **Sustainability** is a key part of the estate agenda and the operation of the University. All aspects of the universities business need to be reviewed and an impact assessment carried out to identify the least sustainable activity and or operations and to evaluate what could be done to improve that activity. All capital project undertake environmental checks and sustainability is considered within the decision making process. We have adopted the E Co role on all of our most recent major developments. We also use other tools to improve our knowledge and modelling of the future impact of the projects. This is fed back into the decision making process to ensure the most appropriate decision is made on realistic life cycle information. The following buildings have been designed under BREEAM assessments criteria;
- Manor Park Residences and the design of the site

- PGMS
- Sports Centre
- GSA

4.10.3 Environmental impact assessments will feature in most of our new developments and more detailed analysis of the use of Utilities, future proofing the design, proper life cycle costing and cost in use is part of the Estate Strategy. Continual assessment and post occupancy evaluations are very important tools within the learning process to ensure lessons from the past have been considered in future developments

5 SPACE NEED ASSESSMENT

5.1 Introduction

5.1.1 The following methods are used as the basis for assessing the University's space needs and efficiency:

5.1.1.1 Calculation of theoretical space requirements using the space norms adopted by the former University Grants Committee (UGC).

5.1.1.2 Calculation of the University's space efficiency factor i.e. actual floor space relative to the theoretical entitlement according to UGC norms.

5.1.1.3 Discussions with Faculties and Departments to indicate space needs as a result of new initiatives.

5.1.2 These methods are used as a starting point, and are then modified by the University to take account of its specific requirements.

5.2 Theoretical Space Requirement

5.2.1 Overall Requirement

5.2.1.1 In the absence of more authoritative and up to date standards, the University is SMG models and adapting the figures to suit the operation of the University of Surrey.

5.2.1.2 The HEFCE process involves three stages:

- A. Conversion of student, staff and floor space data into academic subject groups;
- B. Adjustment of notional unit areas to reflect current staff to student ratios at the University;
- C. Application of notional unit areas to student numbers to calculate the theoretical space requirements.

5.2.1.3 According to the space model and the University's utilisation factor of 0.8, the University's theoretical space requirement, based on the distribution of its student FTE load (12,268) between Departments in 2012-13/2013, is less than 2000m². On this basis the University currently has a theoretical overall space shortfall of some around 500m² net useable. The current teaching load and availability of space indicates that the University is working at approximately 5% below the SMG calculated norms. The university also has an affordable estate ratio of less than 1 which indicates that we have an affordable estate and one of the best space management records in the sector.

5.2.1.4 Assuming for estate planning purposes that ratios remain constant, and that the distribution of student FTE load remains broadly the same, the University's theoretical floor space requirement would increase in line with SFTE growth which is approximately 9% between 2008/9 and 2012-13. This equates to an expansion above the current allocation of approximately 2500m² in Faculty space requirements. The University has less than 1500m² of vacant space and therefore the shortfall is less than

2000m² and is constantly under review. The construction of the LRC will also trigger a release of space in AP and other buildings that can be used to support growth in all sections of the university. If SSTL move from BA building within the next 4 years then this will release a further 900m² gross. It is essential at this stage to note that the vacant space is not suitable for a number of activities and space that is being identified for future release in BC is similar. The University's theoretical space requirement in 2019 cannot be measured at present due to the major changes in delivery that are likely to be required an allowance of around 5000m² should be factored into the plans (excluding major initiatives and improvements in facilities such as the Multi Faith Centre) would be required. In addition to the Faculty space requirements and a 22% increase in student numbers, the central space would also need increasing by somewhere between 10 and 15% unless utilisation improvements occur and expansion within individual academic disciplines are predominantly on the margin.

5.2.2 Analysis of Floor space Categories

5.2.2.1 It is not only the overall quantity of space which is important in the context of the Estate Strategy, but also the composition of space. The main drivers for determining the quantum and type of space is the subject type, curriculum, FTE and Staff ratio. The SMG model proves data that suggests a theoretical space requirement. This analysis has indicated a possible short fall of around 5000m² gross within the next 10 years

5.3 Individual Faculty Space

5.3.1 An indication of the relative provision of space to each Faculty is also provided by the analysis. Meetings have also been held with each Faculty and relevant support departments to establish current and future space needs:

Table 5.1 Summary of Faculty current and future suggested space needs from Plan

Faculty	Current space 2008/9	Faculty's suggested new space needs from their plans	Current buildings occupied
FAHS		300m ² expansion space for English 1,000m ² for new research initiatives	AA, AC, AD, AP, Nodus Centre PATS, Teaching Block,
FHMS		200m ² UG teaching lab space	AW, AX, AY, AZ, Duke of Ken, PGMS, SCRC
FEPS		None - possible reduction as result of redeveloping Grd Fl BC	AA, AB, AZ, BA, BB, BC, Daphne Jackson, DK, Nodus Centre
FML		1,000m ² already provided on AP02 in 2011	Management School, AP

5.3.2 The **Faculty of Arts and Human Sciences** will become focused into two main areas of campus. Performing Arts will be concentrated at the west end of

campus, co-located with the new Guildford School of Acting building and Performing Arts Centre which should provide additional teaching and practice space for Dance, Theatre Studies and Music programmes. Further rehearsal space for music practice may also be required. It is hoped within the strategy period that the Mac Labs will be relocated from the AA mezzanine to a more appropriate location. Whilst there are no current plans to extend the PATS building, this space should be retained for a possible future expansion of space for Performing Arts. With the move of Languages and Translation to the new Learning Resource Centre, the Social Sciences and Humanities will be concentrated in the centre of campus. As English expands, it will need more space to accommodate more staff and students – The faculty have indicated approx another 300 m² will be required however this needs to be tested against the current funding and global market. The Faculty is increasing research activity and may require more space for new research groups.

- 5.3.3 The **Faculty of Health and Medical Sciences** has more office space than it needs in the Duke of Kent Building which can be released back to other parts of the University. However, additional teaching laboratory space may be required on Stag Hill to deal with increasing UG numbers. The Kenyon laboratory is in a poor state of repair and requires some investment. A full review of all fume cupboards will be required within the next two years to ensure that they are fully compliant and to identify when they will need to be replaced. CPD activities will be focused in the PGMS building to ensure a good utilisation of its facilities. The faculty is looking at developing its medical sciences work which may entail further development on Manor Park.
- 5.3.4 The **Faculty of Engineering and Physical Sciences** anticipate that current space will satisfy Faculty needs for the next 10 years and indeed may give up space on a permanent or temporary basis if the University has alternative uses for such space, which mainly consists of large, high ground floor laboratories. The Faculty is planning some reorganisation of their activities which will result in changes to the use of their current space. There is substantial expansion space on both the west and east elevation of the ATI building, these will remain for that purpose. There are no current plans to expand this area.
- 5.3.5 The **Faculty of Management and Law** occupies the whole of the Management building and part of the top floor of Austin Pearce. Student numbers are likely to increase, mainly for off-campus students, leading to an increased requirement for administrative and academic staff offices. Plans to increase research activity will also lead to a need for more space, mainly for academic offices. The Faculty's space is at maximum capacity and the release of some 1000m² of space on Austin Pearce top floor when Languages and Translation move to the Learning Resource Centre in 2011 will be welcome. This should provide the expansion space required from 2011 to 2019, but temporary solutions will be needed to deal with urgent space needs from 2009-11.

5.4 Space Efficiency and Central Teaching Pool

- 5.4.1 Efficiency factors in space terms are a measure of comparison between the actual space available and the theoretical requirement based on space standards. An efficiency factor of greater than 1.0 shows that the institution has more space

than is needed according to space norms, while a factor of below 1.0 demonstrates that an institution is operating more efficiently.

- 5.4.2 The University sector has based its space requirements on approximately 82% of the actual Funding Council norms. In other words, it is occupying 20% less space than it theoretically needs according to the space model. In relation to central teaching and other support areas the University operates at much higher performance.
- 5.4.3 Central teaching facilities are a key component of the Estate Strategy and overall utilisation factor is below 30% within the teaching year. This level of inefficiency is not unusual within the sector and does reflect the difficulty in trying to improve the utilisation factor. The main issues relating to the mix of rooms and their suitability to deliver a higher utilisation factor need to be under constant review. The introduction of the new Student Administration system (SITS) and the enforcing of realistic module selection periods should make a huge difference to this activity. It is anticipated that the links between SITS and our Timetabling package will provide robust data by 2010
- 5.4.4 The increase in student numbers by 9% over the next four years will consist of an expansion of existing courses and some new courses. The expansion is based on an increase in home and EU students of 6% and 19% overseas. The net affect will be that central teaching should have an increase allocation of space by approximately 9% which should be accommodated by improving the utilisation and extending the working day. Increase above 15% to 20% in students across the board will need further review and improvements in management will be an essential part of mitigating the affect of this increase.
- 5.4.5 The amount of space allocated for offices across the university is 28,278m² which is used for over 1,774 places which equates to approx 15m² per office staff. This is above the norm allocation for this type of use and further analysis is required. The predicted expansion in staff numbers is under review and will increase in line with student expansion. It reasonable to consider by 2019 will mean an extra 2,500m² of space for offices based on an average 12.m² per place which is 20% below current use. The total allocation for faculty offices is 21,112m² based on 1200 staff in all faculties equates to approx 17.6m² per space. and the non-Faculty use is 6,274m² for 505 places (12m² per place).
- 5.4.6 The net area attributed to vacant space at the end of September 2009 is approximately 1000m² spread across AA, Duke of Kent and AC, approx 500m² is being used for a temporary shop and will become available in 2011.

5.5 Residential

- 5.5.1 The residential portion of the estate is based on a calculated need for residential accommodation derived from the Academic Plan, research staff and general staff needs. The mix of different types of students of Home, EU and overseas has a major influence on the size and type of provision. The proposed number of beds must also take into account the current and future growth in the local and regional market conditions. The allocation policy provides a mechanism by which the Faculties can determine their share in the residential stock. The main

components of the policy state that all first year students, all overseas (non EU) and a proportion of final year students can have accommodation.

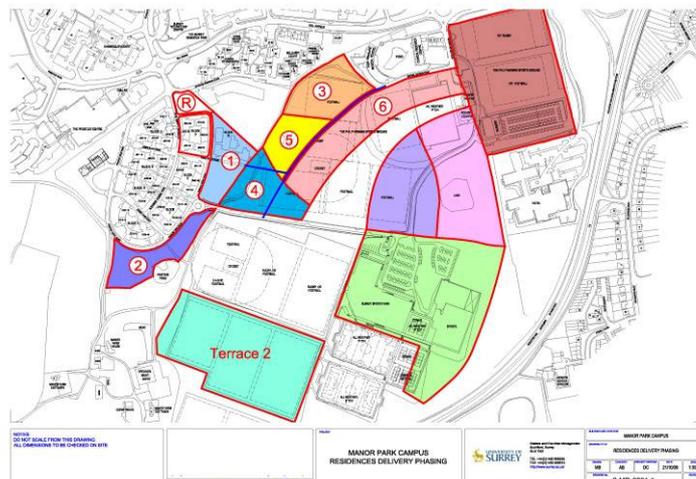
- 5.5.2 The University undertook a local market review in 2004 via external consultants to identify the size of the local market, what potential for growth and what impact the University and other local educational establishments can have on that market. The review indicated that the local market would struggle to support the expansion plans. The recent economic downturn will have had an influence on the external market however this should not affect us in the short term.

Following the review of the student growth and the cap installed by HEFCE the University will not have a shortfall of just residential units once it has completed block D on Manor Park. The revised forecast shows that based on a 40% provision of FTE and current allocation policy, no further residences will be required until after 2013. This means that approx 50% allocation based on the students who are entitled to accommodation for example excluding those who were on placement and part time. Due to the volatile nature of HE and the funding issues no attempt has been made to make any major decision about the need for accommodation after autumn 2013. The majority of Guildford court will be demolished after 2013. As stated in the previous strategy a major review of the 1960's Stag Hill duplex houses will be required towards the end of this strategy period (2019). It is unlikely that the units will be suitable in 15 years' time. The replacement of Guildford Court would mean the loss of 280 units which would need to be catered for in any revised plan. It is therefore not unreasonable to assume that no further residential space will be required over the next five years. The table below identifies the impact of the student numbers and the allocation policy on the number of beds required. The beds required figure relates to approximately 40 to 44% of the full time FTE figure. If we assume that the university can accommodate 40% of its FTE's which equates to 12,300 FTE then the next phase of residential development will need to be constructed to deal with this change. It is anticipated that additional rooms will be required for Autumn 2013.

It is clear from the figures that with the same allocation policy the university will not be able to defer the construction of future blocks irrespective of its plans to replace Guildford Court. The figures demonstrate that we will require additional approx 250 student bedrooms in September 2013 to meet a 42% objective which will allow us to manage with the accommodation for a modest increase in student numbers. It is possible that with the new sports centre and GSA buildings that the University will be more attractive for full fees students and further rooms within the strategy period will be required. If the requirement grew to an additional 1000 rooms on Manor Park within the next 10 years then this would have a major impact on the development of Manor Park and other activities.

Assuming that the proportional use of each student groups remains the same then the conclusion is that we will have a decreasing number of rooms for final year students in 11/12 & 12/13 this is also depending on expansion in overseas and other areas. The prospect is that in 13/14 we would not have sufficient space for the same proportion of final years returning from placements as we do currently. Although the University is growing steadily the local market is not.

The University is in an excellent position to respond to any major changes within the student market. We have full planning permission for additional 625 rooms in zone 1 (417 rooms) and 2 (228 rooms) on the plan below based on our original concepts. The strategy is to test and review the designs for the future market. Briefs and plans can be prepared when the market indicates that additional residences are required.



Zones 3, 4 and 5 only have outline planning permission and are therefore subject to major review. These zones are complex and lead in times to develop these zones will be greater than 3 years prior to requiring detailed planning permission and 5 years before completion is required.

5.6 Other Operational Areas

5.6.1 **Catering and other Support Activities:** The catering facilities should be able to cope with the increase in student numbers over the next 10 years. Improvements in timetabling and organisation of the teaching day will help to spread the load across the day and week. During the summer term the facilities are grossly underused. No extra space has been included for these facilities. The problems that have been identified relate to quality of the space.

The new retail facilities in the Learning Resource Centre (LRC) should provide for the next 10 years with any new initiatives accommodated around the LRC in a retail zone. To improve the conference business, better conference facilities are needed.

5.6.2 **Sport and Recreational Facilities:** The new Sports Park provides excellent facilities for the period of the Estate Strategy. However, this is a changing market and a constant review of facilities will be needed to ensure that they fit future needs. Future plans for sport include the development of a multi-purpose sports hall primarily for indoor tennis but it could be used for the other sports activities. The development of such a venue could release pressure on the examination load during key periods. It is proposed that the real tennis centre is reduced in size to two courts.

Additional sports facilities such as beach volley ball would be a seasonal event and likely to share venues. The sports departments are looking to utilise the 600 acres of farmland and woodland to provide more recreational activities that would complement the general and elite sport activities that are planned. It is expected that SSP will utilise all of the existing and new pitches to their maximum through forming partnerships elite sports groups. The University will develop an elite training centre to progress training, teaching and research into elite sporting activity. These facilities are land hungry and in order to support these initiatives there will be a requirement to develop the second terrace on manor park to accommodate these new activities thereby ensuring that the University will be able to construct on the existing older pitches.

Access to a large venue has been identified as a priority for the Students' Union and other departments where large audiences or visitors need to congregate.

5.6.3 **Learning Resource Centre (LRC):**

Construction has started on the construct of an extension to the Universities library and current LRC. This extension was required to meet the needs of the students and to bring the university in line with its competitors. Even with this extension the university will be below average in the area. The facility will provide additional free access areas and provides an opportunity to rationalise the operation and by maximising the site and building an additional two floors to cater for languages on the top floor and create a new expanded retail facilities on the ground floor. This is a complex development within the heart of the University and will benefit all staff and students once complete. The relocation of the languages department within this building and the addition of the free access computers will allow the university to reconsider its 24 hr access to computing in the AP building and allow management and law to expand in the AP building.

5.6.4 **Central Administration:** There is a gradual increase in administrative services to deal with the increase in student numbers and business; however, there is also an improvement in processes leading to efficiency savings in staff numbers which counterbalances some of the increase. . Individually, each Department's requirement is small; however, when combined across the whole administration the overall affect is significant. I would anticipate that there is a need to provide approximately 500m² to cover these activities in the long term or carry out departmental rationalisation and review in detail the allocation of offices.

5.7 **Conclusion**

5.7.1 The increase in student numbers, without considering any new major research or business initiative, will have a small effect over the next 4 years within the Faculties and a marginal affect in other areas. Expanding the student population by 22% and staff and research assistants by around 25% (including research staff) over the next 10 years will have a greater effect. This long term projection must be taken into context with the current volatile global and UK government position on funding learning and teaching and research. It is possible that the impact will result in zero growth up to 2014. We have

assumed that the impact of the new sports facility, residences, LRC and the addition of the GSA will help to make the university more attractive. The strategy is preparing the ground to meet the needs of the University if required. The University may require an extra 5000m² net useable space to deal with this expansion and approximately 2500 to 3000m² of this relates to the provision of office space. In addition to this, there are a number of problems that must be resolved and new initiatives that require developing and implementing; these will be covered within the next section.

6 ISSUES

6.1 Introduction

- 6.1.2 The previous Estate Strategy delivered on over 80% of its objectives and identified issues and in doing so supported the university business as planned. The condition and functional suitability has improved across both residential and non residential facilities. The developments on Manor Park are being delivered on time and in line with the briefs and business plans. The residential provision has matched the allocation policy and the long term residential capital plans are in position to deliver whatever the University believes is necessary up to 2019. The strategy has been successful in supporting the HEFCE agendas relating to sustainability. This section on issues should reflect those things that need to be done to deliver the University vision and plans for the next 5 years and position the estate to support the rolling program of planning rounds up to 2019 in a timely fashion.
- 6.1.1 The analysis of the future floor space requirement, space allocation and quality of facilities results in clear, identifiable areas to be dealt with. The following is a list of the issues which must be addressed to deal with the expansion of the business and the need to undertake new initiatives. Options must be considered where appropriate, creating a clear strategy from which plans can be created and followed.

6.2 Academic Space

- 6.2.1 **Library** The national statistics have identified a major shortage in the provision of library and learning resource facilities. The University is in the lower quartile in relation to its provision. The University is very efficient in managing libraries and no faculties or departments have separate libraries. This can work against the University in that its space per student will be lower than those that have a number of libraries across their estates. Irrespective of this the University is in 70th position in its provision. Although the archive space has been increased in the last four years, further space will be required. In relation to the national norms for University provision of library facilities, Surrey has only just over half of the calculated norm. This is not unusual within the sector and reflects the huge changes in requirements. The Library has examined its actual needs and operation to support the academic plan in this changing environment and demonstrated that it does require additional space. It has been agreed to redevelop the Rushes Restaurant site and create a new Learning Resource Centre within the development. The development will provide approximately 2000m² of additional space for the library and learning resource activity. This project is planned to complete in 2011.
- 6.2.2 **Learning Resources** The University has a 24-hour computing laboratories for students in the AP building. These laboratories have been updated with Flat Screens and require some general environmental improvements. The introduction of Broadband into the Residences and a wireless environment across parts of campus has reduced the need for centrally serviced facility. Additional or remodelled laboratories may need to be required to meet the changing needs

of the students. The introduction of flat screens has had a major impact on the space allocation and utilisation of the facilities. Remodelling will be coordinated with the replacement of key plant and equipment. In addition, changes in teaching delivery and increasing use of the Virtual Learning Environment (VLE) may require further access to computer laboratories for teaching. There is an increasing demand for seminar rooms, due to an increase in group activity required of students, so additional group areas will be provided within the LRC. The University will provide large, flexible use learning space with some PCs, provision for the use of laptops and group work and a coffee bar within the new development. This would go some way towards solving the above problems.

6.2.3 Specialist Space Approximately 8% of space is dedicated to specialist laboratories. The majority of the wet laboratories have been upgraded and remodelled to meet modern teaching and research requirements. There is a need to rationalise and improve some of the specialist engineering laboratories and equipment. It is important to revitalise some of the engineering laboratories and improve the utilisation of the space. The University has demonstrated its ability to share space between teaching and research in order to make maximum use of facilities. A more rigorous funding cost regime could challenge the proportion of space allocated for these specialist activities and operations. Our strategy is to renew the facilities where required, improve the utilisation and where underused, remodel for other purposes. Improvements in the Civil Engineering laboratories are programmed over the next two years.

Some of the laboratories within the Faculty of Health and Medical Sciences are now consider not fit for purpose. The Kenyon Lab requires a major refurbishment and renewal of key plant some of the smaller supporting areas are also in a poor state of repair. It is expected that during this planning period all of the existing fume cupboards are likely to need replacing. This plant normally has a life expectancy of 15 years. Most of the fume cupboards were replaced approx 10 to 15 years ago and careful monitoring of these facilities is required to ensure compliance.

The construction of the GSA building and the planned remodelling of the sports hall as a performance space for GSA, Theatre, Dance and Music will provide significant improvement in the overall facilities for the Performing Arts. The provision of rehearsal space is still an outstanding issue and will need to be reviewed after the current round of capital works is completed. These projects support the Faculty of Arts and Human Sciences and the merger of GSA with the university and makes to whole initiative sustainable.

The main University Hall could be redeveloped to provide space for a range of different activities however a capital investment will be required.

6.2.4 Central Teaching All seminar, lecture and teaching space is managed by the Central Timetabling office which is part of Registry. The majority of these spaces are located centrally and a programme of improvement is underway. The Teaching Block needs a major refurbishment which will be programmed within the next three years. Additional demands for teaching rooms by 2013/14 have already been noted. However, an improvement in software should mean increased efficiency and they may be able to cope with the current numbers of

centrally timetabled rooms in the short term. Improvements in utilisation will not be able to emerge until students are required to make module choices earlier and there is a robust link in software between the Student Records system and the time tabling package - this has been delayed until 2010. Efficiency gains of 10% and higher should be attainable if these initiatives take place. The mix of room sizes is one of the problems within the allocation processes and an improved method of determining the size and volume is required in future course development. A major review of the operation should be undertaken after the new Student Administration system and modification to the timetabling system have been put in place.

- 6.2.5 **Conferences** The Conference business is hampered by the unavailability of rooms at peak times and the inability to identify available space during the year for short term lets. It is anticipated that improvements in the allocation systems of teaching space will identify space for Conference use which could improve the current situation and improve overall utilisation. The biggest constraint to increasing the Conference trade is the availability of car parking during term time. This will need to be resolved if the University wishes to see an increase in this business. The increase in en-suite facilities on Manor Park will provide further opportunities to house conference guests in improved environment and quality of facility. It has been recognised that the access to car parking, suitable seminar space and catering facilities must be resolved. The University has major resources that could be used for conference, seminar, CPD and exhibition business and efforts are being made to improve the business. The addition of the new sports and recreation facility and the merger of GSA with the University will provide significant opportunities to expand our letting market. If the University can develop a business volume then other options to Stag Hill could be considered to overcome the car parking problem. The conference and business teams are reviewing a number of business options to support the development of a small conference facility. The estate strategy is to ensure that the estate master plan can identify a location where and how such a facility could be delivered.

The development and opening of the new sports centre will, provide a number of opportunities which are being investigated to support a business case for a new conference facility.

- 6.2.6 **Examination Space** Examinations are increasingly being held after 6pm on weekdays and on weekends due to pressure on examination space. The University is reviewing its assessment strategy which will feed into modelling the examination load with revised criteria. One of the outputs from this work will be the identification of physical resources that will be required to examine. The addition of the new Sports centre will provide a future option for examination. The construction of the PAC building will reduce pressure on the main hall. Examination space is always considered when new buildings are being planned.
- 6.2.7 **Office Space** The academic department's KPI for office space per member of staff is in excess of 16m² per member of staff however the allocation to FTE in academic is much greater than non academic areas (17.5m² to 12m²). This allocation is above the standard norms and needs to be reduced by approximately 20%. Any expansion of staff numbers should be accommodated within the

existing space envelope within this planning period. A review of the allocation across the University is required to ensure that the Faculties and the non Faculties are maximising the utilisation.

6.3 Social and Recreational Space

The completion of the new sports facility will have a major impact for both indoor and out door recreational facilities for staff and students. The Learning Resource Centre will be completed in 2011 and will contain new catering, meeting, retail and social facilities. Some modifications and improvements have been made to Wates House and further works are planned to improve the lounge and hall areas of the building within the period of this strategy. The students Union has already been referred to and does require some improvements to meet the future needs of the students and a review will be complete by the end of 2010 to identify the future needs of the operation. The main University Hall is a building that is used for social, recreation and business. This building has not been updated in over 20 years. Some repairs and improvement to the heating systems has been undertaken however a more detailed evaluation of the building and what it can deliver will be undertaken by the end of 2010.

6.3.1 **Students' Union** The Students' Union building is a 1960's designed building with a reinforced pre-stressed concrete structure, this makes it difficult to remodel and upgrade. The University does not have any flat venue of more than 450m². The largest venue which could accommodate approximately 1000 in one location is the Students' Union. Although this spaced contains a stage, it consists of terraced and angled spaces where less than 50% could see the stage. The University and the SU would like a venue large enough for 1,500-1,800 people to congregate with a stage to accommodate, larger live concerts and main events. The existing building is over 3200m² in size and a direct replacement would cost in excess of £10m. As expansion to the current building would be very difficult, this would probably entail major demolition of 50 % of the new building costing in excess of £7 million and it is unlikely to be cost effective. The Union is also considering its options regarding Students' Union facilities on Manor Park. The University does not have reasonable social facilities for students who cannot or do not wish to socialise in areas where alcohol is consumed. A review is underway and will report later in 2010.

6.3.2 **Sport** **The new sport facilities will enhance the student experience and** the new facility will improve the "Town and Gown" local and regional relationships that are so important to the University and allow it to compete with its competitors.

6.3.3 These new facilities will not solve all the space problems being encountered on Stag Hill as the Sports Department would wish to continue to offer a full programme of activities on the campus for students and staff. Sports and Recreation utilise space within other parts of the University and rely on central timetabling to coordinate use. Surrey Sports Park (SSP) will require additional out door sports facilities and we need to consider planning for the second sports terrace on Manor Park. In addition to this the plans for phase two multipurpose, rackets centre and general sports hall is being developed and likely to come

forward within the next year with a view to construction within the next two years subject to a sustainable business case.

- 6.3.4 The indication that additional residential units will be required land that is current used for sport out door pitches. The amount of land that may be required will equal approx one pitch but may have a greater impact on the local drainage and infrastructure.

6.4 Support and Other Facilities

- 6.4.1 Support Facilities** There are issues with some support facilities. As the accommodation and conference business grows there is a need to review the support space to manage these facilities. Changes to the residential and conference reception activity may impact on space provision.

As space becomes less available more pressure is put on storage space and ancillary space. A large proportion of the main stores was reallocated to the GSA activity, some remodelling will be required and will be completed in 2009. The E & FM department has split activities with management staff spread across four areas. This does not provide a good coordinated operation. There are significant benefits in collocating all of the activities in one open plan facility to improve functionality. The E FM building was built in 1970 and its sister building was demolished to create the ATI. The building is past its prime and does contain deleterious materials which are not a hazard but will need to be managed in time.

- 6.4.2 **Childcare Facilities** The 50-place Nursery on Manor Park was constructed for staff and students' children. The facility has proved to be very successful and is oversubscribed. It is a modular facility suitable for expansion at the appropriate time. It has been proposed that the facility should be increased to provide more facilities to expand the number of places for all age ranges of babies and children. This proposal is being reviewed to provide more accurate information on the requirements. The predicted life of the portakabin was 10 years and the planning permission reflected this. The contract for the nursery provider was also tied into the 10 year permission and therefore the current occupants have a 10 year lease. The long term plan is to move this facility to a more permanent location within Manor Park within the next 8 years or extend the planning permission. The expansion and opening of the new sports facility will have a positive impact on this business which could result in further requests to expand the child places.
- 6.4.3 **Car Parking** The provision of car parking spaces remains an issue and affects many parts of the University business and activities including conferences, visitors, students and staff. The University is not permitted to provide more car parking spaces on Stag Hill and is limited in its overall provision between Stag hill and Manor Park through a section 106 agreement. The construction of the GSA building on car park 1 and the readjustment of the car parking spaces in the main car parks has resulted in the loss of approximately 180 spaces. The University obtained planning permission to replace these spaces on Manor Park. This work will be completed in 2010. The University has a section 106 agreement to provide 5 acres for Park and Ride car park on Manor Park for

Guildford Borough Council. If GBC continue with this project it will provide further load on the local network which may have an impact on our car parking. The University is actively pursuing another location for the park and ride which will have a positive impact on travel rather than a negative one.

Specific management systems will need to be in place to control our car parking if pressure on the system increases.

- 6.4.4 **Transport** The expansion of residences on Manor Park and the opening of the new Sports Centre are likely to add additional pressure on the cycling facilities. The loss of the sport changing and showering facilities on Stag Hill will result in further problems. This is a major issue that needs to be resolved in order to encourage more staff to cycle to work. Additional changing, showering and cycle storage facilities are required on Stag Hill for cyclists to encourage an expansion of cycling to work.

The University has a green transport plan and has invested heavily in bus services and initiatives to reduce car travel. This has been a success and enabled the University to meet its targets. If the vehicle trip generation to the campus increases more than 5% over the period 07.00 hrs to 11.00 hrs against a base line figure measured in 1999 the planning authority have the right to refuse permission to any further development on Stag Hill and Manor Park.

6.4.5 **Manor Park / Hospital Roundabout Egerton Road**

Access to Manor Park and in particular the Research Park is a major issue. The road leading to the Research Park between the Manor Park Roundabout and the Research Park roundabout is overloaded during the peak morning and evening periods resulting in delays to and from the Research Park. The extreme queues of traffic resulting in it taking more than 30 minutes to leave the Research Park between 4 and 6pm is affecting the future of the park and putting off tenants. In order to resolve this, a number of options are being investigated. The favoured option is to signalise the Hospital roundabout to manage traffic flow. The University also has an obligation to install pedestrian and cycle road crossing points and with the expansion of Manor Park this is proving to be an important facility. The University has been granted a deferment to deliver on this condition due to the decision on the roundabout.

The current situation will continue to get worse as the Hospital, Research Park and the Manor Park expands and the traffic to the A3 increases from the park barn direction. All of these issues will compound the future traffic problems within the area. The only way to resolve this issue will be to provide another route from the west into the Research Park and hospital. This is a major strategic initiative for the University and options are being developed that include a new site for the Park and Ride facility.

- 6.4.6 **Provision of a Multi-Faith Centre** The University is a community of staff and students from all around the world with different cultures and religions. The University has identified a shortfall in the provision of certain cultural and religious support that a modern university would provide for its students and staff. A design has been complete and planning permission obtained to deliver a Multi-Faith Centre that will provide the support for various religious groups and

an opportunity to improve relationships and understanding within our community. This was a complex project however an excellent design has been agreed by all the stakeholders and a suitable location identified and appraised. The major issue is obtaining funds to commence the work and to coordinate this work with the demolition of phase 1 of Guildford Court.

6.5 Residential

- 6.5.1 Identifying the residential requirements over the next 5 years and considered the impact based on various scenarios up to 2019 it is an important feature of the Estate Strategy. The current planned residential provision does support the Academic Plan, however a disproportionate growth in the proportion of overseas including EU students may affect the overall allocation to different groups. It is therefore important to monitor the changes within these groups. As previously mentioned, a review has indicated that no additional beds will be required up to Autumn 2013. If the University does not expand its numbers due to funding and global recession then the planned developments after block D may not be required until much later in the planning period. The only new developments would be required to replace Guildford Court. The main strategy is to always monitor the provision providing at least three years notice of need and ensuring that we have detailed planning available.
- 6.5.2 The main challenge for the residences is the continuation of the capital refurbishment plans. This programme of work will need to continue for the life of the buildings. However the major back-log will be completed by 2011 with the exception of Guildford Court works.
- 6.5.3 The master plan for the development of Manor Park was based on figures that related to a 60% provision and a phasing programme produced to support the strategic plan for the site. Although the master plan is still being followed, the phasing and allocation policy is under constant review. The key assumptions relating to the Residential provision for the Estate Strategy are:
- 6.5.3.1 The construction of an additional 250 rooms (block D) to be delivered in 2010 and future phases to be delivered in Autumn 2014 at the latest. In conjunction with this, the infrastructure will be put in place for additional residences.
- 6.5.3.2 The continuation of the investment in the existing residential stock, sufficient to substantially reduce the existing back-log of works in Surrey, Battersea, Cathedral and Stag Hill Courts and planned capital works in Twyford and University Courts;
- 6.5.3.3 The demolition of Guildford Court will take place over the next 5 years. The first 56 rooms will be demolished in 2010 leaving 224 rooms to be demolished at a later date, the review of its re-provision and redevelopment of the site for 450 rooms will need to be evaluated against other requirements;
- 6.5.3.4 Investment of £13 million in the Backlog and planned Long-Term Maintenance programme over the next 5 years;

6.5.3.5 Remodelling or demolition of early Stag Hill Court within 20 years reviewed at 15yrs.

6.5.4 Hazel Farm is approximately 5km from the Stag Hill site. The University operates a bus service throughout the day for its 380 residents. The residences are part of the section 106 Obligation Paragraph 15 for the University to relocate the student residential accommodation no later than when 2,500 units become available on Manor Park. It is therefore important to consider the overall lead-in time for compliance with this requirement. As a guide we anticipate this being between 2018 and 2020 assuming we have a 2% growth after 2013 with a possible start on site for 2018. A detailed options study is required to identify the best options for release to be completed by 2013. We need to continue to monitor the planning position in order to obtain maximum benefit from the site. The impact of constructing more than 2500 rooms on Manor Park includes the use of land currently used for outdoor sport facilities. It would therefore be necessary to factor in time and resources to carry out this work.

6.6 New Building, Maintenance, Refurbishment and Running Costs

6.6.1 It is important to providing a pleasant and attractive external and internal environment around campus for staff, students and visitors. It is important for marketing the University and giving a first impression for all of those who come to the site or view it over the internet. New buildings need to promote the Faculty and/or Departments, the University and the sustainability credentials of the University. New buildings are designed and built to deliver a BREEAM very good standard, and the architecture is of a high quality. The University has ensured that all elements of the design have gone through life cycle analysis and all make important statements about the University. Existing older buildings and grounds need a continual process of improvement and maintenance to bring them up to standard and support the University's mission.

6.6.2 Improvements have been carried out to 90% of all of the 1960's designed buildings (65,000m²). The vast majority of space was substandard. However the programme of works over the past 12 years has resulted in good quality accommodation in most of the buildings on campus. Parts of the infrastructure has been replaced and more works are planned for the next few years to eliminate back-log maintenance and focus on planned capital maintenance with rolling 10 year programme of work. Continuing the programme of replacement of windows, environmental plant and general infrastructure is of major strategic importance. Some of the non residential buildings that need improving are the Main Hall Complex, the ground floor of BC, AB, Estates and Facilities and the Students' Union and are all part of the strategy for improvement after 2010. The most challenging project is the replacement of Rushes with an extension to the Library and creation of a new Learning Resource Centre and new catering and retail area.

6.6.3 The redevelopment programme of works have all been carried out due to our ability to decant staff for short periods and through the cooperation of the academic and support staff in the areas concerned. The redevelopment and improvements to the remaining 1960's buildings will be more difficult as the University improves their space utilisation. The next buildings that require major

redevelopment are the Sports Hall, AD and Rushes (demolished in 2009) all of which are planned for 2009 to 2011.

- 6.6.4 It has been agreed by Estate Committee that all projects must go through a rigorous evaluation and, where applicable, BREEAM-type analysis undertaken. Designs must go through life-cycle costing as part of the decision making process. Energy prices are volatile and can vary by 50% in one year or over a few months. We therefore need to future-proof the University by considering these issues in a timely fashion. Energy and Utilities have risen to 2.7% of expenditure and with the introduction of Carbon Reduction Commitment the impact on utility associated cost could increase further. . The University must continue to invest in energy saving initiatives and renewable energy initiatives as part of a strategic programme. A programme of investment in monitoring usage will be complete in 2009 and introduction of more focused charging on the higher users can be introduced in 2010. This should help to reduce consumption by making those responsible for the higher usage aware. See the section on Sustainability.

6.7 Legislation and Compliance

- 6.7.1 A key component of the Estate Strategy is to identify how much the Estate complies with current legislation and codes of practice; therefore, a statement on non-compliance and identification of these issues is essential. Compliance with new legislation may in some circumstances be the key element in deciding to improve or demolish a facility which in turn may affect the viability of any part of our business. It may also have a major effect on the ability of the University to operate, and be a major constraint on future plans. It is important that Faculties and operating units identify areas of non-compliance that are estate-related rather than operational or managerial and inform on possible changes in good practice or legislation that may affect their ability to deliver.
- 6.7.2 Most of the recent pieces of legislation require and include management processes to manage risk and ensure the health and welfare of all. This means that the driver for relevant change within an estate should come from the risk assessments carried out by the responsible operators within the Faculties and Departments. The central common spaces are the responsibility of the Estates & Buildings department. The health and safety issues should be considered early on in the design of new buildings and contingency funds set up for issues that come up when the building is complete. Health and safety issues must also be a high priority in the renovation and long-term maintenance of existing buildings with risk assessment allowing the prioritisation of the most urgent. A programme of asbestos removal has been in place since 1995 and is likely to continue. Asbestos is removed whenever work is being carried out within an area.
- 6.7.3 The greatest threat of non-compliance is always associated with new legislation on areas such as greenhouse gases, ventilation, building log books and those relating to the Carbon Reduction Commitment.
- 6.7.4 Older legislation such as Disability Discrimination Act and SENDA are still a major issue and continually being addressed in new improvement works. This legislation in particular has an impact on the marketing of space for

Conferences and other use, as we have to declare our level of compliance. The Act is anticipatory and therefore requires forward planning to ensure facilities are suitable. Key buildings with major problems where funds have not been identified and where the risks are highest are, the Sports Hall, Varsity Centre, Students' Union and Wates House. All of which will have had modifications completed by the end of 2010 to make them more accessible even with a change of use. "Reasonable access" improvements have been made to most of the academic buildings and the outstanding problems are of a lower order than the problem buildings listed above. A recent review has been completed on our compliance and the work is in the process of being prioritised.

- 6.7.5 The new legislation on Carbon Reduction Commitment (CRC) is a major piece of legislation which will have lasting impact on the procurement and management of utilities. The CRC puts an obligation on the University to reduce its use of carbon and reduce in time its use of Energy from non renewable sources. There is also a need to reduce transport and other activities associated with carbon production. If the university does not show improvements in its use of carbon then there are financial penalties that will apply. In the short term this is governed by government at £12 per tonne, however after 3 years carbon will be traded on the open market which may increase the costs significantly. Approximately £350k will be sterilised through the CRC process for approximately 6 months and if the university delivers against the relative performance of all those involved within the CRC scheme, it will receive these funds back again, however if the University does not perform and demonstrate a reduction in use it could lead to an annual "tax" on carbon that could be in excess of 10% or proportional to our performance which could result in the University not receiving any recycling payment (i.e. a loss of £350k). This is a complex piece of legislation which will require detailed explanation. In simple terms the University will need to improve on its energy usage by driving it down and investing in renewable energy sources
- 6.7.6 There is growing legislation on waste disposal which has an impact on our overall operation. The university does need to expand its Environmental management and invest in the processes identified within our EMS initiative. It would be appropriate to include improvements in our waste collection centres to ensure that hazardous waste is managed properly and domestic and industrial waste are separated properly.
- 6.7.7 Other legislation relating to Air quality, ventilation plant and cooling plant provide an added burden on the running of the estate and the need to have more complex and detailed reporting systems on the management and control of plant.

6.8 Energy, Utilities and Carbon reduction

There are significant issues relating to Energy and Utilities that affect the Stag Hill campus. The University is undertaking a comprehensive utility review on its distribution strategy and its delivery of services such as primary heating, cooling and electricity. This work will include Manor Park parts of Blackwell Farm and will be complete by the end of 2009. This work will inform the Carbon reduction and Energy strategies for the university. The University has

operated a successful 1MW CHP with a utilisation factor of 93%. The cost of the plant was £500k which paid back within 4years. The payback is related to the cost of energy at the time and through the operating period.

All future predictions are that energy prices will rise and with the CRC legislation it will compound the impact. The University will need to consider the expansion of CHP and or the development of renewable technologies both on the campus and across its estate to supplement the use of resources on the campus. It is proposed that the University investigate the expansion of CHP and reviewing options with its neighbours to share in the development and management costs of running a large scheme. This will hedge our position in relation to future energy costs and improve our net efficiencies in the use of energy both electrical and heat whilst reducing our carbon footprint.

It is essential that the University also invest in demand side management and implement some of the proposals identified within our carbon Management plan. In addition the University will review its temperature distribution across the district heating scheme to further improve the efficiency of its CHP plant.

The agenda for the reduction in carbon will dominate the forthcoming years and the focus has already shifted from the reduction in energy to the reduction in carbon emissions. The University has invested in the HEFCE carbon trust initiative in reducing carbon and a series of project are underway to the value of £525k (2009) and a further £1.2m in SEELS a government backs energy loan scheme. These projects are part of a revolving green fund project which means that savings from these can be reinvested. Further investment in this initiative is planned.

The University has taken advantage of the SEELS initiative and obtained £1.2m of funds with zero interest to enable it to improve its energy consumption and reduce its carbon footprint. The total investment including Salix is nearly £2m of work which will payback between 4 and 5 years which will result in a saving of approx 15% of our energy consumption.

The government targets are onerous and it will be challenging to meet 34% reductions by 2020 and 80% by 2050 based on a 1990 baseline. This will have a major impact on the University and long term plans and initiatives need to be put in place so that we can work toward achieving these targets. The University will need to research into renewable options which may include developing Blackwell Farm to provide energy crops. Other initiatives may include partnership with other local bodies to create an overall reduction.

The University has embarked upon an energy strategy and the update of the carbon management plan which will provide a strategy to reduce carbon and a road map to meeting the government targets. The early projection is for the University to invest up to £20m in energy related infrastructure. The Strategy will be complete in 2010.

6.9 Blackwell Farm

Blackwell Farm has a number of residential and farm buildings that need replacing and or redeveloping. Part of the next 5 years will be to redevelop the old farm buildings.

Blackwell Farm is an area of farmland in the green belt to the west of Guildford. Along its eastern edge this area abuts the Surrey Research Park, a block of woodland that is also owned by the University and an open field that the University is to dedicate for public access. This will be done as part of the legal obligations that come with the grant of outline planning permission for the adjoining Manor Park campus.



The strategy for Blackwell Farm is to provide recreational and living accommodation for the University and to obtain maximum potential from this piece of land. Part of Blackwell Farm could help the University reduce its carbon footprint by supporting renewable energy projects for example by growing biomass crop or other forms of renewable energy initiatives. The South East Plan identifies Guildford as one of several ‘regional hubs’ and as such the town is a focus for new development in the region.

The University has responded to consultation on the South East Plan, the 2009 Colin Buchanan Study into infrastructure, and the 2009 Guildford Development Framework Core Strategy 2006-18. The University’s response to these consultation documents has been specific and with one constant message relating to the resolution of the transport problems within the Manor Park area. Our responses also include statements that relate to Blackwell Farm and its strategic position as a possible centre for housing, employment, teaching, recreation and transport hub.

Although Blackwell Farm is in the green belt the South East Plan recommends

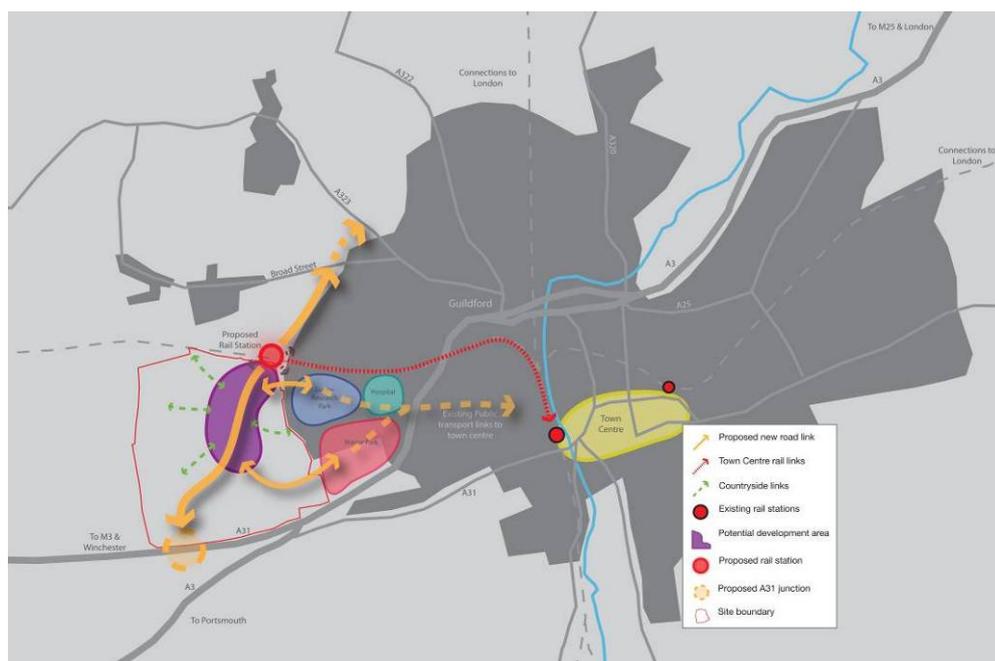
that the Borough should accommodate some new development through the release of land from the green belt, and specifies that this should be to the north east of the town, reflecting the position of the former Surrey Structure Plan. The University considers that if there is to be a review of the green belt around the town to accommodate additional development, then that review should take a fresh look at all the options, and not seek to rely solely on the historic conclusions of the structure plan. Blackwell Farm is a serious option that has much to offer, and was also considered by the County Council when preparing the structure plan.

The University has therefore put forward the Blackwell Farm land as a suggestion to the Borough Council's process that is seeking site allocations for the emerging Guildford Development Framework. The use of part of this land would support the University Strategy and in particular offers a potential solution to the long term transport issues for Manor Park, The Research Park, the Hospital, Park Barn and western Guildford.

A coordinated approach analysing all of the current issues would also include a review of a park and ride site for those who are coming from the south and west.

The development of Blackwell Farm for a mix of uses including residential, employment and local services would be complementary to this existing cluster of activities and would further enhance western Guildford's important role in contributing to the town's standing as a regional hub.

The Blackwell Farm site offers the ability to link directly to and enhance the existing excellent public transport links in western Guildford. There is also a railway line along the site's northern edge. There is therefore considerable scope to provide a very sustainable transport framework by building on existing public transport infrastructure and services.



Opportunities & Constraints

Parts of the site are constrained by important landscape designations. However, there is the opportunity to extend the urban area westwards adjacent to the railway line on the north section of the farm through development outside of the designated landscape areas and to further enhance these through management for ecology and controlled public access.

Extending the urban edge further westwards, within the existing landscape and infrastructure boundaries, will further utilise the existing cluster of facilities. There is potential for excellent public transport links both to the existing facilities, services in western Guildford and Guildford town centre by extending and enhancing the existing bus services.

Given the urban edge location, there are significant opportunities to create access to the countryside, that will be both preserved and enhanced as part of the development.

Utilising and enhancing these existing features enable the opportunity to create a sustainable, well integrated mixed use development in western Guildford.

Potential Strategic Links

The site location provides an excellent opportunity to improve access and connectivity to the western edge of Guildford.

The concept proposals provide an opportunity to include a new rail station on the Reading to Gatwick line. This would provide an alternative public transport option for those commuting to the Research Park, University, Hospital and for residents of Park Barn and Wood Street village. The station would serve the new development and create excellent links to Guildford town centre and London via Guildford Railway Station and Farnborough in the west.

This University Strategy provides an opportunity to resolve the transport links from and to the A31, the A324 and could provide new public transport links, potentially designated routes, as well as easing traffic pressure on the existing network in western Guildford. Pedestrian and cycle routes will link to the existing footpath/cycleway network and create new links from the urban area to the countryside.

The main objective of the Strategy plan is to ensure that the physical resource of the University is well managed in a sustainable way. This proposal would provide opportunity for the development of renewable energy sources and a coordinated approach could deliver a fully carbon neutral estate. It is recognised that there is a balance to be struck in relation to social responsibility and sustainability of the University and this proposal will seek to achieve this.

Any development brief for Blackwell Farm will include green corridors that

run through the site, protecting mature hedgerows, maintaining and enhancing biodiversity as well as providing pedestrian/cycle friendly routes to the countryside beyond. Creating an east to west green corridor would provide a further visual screen from the Hogs Back and allowing greater links to the countryside beyond the development.

It would be essential to protect the setting of Blackwell Farm and provide a landscape screen to protect views from the Hog's Back. We would ensure that any through routes would follow the alignment of the existing track where possible ensuring the development areas are within reasonable walking distance of a new public transport spine.

The University has a good history of managing the countryside and woodland within the estate and would develop habitats and situations that provide for wildlife whilst providing a managed public access. It has opportunities to provide informal recreation uses and growing biomass crops. The strategy also includes provision to restore elements of the chalk grasslands adjacent to the A31 and will see the retention of approximately 50% of Blackwell Farm as open land .

6.10 Constraints to Development

There are many constraints to the development of any large estate. The constraints can be as a result of operational, logistical issues, town and country planning, the clients' expectations and available finance.

6.10.1 Town and Country Planning

Stag Hill and Manor Park have numerous constraints relating to town and country planning and the covenants relating to the sale of the land to the University. These are included within the Planning documents. The University has clearly identified development zones on Stag Hill through the Guildford Borough Council Stag Hill Development Brief 1994, but this document has now expired and to secure these opportunities it will be necessary to agree a revised brief with GBC. The more recent local plan agreed in 2003 supersedes most of the elements included in the 1994 planning brief. This is particularly important since one of the development sites on Stag Hill identified earlier within the Strategy is not an agreed development site and some agreement would be required with GBC to change the Development Brief for Stag Hill. The outline planning permission for Manor Park also secures development zones on that site, in conjunction with the approved master plan and Development Brief. In addition to the above, there is a Section 106 legal agreement and a series of planning conditions attached to the outline permission at Manor Park that refer to building quality and design, car parking, transport and other issues that must be complied with. In addition there is a major constraint imposed if trip generation between 07.00 and 11.00 hours to the campus exceeds 5% of the 1999 base count. The University is also required to release Hazel Farm when the number of residences on Manor Park exceeds 2,500.

6.10.2 Hazel Farm

Hazel Farm consists of 354 student and staff residences. The University was willing to dispose of Hazel Farm when the Manor Park outline planning was in discussion and to relocate all of these residences onto Manor Park. This was only possible if the University could sell Hazel Farm at sufficient price to cover the cost of replacing them. Our advice from GBC was that they could not give planning permission for a change of use due to the impact family housing would have on the local habitat of the Dartford Warbler within 500m of Hazel Farm. The University will therefore not replace Hazel Farm on Manor Park until it can obtain planning permission on the site or can obtain sufficient commercial advantage to sell the housing and land.

6.10.3 Operational and Logistical

The majority of estate remodelling and major refurbishment works on Stag Hill have to take place outside of semesters and been programmed to ensure that they do not interfere with general business across the campus. Access will become more difficult as the University improves its utilisation of resources and as students expect and demand suitable facilities. New green field site developments are less restrictive but need to complete in a timely fashion like most projects. Construction, Design and Management risk assessment and general good practice create in the client's mind constraints on elements of delivery and can extend the programme period.

It is imperative that reasonable lead-in times are allowed to ensure that all health and safety and operational issues are fully understood and programmed into the works. The coordination of residential (including local available residential accommodation), sport, transport and legal obligations on Manor Park is a good example of the logistical and tactical issues that must be taken into account

6.10.4 Blackwell Farm

Blackwell Farm is currently in the green belt and on the southern boundary the land is covered by AONB designation. The land is currently used for farming and has a number of university residences located within the parcel of land. The area also includes woodland and is bordered on the north by the railway line. The University proposed that the land be considered within the SE plan for partial development along the railway line. Any development or changes to the farming regime will take some time to deliver and must be considered as a very long planning horizon.

6.10.5 Clients' Expectations and Funding

Clients' expectations can be a risk and eventual problem. The need to deliver a project can sometimes overwhelm the process and shortcuts can be taken to agree time scales, budgets and programmes. This can also frustrate strategic planning, especially where external funding is sought and provided. It is therefore essential that the Estate Strategic Plan is flexible and robust enough

to support most plans, and forward-thinking in relation to the long term development of the Estate.

6.11 Conclusions

6.11.1 The following table includes a list of University issues that have an impact on the Estate or where the Estate has an impact on the agreed Faculty or Business Plans of the Institution. The items are not in any prioritised order and do not include the Institute of Advanced Studies, the removal of sport to Manor Park and a range of minor improvements.

Figure 6.1: List of Estates Issues, Requirements and Space Impact.

Area	Ref	Requirement	Impact
Developments to meet Academic plan			
Library LRC	1	New facility planned to complete by 2011 (LRC)	2000 m ²
Conference Facility	2	The need has been agreed however no business plan has been produced review in 2010 and development on Manor Park target deliver 2012	
Specialist	3	Large space for Dance/Music/Sport & Recreation and Students Union 2012 various reviews underway	2500m ²
	4	Rationalisation of Laboratories to continue Kenyon Lab plus support	none
Faculty academic	5	Space to accommodate increased staff & students 2013/14 increase in office space estimated at faculty rationalisation and reallocation (LRC and DK)	1500
Central Teaching	6	Improvement of utilisation by 10% +	none
	7	Space to accommodate increase in staff & students by 2014 inclusive of improvements of 10%	250m ²
	8	Space for increase in staff & students 20013/14	1000m ² +
SSTL/SSC	9	Release space in BA	-900m ²
Residential	10	Institute of Advanced Studies space sterilised no date	
	11	Long term Maintenance Programme works	£3m/yr
	12	Hazel Farm sell and re-provide 380 rooms	£14m
	13	Deliver 250 beds for 2010-11 (D)	£12m
		MP reception	£2m
		Deliver 221 beds by 2013-14 block G	£10m
	Deliver 284 beds by 2016-17 HM	£13m	
14	Agree programme for remaining phase 120 beds	£5.4m	
15	New main residential reception on Stag Hill	£1m	
16	Decide demolition Guildford Court 56 units 2010, 224 units 2015-16	£12.6m	
	17	New reception facilities on Stag Hill Residences	£1.2m
General improvements	18	Improvements to Main Hall	£1m
	19	Energy Strategy renewable energy development 2009-12 salix/seels initiatives	£1.8m
	20	Expansion of CHP 2011	£2m
		New renewable projects 2011	£7m
	21	Programme of small energy and carbon reduction improvement projects	£500k/yr
22	DDA improvement and remodelling to Stag Hill facilities 10yr life	£500k	

	23	Continue LTM to non residential	£2.5.m/yr
	24	Remodelling and compliance with HSE	
Churn Space	25	Identify space for decantment	500m2
Sport & Recreation	27	Additional sports Terrace 2010	£1.5m
	28	Phase two sports to be agreed	£10m
	29	Consider impact of next major phase of residences 4 year lead in start 2016	
Childcare	30	50-place nursery extended by September 2012	£500k
Multi Faith	31	Agree funding. Site has planning permission which runs out 2010	1,600m2/ £5m

Summary of Space needs 2009 to 2014 New, Remodelling and reallocation	Space requirement 2013-14		
	New in the current capital programme	Remodelled and Reallocated	Projects with developing business plans
Academic Space (PAC-LRC)	5500	1550	
Central services (LRC)		1100	2200m2
Retail, Social and recreational (LRC)	1000		3100m2
Sport phase 2 Brief being developed			4800m2
Residential New beds D G	221 beds(D)		224 beds(G)
Residential New Stag Hill and Manor Park receptions	400		500m2
Potential total vacant and space available and need for remodelling 3290m	6900	2650	10600

6.9.1 The financial impact and co-ordination of the projects above has to be evaluated. Some of the projects are linked or can be linked to improve the overall best option for the University. The list of individual items can be brigaded into the following sections:

6.9.1.1 Additional space required to fulfil the academic strategy over the next 10 years amounting to approximately 5,000m² net useable however up to 2013 the additional space can be contained within existing agreed capital pans and remodelling of released and vacant space.

6.9.1.2 A further allocation to improve the student experience and quality of facilities by providing additional Learning Resource Centre 2000m² will be delivered in 2011

6.9.1.3 Improve or replace the Students' Union Building to provide single space that will accommodate 1600 people is a development within the business to be developed section. Options are in the process of being developed.

6.9.1.4 An allocation to increase the range of facilities and support that are not academic-related such as expansion of the childcare facilities, a Multi-faith centre, and improvements to the Main Hall

6.9.1.5 The provision of residential facilities that are self-funding and where programme of delivery is in support of the academic plan and business needs of the University. A new purpose built reception facility is

required for Stag Hill residences that will deal with the student and conference business whilst the manor Park development is in temporary accommodation at present and needs to be relocated before 2012.

6.9.1.6 A group of issues that relate to compliance with legislation and planned programme of works that extend the life of the buildings and improve the quality of the environment

6.9.2 The development of the options must form a package of works that can deliver the solutions to a range of problems and needs of the University and meet the objectives set out in 1.1.

7 OPPORTUNITIES

7.1 Improving Quality

7.1.1 The University's grip on HEFCE allocations and policy of combining the various sources of funds from government in order to obtain best overall value has delivered major improvements to the campus and estate. In order for this to work, it is essential for the decision-making process to include the interests of the estate. The projects in AX, Duke of Kent, Lecture Block and the new Learning resource Centre are good examples of this technique of combining funding streams such long term maintenance, Capital Allocation Fund, special allocations, DDA and operational recurrent funding streams within a single project.

7.2 Rationalising and Managing Space

7.2.1 The redevelopment of the 1960's academic buildings has delivered new opportunities to improve space utilisation and the rationalisation of facilities for faculties to reduced support space. The LTM programme in the next 5 years includes the refurbishment of the lecture block, final stages of the Philip merchant building and the review of the energy centre. The oldest part of the estate and poorest conditions are in the Students Union, Main Hall, the E & FM offices and yard some of which require investment and removal of deleterious materials. A temporary home for the shop has been constructed in BB. When the shop is moved to the new LRC in 2011, BB will become available. This will provides an opportunity to construct an extra 350m² of space.

7.2.2 The construction of the new GSA building and the relocation of dance into the Nodus building will support the next stage of development for the Dance, Theatre and Music academic portfolio. The majority of this activity is now based within one area. The Faculty of Arts and Human Sciences was the most disparate academic department on stag hill however the planned work over the next two years will improve this situation. The co-location of the performing arts with adjacent buildings and the relocation of Languages adjacent to AD and AC will provide the space for Computing and law to expand in the Austin Pearce Building.

7.2.3 The introduction of the Student Records system and the links to Facility, our time-tabling will provide major opportunities for Faculty managers and Registry to evaluate the space requirements and advise of required changes. These systems will also help to manage the laboratory space and should improve overall utilisation of space on the campus.

7.2.4 The University Hall is in poor condition and under utilised although there is a continuing need for this kind of large space for examinations, functions, conferences, dance and sports and recreation. The Hall is also in a prime location adjacent to Senate House, the Oak Complex and the Students Union. There is potential to renovate and link the Hall with other areas to create new kinds of space and access between related functions.

7.2.5 The Sports Hall remodelling and conversation into a 200 seat theatre and additional dance studios will provide additional opportunities on the way the hall

is being used. The new sports centre on Manor Park will open in April 2010 and provide a main centre for all sport and academic development related to sport for the University.

7.3 Developing Space

7.3.1 The opportunities for development on Stag Hill are limited to those identified in Figure 4.1a and will be considered within the Options study. One of the largest opportunities for development will be when Guildford Court is demolished and the site becomes available for redevelopment. Some of the older buildings provide opportunities; however, the enabling costs are high and re-provision of space **in advance** for some activities will be essential. It has been agreed that the first block will be demolished in 2010 and the remainder before 2016.

7.3.2 The outline planning permission for Manor Park will support the aspirations and developments of the University for the long term. Of the 330,000m² only 60,000m² is in the delivery stage and will be complete by the end of 2010. This includes 1500 residences and a new sports centre. The appendices on Manor Park provide details of the outline plan. This achievement removes the key planning barrier related to bidding for new research or meeting HEFCE deadlines on specific initiatives where new buildings are involved. On many occasions one of the key criteria's for selection is that the bidding institute can demonstrate that it can achieve a successful Town and country planning outcome and that the development is in line with already agreed outline planning consent. This University can meet this.

Manor Park will support the University's Capital Programme for the foreseeable future. The University has the land bank and outline planning to create one of the largest universities in the country.

7.3.3 With careful strategic planning and management, Manor Park will also support other programmes of refurbishment and reconstruction on Stag Hill. The shortfall in residential provision and the need to redevelop our sports facilities are good examples of the immediate benefits of this site. The University has some accommodation that is in poor condition and the decision to demolish rather than invest in improvements is an essential part of an estate strategy and options will be investigated rigorously and these issues will arise towards the end of this planning period. It is important that they are considered within the next few years to ensure that there is no wasted investment. Where demolition is the most appropriate and cost effective option the University can construct replacement facilities prior to demolition resulting in savings associated with decanting.

7.4 Conclusion

7.4.1 Unlike many institutions, the University of Surrey has outstanding opportunities for development and investment. Manor Park provides certainty on the ability to construct and, in turn, provide decanting or enabling space whilst Stag Hill is redeveloped. Manor Park provides the opportunity to rethink the Academic Strategy and expand its portfolio. The gradual programme of

investment in LTM works is providing opportunities within the existing Stag Hill site. The main objective is to ensure that over 90% of the site has a condition of A and B and the space and facilities functional suitability are in grade 1 and 2.

- 7.4.2 It is easy to be complacent with the potential to develop but with each opportunity comes a risk and threat to the organisation. It is important that we do not over-commit and that we do evaluate all options to ensure that the best solution is taken - which in many cases is not to develop.

8 IDENTIFICATION OF OPTIONS

8.1 The previous strategy developed a set of options for developing the estate and resulted in the favoured option being:

Option 4: Capital works, Remodelling and Space Management on Stag Hill Campus with additional major build on Manor Park

- a) *New buildings are situated on Manor Park in preference to Stag Hill. In addition to current plans for the construction of new student and staff residences, sports centre and facilities, child care and specific academic buildings (i.e. PGMS and CRC), Manor Park should be considered for the location of all new major build projects. This may include in the long term the relocation of several Faculty departments from Stag Hill to form a Medical Campus on Manor Park.*
- b) *This option includes the discrimination of sites in relation to their future use. The sites adjacent to the ATI will be preserved for the expansion and development of the research programs related to the ATI. The extension next to the PATS building will be for the expansion of Dance and Music.*
- c) *The University is committing itself to no further density of buildings on Stag Hill and inevitably moving activities to Manor Park which can be considered self contained and appropriate for that site.*
- d) *Prior to the development of the new accommodation, detailed highways investigations and a planning feasibility study would be undertaken. Additional infrastructure works are also required, including the upgrade of service roads in the vicinity, the construction of access roads and the installation of drainage, power and communication infrastructure. Co-ordination of the developments will be a key part of the strategic planning decision making.*
- e) *At Stag Hill, long term maintenance, health and safety works, and space management measures are undertaken. Accommodation vacated by the relocated academic departments is remodelled for research activities and to provide for the expansion of Faculties and non-academic departments.*

In practise after carrying out detailed project appraisals it was not appropriate to follow this option for the development of the LRC. However a modification to this option would meet the current plans and ensure that a properly considered strategy be in place. The strategy that we intend to follow 2009-19 will be modified to include the following paragraph;

- *Where new capital projects are part of an extension to an existing activity and can be accommodated on Stag Hill and the financial options appraisal support this position then the project should be carried out on Stag Hill.*

The optional that this strategy is based on has been tested over the past 6 years and the modification improves its robustness and supports the current financial

processes and problems that the University will need to work with in the coming years.

There may be several ways in which the University can address the shortcomings in the estate and realise its opportunities. The purpose of this section is to explain the favour option and to demonstrate that there is no need to change direction after 5 years. The previous analysis was based on a 10 year plan and we are only 50% through that period however over 80% of the strategy has been delivered or is in plan. This demonstrates that the previous proposals and plans were robust and deliverable.

The option which has been adopted will meet the University's estate needs and University's objectives listed in 1.1 during the next 10 year planning period. In particular, it must ensure that the University has sufficient space provided in a timely fashion to support its plan. This is in line with the option study carried out in the previous Strategy.

8.2 There are several basic characteristics of the University's estate which have predicated option generation:

8.2.1 The University's current range of activities is consolidated on the Stag Hill campus until there is insufficient space to expand in an organised fashion. Work has started on a range of buildings on Manor Park which will have wide sweeping implications for the estate and location of activities.

8.2.2 There are now limited areas for rationalisation.

8.2.3 Assuming growth will not be as previously planned and that the student numbers are likely to be flat and with a sense of uncertainty due to the economic conditions, reduction in funds from government bodies and the possible changes in fee structure. The university is not planning to construct additional space for teaching and modest increase in space for staff and social use. There will be minor efficiency gains in space use, and in the next 4 years no additional space will be required other than what has already been planned. Over a 10 year approximately 5000m² net useable which equates to approx 6500m² gross of additional floor space is required to sustain the current relationship between students and academic space with no improvements over the next 10 years.

8.2.4 If the decision was taken to provide all the extra space required for new activities or improvement of existing activities additional space would result in approx 3000m² of remodelling by 2014.

8.2.5 The potential for additional development on Stag Hill compatible with the formerly agreed Planning Brief has been assessed as approximately 17500m² gross excluding LRC. This includes 11,972m² gross which equates to approximately 8,600m² net useable space of non residential development whilst the remaining 8,840m² is for residential. It is clear that utilising the existing development sites on Stag Hill only will not support the University strategic plan. A further 3500m² could be constructed North of the AQA however this is not in the current agreed

GBC plan for Stag Hill. The strategy includes the relocation of Guildford Court residences to Manor Park

- 8.2.6 The outline planning application allows for the construction of approximately 320,000m² gross of space on Manor Park. Planning is well advanced for the first phase of 140,000m² gross of residences, and reserved matters consent was granted by GBC in October 2004. The new sports centre will open in April 2010 and 250 additional residences will be delivered in September 2010. The childcare, PGMS building, a new sports terrace and 1250 student residences, have already been delivered.
- 8.2.7 Manor Park and other developments off campus will need to be able to function independently and may require separate support services.
- 8.2.8 The Research Park will continue to be developed as a commercial concern to support the University's activities.
- 8.2.9 Blackwell Farm will continue to be used as farmland and considered for renewable energy initiatives and submitted to the enquiry on the SE plan as a potential site for additional housing. It is part of the land bank for the future of the University.

8.3 Option Study Consideration of the sites

- 8.3.1 The original in 2004 strategy option included those that will not deliver the short term needs of the University and or that of the plan period. The option that was favoured and the one which this strategy will follow will deliver short medium and long term solutions. It includes the sterilisation of key sites for specific purposes such as the PATs development zone for arts related activity and the following elements:
 - 8.3.1.1 The area surrounding the ATI - The croquet lawn and the expansion of the Daphne Jackson Building housing the ATI should be maintained as development land for the activities of the ATI and or the expansion of the EF&M activity. This would be in line with the University's aim to ensure functional suitability of the development of that site.
 - 8.3.1.2 The land adjacent to the PAT's building should be maintained as development land for the expansion of Music and Dance or other related activities.
 - 8.3.1.3 The redevelopment of Rushes for activities relating to either Library or trading spaces or both. A new LRC will be constructed on this site and delivered by 2011.
 - 8.3.1.4 The expansion of the Philip Marchant building should be related to the support of student accommodation and or the study group.
 - 8.3.1.5 The site north of the AQA which does not have planning permission and is considered as open space by GBC planners should be considered as a development site for the activities located in that area or for an initiative that required close access to car parks.

- 8.3.2 If these views are accepted then the Option analysis will deliver a completely different response. Failure to obtain planning permission for this site will reduce the development potential of Stag Hill by 3500m² gross.

8.4 Estate Priorities

- 8.4.1 In view of limited funding resources and major investment in developments on Manor Park and the Research Park, the University recognises that it will not be possible for the strategy to resolve all the estate problems. It has concluded that the following should be addressed as the priorities within the Estate Strategy:

8.4.1.1 Maintenance and upgrade, including:

- a) Health and safety works.
- b) Long term maintenance plans to catch up with the backlog of major maintenance tasks to extend the life of the buildings and improve their functionality.
- c) Disability Discrimination works.
- d) Improvement of the quality, ambience, internal and external environment of the estate.

8.4.1.2 Energy and Sustainability

- a) Reduction in energy consumption and an overall reduction in the production of carbon in all areas of the University's business.
- b) Cultural change in the use of resources.
- c) Technical improvements to maximise the design capabilities of the infrastructure, plant and processes.
- d) Investment in low energy and green initiatives.

8.4.1.3 The development of a flexible approach to the use of current and future space, by:

- a) Recognition that existing space may be adapted to be more flexible.
- b) Maximise the use of the space resource.
- c) Space management measures such as remodelling and enhanced coordination of computerised systems and timetabling to improve utilisation.
- d) Designing flexibility into all new buildings.
- e) Identifying shared use options and including that within the design.
- f) Design to reduce the cost of Churn.

8.4.1.4 Expansion and enhancement of facilities including the provision of new facilities in certain key areas, particularly in improvements to the 'student experience', including:

- a) Accommodation for expanding departments.
- b) Library and learning resource accommodation.
- c) Sports and Recreation Phase 2 (Manor Park)
- d) Childcare Facilities Phase 2 (Manor Park)
- e) Multi-faith Centre (Ring fenced Project, Stag Hill)
- f) Students Union carry out a review of need and fitness for purpose.
- g) Sufficient Residential Accommodation (Manor Park).

- h) Provision of new reception facilities for the residential and conference.
- i) Upgrade and or replace E & FM facilities.
- j) Reduce the University's carbon footprint and in particular energy consumption.
- k) New centralised reception for Stag Hill residences to coordinate all student residential and conference activities.

8.5 The Range of Options

8.5.1 The Options evaluated and analysed the shortfall in space and issues that have been identified in order to make an informed decision on such complex issues. In order to provide some structure to the process the initiatives were grouped into three categories:

8.5.1.1 Areas of fit where either analysis has taken place or decisions have been made about location, the projects are clearly ring fenced and relationships with other activities fully understood.

8.5.1.2 Space requirements to support the academic and business plans and where a shortfall or remodelling is required to meet the needs.

8.5.1.3 Improvements and upgrading that are related to statutory or good practice in estate management and where solutions have been identified and programs of work are in place.

8.5.2 The Option study within this Estate Strategy considered the space requirements and major remodelling that will be required to support the University academic and business plan in line with the Objectives as considered within section 2.

8.5.3 The objectives of the Estate Strategy are:

8.5.3.1 To provide an estate plan which supports the mission and academic objectives of the University.

8.5.3.2 To maximise efficient and effective use and management of the estate.

8.5.3.3 To assist in planning and prioritising capital and current expenditure on the estate and identify key issues.

8.5.3.4 Provide a sustainable, best value and deliverable strategy.

8.5.4 Each Option will consider the statutory or ring fenced projects if they impact on the main option. In order to meet the original objectives the key assumption is to provide refurbished and remodelled space of approx 3000m² of for academic use by 2014. The space required for support, social and recreational use will be in addition to this.

8.5.5 In the light of the above priorities, options were considered along a spectrum between the two extremes of "do minimum" and total relocation of the University. Between these two extremes, the spectrum covered a number of scenarios embracing different degrees of change.

8.5.6 On the basis of this approach, six broad options were evaluated before the option above was selected.

8.5.7 Option 1: Base Case

Option 1 is the "do minimum" option since the do nothing option is not feasible with current legislation. Under this option it is assumed that the University will

retain the campus in its existing form. No additional space is provided and no remodelling is undertaken, although projects currently in progress are completed. Minimum maintenance and health and safety works are also undertaken.

8.5.8 Option 2: Remodelling and Space Management

Under Option 2, the University addresses its estate priorities by implementing a range of space management measures, of which the central features are as follows:

- 8.5.8.1 It is assumed that the introduction of the Student Administration System will result in improvements to the central teaching room utilisation rate of 10%. This may need to be complemented in the long term by requiring students to register on modules earlier and/or the development of a space charging system.
- 8.5.8.2 The rigorous remodelling of existing accommodation will achieve an optimum match between changing academic requirements and the configuration of the internal environment.
- 8.5.8.3 The continued retrenchment of equipment dominated space (1000m²) and specialist space will release floor space by remodelling with an assumption of 20% improvement. The shift towards more space-intensive high tech research will help to enable reductions to be achieved. In addition, departments are relocated to achieve propinquity between related activities, thereby enabling the rationalisation of duplicated facilities.
- 8.5.8.4 The efficient use of the existing footprint will be maximised by infilling the Rushes site with a new LRC 4000m².
- 8.5.8.5 Use of vacant space which is approximately 500m² net.
- 8.5.8.6 The SSTL move to the Research Park from BA in 2012 will release 900m² net

8.5.9 Option 3: New Build, Space Management and Remodelling on Stag Hill with no additional new build on Manor Park

Under Option 3, a programme of new build and remodelling is implemented. There is no additional new building on Manor Park apart from that to which the University is already committed itself (residences, nursery, sports centre and PGMS building). The programme comprises 8,600m² of additional floor space. This option includes building on, the Croquet Lawn, and extensions to the ATI, PM, Rushes and PATS. This option does not take into consideration the sterilisation of key sites for special initiatives and may interfere with the natural development and expansion of key initiative.

- 8.5.9.1 The quantum of new build procured under this option is based on the assumption that, although 6500m² is required to sustain the current student to space relationship and provide new space for priority activities, efficiency gains to be derived from computerised timetabling and the rationalisation of major plant and workshops may reduce this by 1,000m². Furthermore, some 900m² of space will be provided by the vacation of BA by Surrey Space Technologies Ltd by 2012. This option provides no flexibility for growth in new or expanding areas.
- 8.5.9.2 Long term maintenance, health and safety works, and space management measures including computerised timetabling and remodelling are also

implemented to meet qualitative objectives and to provide for the additional needs which may arise up to the end of the strategy period.

8.5.9.3 The majority of the programme is completed within the first five years to meet the estate priorities identified at the start of this section. This first phase provides for the following facilities:

- a) Library and learning resources expansion
- b) Specialist space for Dance and Music PAC building
- c) Accommodation for expanding Schools.
- d) Energy centre

8.5.9.4 It is likely that the second phase of development to be carried out under this option will be in the order of 6500m², mainly to provide for the expansion of existing Schools and challenge the use of the sites around the ATI and PATS

8.5.9.5 This option does not provide sufficient space for the academic and support activities over the next 10 years. At the expense of using development zones inappropriately the option can deliver approx.

8.5.10 Option 4: Capital works, Remodelling and Space Management on Stag Hill Campus with additional build on Manor Park

8.5.10.1 Option 4 is identical to Option 3 except that new buildings are situated on Manor Park in preference to Stag Hill. In addition to current plans for the construction of new student and staff residences, sports centre, nursery and PGMS building, Manor Park is considered for the location of all new build projects. This may include the relocation of several Faculty departments from Stag Hill to form a Medical Campus on Manor Park. The total development space on Stag Hill excluding the redevelopment of the Guildford court residences site for non-residential use has been ignored.

8.5.10.2 This option includes the discrimination of sites in relation to their future use. The sites adjacent to the ATI will be preserved for the expansion and development of the research programs related to the ATI. The extension next to the PATS building will be for the expansion of Dance and Music or associated activities.

8.5.10.3 The University is committing itself to no further density of buildings on Stag Hill and inevitably moving activities to Manor Park which can be considered self contained and appropriate for that site.

8.5.10.4 Prior to the development of the new accommodation, detailed highways investigations and a planning feasibility study would be undertaken. Additional infrastructure works are also required, including the upgrade of service roads in the vicinity, the construction of access roads and the installation of drainage, power and communication infrastructure. Co-ordination of the developments will be a key part of the strategic planning decision making.

8.5.10.5 At Stag Hill, long term maintenance, health and safety works, and space management measures are undertaken. Accommodation vacated by the relocated academic departments is remodelled for research activities and to provide for the expansion of Schools and non-academic departments.

8.5.10.6 Where new capital projects are part of an extension to an existing activity and can be accommodated on Stag Hill and the financial options appraisal support this position then the project should be carried out on Stag Hill, decisions on location being taken on a case by case basis.

8.5.11 Option 5: Remodelling and Space Management on Stag Hill with new build on Stag Hill or Manor Park plus the redevelopment of Guildford Court and the Estate Service area.

8.5.11.1 This is identical to Option 4 except that new builds may be sited on Stag Hill and Manor Park with decisions on location being taken on a case by case basis.

8.5.11.2 It includes the redevelopment of the maintenance and store operations and relocation to Manor Park to allow a more intensive development on the same site with re-provision of 1,700m² and a development of 5,000m².

8.5.11.2 This option includes the discrimination of sites in relation to their future use. The sites adjacent to the ATI will be preserved for the expansion and development of the research programs related to the ATI. The extension next to the PATS building will be for the expansion of Dance and Music.

8.5.11.3 Includes the redevelopment of the Guildford Court for non residential use to allow a more intensive development on the same site with re-provision of the 280 rooms on Manor Park and a development of 9,000m².

8.5.12 Option 6: Minimal remodelling and Space Management with full development of Stag Hill and/or Manor Park

8.5.12.1 Under Option 6, new build is undertaken as an alternative to improving the use of existing space through the implementation of more stringent space management measures.

8.5.12.2 The absence of any benefit from computerised timetabling under this option, and the retention of all existing dedicated space and duplicated facilities, reduce the efficiency gains assumed under Options 2 to 5 and, as a result, increase the new build requirement by 1,000m². By not achieving a good fit between user requirements and accommodation provision through general remodelling, it is assumed that an additional 5,000m² of academic floor space must be constructed. Furthermore, new footprint is developed instead of potential infill projects.

8.5.12.3 Overall, this option therefore comprises 20,000m² of new build. Of this, some 8,000 m² is implemented over the next five years and entails a number of extensions as well as stand-alone buildings on Stag Hill and on Manor Park. Planning would have to commence immediately on Manor Park and conflicts would occur.

8.6 Other Options

8.6.1 The University has paid close attention to the need to formulate a full range of options, in accordance with Funding Council advice. In this context, the following options have also been considered:

8.6.2 Total Relocation

Under this option, the University would vacate and dispose of the Stag Hill campus and provide new accommodation elsewhere in Surrey. This option has not been specified in full detail, nor subjected to full financial appraisal however it was fully assessed as part of the University's case in obtaining back green belt land and outline planning permission for Manor Park. The case for need and the impact study demonstrated that the Stag Hill campus and Manor Park are very well-suited to the University's requirements, due to their convenient location, good infrastructure and capacity for expansion whilst having a minimal impact on the local environment.

8.6.3 Collaboration

The University has been mindful of the Funding Council's desire to see all collaborative avenues explored and has considered carefully the potential for meeting its estate needs through collaboration. However, no opportunities have arisen to date of a scale that would satisfy the University's priority needs over the course of this Estate Strategy. The University is aware of the benefits of sharing space and will keep the issue under review.

8.6.4 Information Technology

8.6.4.1 The University has considered the extent to which present-day IT can overcome the requirement for additional accommodation, resulting from growth. The extensive provision of communications infrastructure within the University's residential accommodation would yield access to a range of additional and complementary information sources from within student study/bedrooms. As a consequence, the emphasis on teaching and the need for general purpose teaching space and learning resource centres would, in theory, be greatly reduced for those students living on campus.

8.6.4.2 The University has concluded that although in the long term (beyond this strategy period) IT may reduce the amount of time staff and students spend in teaching and research areas on the campus, however the actual impact is still not understood. It is clear that Cluster working is an essential part of the IT provision and additional space will be required to support this. Other issues are:

- a) At present, many student residence spaces are too small to accommodate computer hardware. The older student residences have been upgraded to Broadband and with flat screen technology and quality portable computers available at reasonable prices the impact on residential design is minimal.
- b) The University has made a considerable investment in computer hardware, and infrastructure to improve the local working of students. Wireless systems have been installed to provide greater accessibility and remote off line working is common place.
- c) Additional IT support personnel would be required around the clock.

8.6.4.3 The strict adoption of a model where IT took a greater role in teaching is not consistent with the University's pedagogic principles and objectives. IT can only complement existing teaching and learning methods and enhance the education experience currently offered to students at the University. It does not provide a direct alternative to current curriculum delivery.

9 EVALUATION OF OPTIONS

9.1 Each of the six options were evaluated quantitatively and qualitatively. There are three stages to the analysis:

- i) A comparison of the financial impact of the options using an investment appraisal methodology which follows HM Treasury guidance;
- ii) Consideration of the qualitative merits of each option against criteria derived from the University's strategic objectives;
- iii) Sensitivity and risk analysis.

The following table provides a summary of the output from the various options considered and supports the option upon which this strategy is based.

Table 9.3: Comparison of Quantitative and Qualitative Ranking

Option	Description	Quantitative Ranking	Qualitative Ranking
1	Base Case Do Minimum	4	6
2	Remodelling and Space Management	1	5
3	New Build, Space Management & Remodelling on Stag Hill	2	4
4	Remodelling and Space Management on Stag Hill with New Build on Manor Park	3	1
5	Remodelling and Space Management on Stag Hill with New Build on Manor Park and Stag Hill protecting local sites	5	2
6	No remodelling or Space Management with New Build on Manor Park or Stag Hill	6	3

Table 9.3 compares the qualitative and quantitative evaluations.

9.2 Commentary on Individual Options

Set out below is a brief commentary which highlights the advantages and disadvantages attaching to each option.

Option 1 - Basic Case – Maintain the site without major development

Advantages	This option limits short term expenditure.
Disadvantages	Does not meet any of the objectives and would result in a decline in standards.
Conclusion	This is not a viable option as it does not meet the current needs of the University and existing strategic plan.

Option 2 - Remodelling and space management

Advantages	This limits our initial expenditure and will provide sufficient space for the next 3-5 years.
Disadvantages	This option relies on the actions of SSTL and their ability to vacate BA building.

	It will not prepare and support the University in the growth in student numbers and staff.
	It will not support the vision or provide expansion of support areas.
	Insufficient space after 3 years in certain places which could result in decline of the business and further restrictions on growth.
Conclusion	This will not meet the medium and long term strategic plan and our initial objectives.

Option 3 - New build, space management and remodelling on Stag Hill only

Advantages	This option will provide approximately 50% of the space required for the medium term needs (5 years).
	The development sites are accessible and contained on Stag Hill.
Disadvantages	This option does not meet our aims and objectives and will not support the academic plan for the next 10 years.
	There is a reliance on the use of the “North AQA” site which is currently designated an open space.
	No allowance has been made for the use of the individual sites and co-location of like activities.
	This option will not provide sufficient space to meet the needs.
	Further rationalisation will be required during the next planning period.
	The development of all of the sites for current need rather than planned will result in low functional suitability scores and general inefficiencies.
	Not cost effective
	Will not provide total space requirement.
	Increases the density of Stag Hill
Conclusion	This option allows for a short term gain but does not support the long term plan and does not future-proof the development of key areas and undermines the current investment and site planning. For example the site adjacent to the ATI should be used for the expansion of activities relating to that operation and not a set of non-related activities.

Option 4 – New Build on Stag Hill and Manor Park plus remodelling on Stag Hill. Sites ring-fenced for co-location of like activity.

Advantages	This option will provide the space requirements over the next 10 years (no allowance for major initiative).
	Improves functional suitability
	Co-location of activities
	Provides future space for teaching and research
	Development on Manor Park will cement strategic plan for long term.
	Provides future space beyond 2014 for certain activities.
	Provide space to enhance Support Services
Disadvantages	Large Capital costs including extra infrastructure costs.
	Need to develop strategy for moving key activities to Manor Park.
	The timing of new Manor Park developments must be compatible with Academic and Operational needs across the University.
	Duplication of facilities may be required in early years.

	Significant short-term disruption.
	Academic separation of some activities
	Remodelling costs may be high on vacated space
	Improved control of timetabling will be essential
	Strategically important to create academic space on Manor Park
Conclusion	The development opportunities on Stag Hill are limited and key sites need to be retained for expansion of major activities. It is important that sites surrounding the ATI and PATS building are maintained for the purpose designed. This will prevent multi site operation for Schools and provide a more coherent strategy.

Option 5 – As Option 4, with additional demolition and redevelopment of Guildford Court and Estates and Services area

Advantages	Will meet projected growth.
	Improves functional suitability
	Allows co-location of activities
	Maintains all academic activities on Stag Hill
	Provides ability to develop Social and Support space on Stag Hill.
Disadvantages	The demolition and reconstruction of residences (Guildford Court) and Estates area carry high capital cost and significant timing implications.
	Highest cost option.
	Does not address very long-term plan.
	10% reduction in operating inefficiency of service departments due to travel and location
	Capital cost of reprovision of service area is significant, however improvement in use of estate (land value). This is minor compared with capital and operational costs.
	New location for residences and support areas to be determined (significant operational costs)
Conclusion	Although this option maintains Stag Hill as the academic site for the next 10 years it does not prevent the gradual movement of academic units across to Manor Park. The demolition and redevelopment of the Estates and support services area will incur high capital cost and additional operational cost if the Units were moved to Manor Park.

Option 6 – As Option 4, with minimal remodelling and redevelopment on Stag Hill. Most developments occur on Manor Park

Advantages	Will meet projected growth.
	Improves functional suitability
	Allows for some co-location of activities
	Generates a critical mass on Manor Park sooner than planned
	Density on Stag Hill will be maintained
	Provides ability to develop Social and Support space on Stag Hill and Manor Park
Disadvantages	Same as option 5 plus:

	The demolition and reconstruction of residences (Guildford Court) will still be an option
	Highest cost option.
	Creates short term planning problems to support the school plans until Manor Park is available for development.
	Transport issues become more important sooner than planned
Conclusion	This option promotes the gradual movement of academic units across to Manor Park. Limited remodelling on stag hill will force changes in the use of space as support rather than academic units require more space to manage the increased numbers of staff and students.

9.3 Sensitivity Analysis

9.3.1 In order to test the options to variances in demand and external influences a sensitivity analysis has been conducted on options 3 to 6. Options 1 and 2 do not meet the key objectives and both threaten the future of the University. For this reason the sensitivity analysis was not carried out on these options. In all of the sensitivities Option 3 was the most positive in relation to the rest with option 4 next in line.

9.3.1.1 Marginal income from students.

This was varied by $\pm 10\%$. The reduction of 7% made Option 4 negative whilst 5 and 6 became very negative.

9.3.1.2 Sponsored research income.

The sponsored research or income from other sources was varied by $\pm 10\%$. This had no material effect on the figures since the individual figures were low in relation to the student income. A more detailed analysis case by case would provide a different result since it would be based on specific research and specific income streams.

9.3.1.3 New build costs.

The cost of building is a dominant factor and will vary the result. The variations did not change the ranking however the overall figures did not reflect common basis. Option 3 could not meet the objectives by approximately 4,000m² and therefore always showed a lower capital cost which did vary the ranking. If we accelerated the build program and increased the student numbers sooner, then Option 4 in all cases would be more positive. If we extended the number of years then this would also be the case. Therefore, in the long term, Option 4 would be financially the best option.

- 9.4.2
- A 10% decrease in marginal income from students.
 - A 10% decrease in sponsored research revenue.
 - A decrease in sponsored research revenue of 10% along with a decrease in marginal income from students of 10%.
 - An increase in new build costs of 10%

9.4.3 Even if these cost and revenue assumptions were to change by the percentages outlined above, the ranking of Option 3 and 4 would not be affected.

9.5 Conclusions

9.5.1 Six options have been evaluated in detail.

- 9.5.2 The financial appraisals illustrate the high costs involved in making major improvements in the size and quality of the University's estate and in particular the cost of new build versus remodelling. It also demonstrates the on-cost associated with relocation of an existing operation.
- 9.5.3 The appraisals also demonstrate, however, that investment is required, not only to increase, but also to avoid the loss of income into the University.
- 9.5.4 Although Option 3 performs by far the best in financial terms it does not meet the key objectives over the strategy period. Option 4 is the highest scoring option in qualitative terms and next positive to Option 3. Option 4 will meet the University's objectives and should be selected as the preferred option.
- 9.5.5 The option study only considered the next 10 years and did not factor in the major affect that the gradual replacement program for all residences on Stag Hill would have on this current strategy. The Strategic Plan for residences must consider this issue. It is expected that the next major review in five years would consider Stag Hill Court since it is conceivable that towards the end of that Estate Strategy period, Stag Hill Court would be reaching the end of its economic life. All appraisals must include the benefits both financial and non financial of such a move to ensure that the right decisions have been made and all impacts considered.
- 9.5.5 Option 4 does not preclude the reuse of the Guildford Court Site for academic use however it does not rely on it to meet the needs of the University and by itself will not be sufficient to support the expansion program.

10 PROPOSALS AND IMPLEMENTATION PLAN

10.1 Option 4 includes appropriate capital development on Stag Hill whilst the majority of major capital and new works is carried out on Manor Park. The option also includes continuing the investment on the 1960's campus improving the quality of the facilities and sterilisation of key sites to support long term objectives of specific departments. This option forms the basis of the Estate Strategy. This section sets out the principal proposals comprising the strategy, an implementation plan and programme.

10.2 Content of the Strategy

The main proposals are as follows:

10.2.2 Throughout the Estate Strategy period the academic activities of the University will be shared between Stag Hill Campus and Manor Park. This is building on the previous strategy with the expansion of some units being carried out within the most appropriate and cost effective solution based on a case by case basis.

10.2.3 The expansion of residences and sport will be focused on Manor Park.

10.2.4 Efficiency gains in the use of space should be achieved with the introduction of further space management measures, such improved computerised timetabling and room allocation through the development of support information via the Student Administration Software and a review of the management of modules, and, in the longer term, space charging mechanisms.

10.2.5 Although major strides have been made in reducing the category C and D sites the main focus is reducing the combines area to below 10% and focusing on planned capital maintenance to prevent reoccurrence of the problems of the 1990's. The program of Long Term Maintenance works will continue, buildings will be upgraded and the functional suitability improved to provide facilities where more than 90% are considered grade 1 and 2 in the EMS statistics. Space will be remodelled to improve its general fitness for purpose and also to increase the flexibility of areas now set aside as equipment dominated space or used for specialist purposes.

10.2.6 Key development sites will be reviewed to see if they should be maintained for the use of the adjacent major activity. For example, the PATS expansion would be for the Faculty of Arts

10.2.7 Additional usable space will be provided by improving the utilisation of existing buildings This will include major changes over the next 5 years to:

- Remodelling/Redevelopment of Rushes and Philip Marchant buildings;
- Academic building BC
- Remodelling of BA (space vacated by SSSL)
- Remodelling of space vacated by occupants of the LRC

10.2.6 Improvements in the quality of accommodation and in efficiency of use will not meet all the University's requirements, however, and by the end of the Estate

Strategy period, it is calculated that a further 9,000m² of net usable floor space will be constructed.

- 10.2.7 During the first 5 years of the strategy the relocation of SSTL and use of the current vacant space will deal with most of the short term requirements. This period will be dominated by the LRC on Stag Hill, the remodelling of space across the campus, reduction in carbon, Development of Sport and residences on Manor Park and the impact of those developments. The next round of capital investment in infrastructure CIF2 in March 2011 and capital allocations will influence strategy and we cannot be reliant on the allocation of significant funds for LTM works which was funded from SRIF and CIF.
- 10.2.8 If space management measures do not achieve the anticipated scale of efficiency gains or should the University's needs expand further, there is very limited scope for further development at Stag Hill and activities will have to be moved to Manor Park. The lead in time for this step change is considerable however the growth in students and research will be affected by the global and national access to funds and government allocations.
- 10.2.9 The University will also undertake a full-scale review of its residential policy in 2005 to assess the need for additional provision, program for that provision and the options available over and above that identified for Manor Park. Decisions will need to be made regarding the impact of the Guildford Court demolition and rebuild.
- 10.2.10 The delivery of sport and recreational activities will be moved from Stag Hill Sports Hall to Manor Park in April 2010 and be the first phase of the capital development for sport. The redevelopment of this site will provide an additional 4500m² of gross space and an opportunity to remodel the western end of campus. This project will complete early 2011.
- 10.2.11 The University should pursue obtaining planning permission for the development of the site north of the AQA
- 10.2.12 Sustainability and quality are key components of the Universities strategy and that of the Higher education sector. All developments will undergo a sustainability health check, existing accommodation will be reviewed to assess their condition, functional suitability, environmental design to ensure that investment is economic and value for money. The University position on sustainability is evident in its decision-making relating to capital works. All capital projects on Manor Park will undertake a BREEAM assessment and must meet excellent and very good ratings where appropriate.
- 10.2.13 Carbon reduction initiatives will be a major factor in the design development and operation of all estates. The government initiatives will drive individual institutes to invest heavily in initiatives to reduce carbon. The University has obtained £1.8m of free loans to improve or replace where appropriate the infrastructure of its campus to reduce energy. This program of works must be complete within the next 2 years. The funds will then need to be paid back as the new technology reduces use. As part of the strategy the

University has embarked upon a detailed energy strategy to identify how it should progress its green initiatives and green energy supply.

10.3 Implementation Plan

The University is already addressing the main implementation tasks that will be required to deliver the proposals during the first five years of the estate strategy period. The selected strategy must be the optimum solution to meeting the University's estate priorities and it must:

- Be realistic;
- Be flexible and attainable;
- Cause minimal disruption to the University's activities.

10.3.2 The Implementation plan considers the range of projects and evaluates each project and prioritises them. The University has a project process methodology that will assist in that analysis and will include School and Non Academic Departmental plans in the process.

10.3.3 The implementation plan will be overseen and audited by the Estate Executive Committee and reported to the Estate Committee. The main components of the plan are the Capital programme, the Minor Works programme and the Long term Maintenance programmes for the residential and non residential parts of the campus. These four programmes of work make up the agreed list of projects.

10.3.4 The proposals for the first five years are being considered in line with the financial strategy of the University and being tested for affordability. Changes in the capital grants and funding for estate initiatives will have a major impact on this strategy which may require some revision as a result of the government allocations.

10.3.5 The first priority of the Estate Strategic plan is to ensure that the plan supports the academic strategy and in particular prioritises health and safety issues as the highest priority.

10.3.6 Decanting arrangements will become more important as less space becomes available on the campus for short-term allocation. Most of the proposed developments are within buildings and the impact of the work will be major factor and will require particular attention.

10.3.7 This strategy builds upon the previous agreed strategy in 2004 which promoted the gradual expansion on to Manor Park and the operation of two sites. Particular attention must be paid to identify the first major academic operation to be relocated onto Manor Park, however this is not envisaged over the next 5 years. The relocation of all sports and recreation facilities onto that site has raised a number of key issues which are being addressed and includes new working arrangements for Manor Park as a whole.

10.3.8 Due to the lack of suitable development sites on Stag Hill expansion of any activity will need to have a substantial lead in time due to the nature of the areas available and the need to evaluate suitability for new initiatives and to ensure it is evaluated correctly and fits within the Estate Strategy.

10.3.9 Lead in times for the development of Manor Park are predicated by the need to maintain existing sports facilities and have them reprovided before new build starts. This is a part of a legal agreement relating to the outline planning.

No additional new build could start on the Manor Park development sites which are currently playing fields until unless preparation and completion of new sites to relocate the existing playing facilities has occurred. This means that there needs to be a 3 year lead in planned into any development programme in these zones.

10.3.10 The transport issues and the effect trip generation will have on the University's ability to obtain reserved matters planning application for new developments cannot be understated. The University must ensure that it implements, promotes and continually develops its Green transport plan to protect its ability to develop. The developments on Manor Park have been designed to include road access between the residences and the sports facilities which includes a fast bus service to the campus.

10.4 Finance

This matter has been given careful consideration by the University. A range of funding sources have been identified, including reserves, the Foundation and Endowment funds, covenanted profits and minor works and revenue provisions. These sources, together with HEFCE funding towards Science and Infrastructure and the Capital Allocation fund, supported elements of the first five years' development proposals and LTM works up to 2011. The long-term maintenance requirements for residential accommodation will be funded from the residential account. The University is mindful that during the period of the strategy, other requirements may arise for estates-related funding, for example a major failure or need to accelerate long term maintenance works due to availability. Alternative sources may need to be considered, for example under the private finance initiative to support new residential facilities. Third party funding of residences will be considered if the long term deal looks appropriate and can demonstrate best value. All of the identified funding sources in this strategy, are compatible and in line with the University's overall financial strategy. The financial requirements of the strategy must be considered in detail for each individual project and detailed business cases evaluated and the availability of government grants and loans to support packages of work. A more robust process is in place to evaluate projects and to ensure that adequate business cases have been undertaken. The borrowing capacity of the University may restrict the size of the capital programme.

10.5 Town Planning Feasibility

10.5.1 The previous Strategy had no certainty regarding the development of Manor Park however this strategy can rely on the robust planning position the University has on Manor Park and Stag Hill. There are issues relating to the definition of use on Manor Park which will need to be addressed. Town planning considerations always have an important bearing on the delivery of an estate strategy. This importance is already well recognised by the University, and it intends to maintain its constructive dialogue with the Strategic and Local Planning Authorities to ensure that permission can be secured for the proposals contained in the strategy. Major efforts over the past 10 years have been put into securing an agreed outline plan for Manor Park which opens the door to supporting major initiative and opportunities for the University.

10.5.2 The Estate Strategy is broadly consistent with the content of the Stag Hill Development Brief which is out of date. The University is planning to complete

an overall development master plan for Stag Hill and Manor Park. The University is also aware, however, that its business could change and therefore estate needs could change during the Estate Strategy period. The strategy focuses on its ability to deliver and is therefore flexible to respond to major changes in time and funding. All major decisions and direction are made with the long term in mind. In the interests of providing for long term developments, the University will monitor national, strategic and local planning policies.

10.6 Space Management Measures

10.6.1 As proposed within the previous strategy, a computerised timetabling and room allocation system was put in place. This improved the utilisation factor for the teaching rooms, however it is still very low. The implementation of further space management policies are essential, both from the point of view of making effective use of existing space and optimising the quality of the University's teaching and learning environment. This will involve the University carrying out the following tasks:

- 10.6.1.1 Creating a more dynamic link between the time-tabling package and the student record system;
- 10.6.1.2 Development of improved modelling systems to identify need early on in the planning cycle;
- 10.6.1.3 Introduction of some form of space charging;
- 10.6.1.4 Expansion of the time-tabling package principles across other areas such as laboratories.

10.7 Monitoring, Evaluation and Review

10.7.1 The University will keep the Strategy under regular monitoring and review. It will be updated, if required, in response to changes in the University's Strategic Plan and where major changes or initiatives occur that have a significant impact on the estate. It is essential that it remains relevant and takes account of future developments in academic objectives.

10.7.2. It is intended that the strategy will be updated, if necessary, in conjunction with the review of the institutional strategic plan. It will be monitored by the Estate Executive committee and the Estate Committee will receive regular reports on progress.

10.7.3 The Estate Committee will receive reports on relevant KPI's to monitor performance and progress in key resource areas such as Energy, Use of carbon and space and other data contained within the EMS data set and other recognised industry indicators. This will help the Estate Committee to evaluate if objectives are being met.

10.8 Risk Management

10.8.1 The expenditure on the Estate over the next 10 years will be more than £100m. It is therefore essential that a key feature for the implementation of the strategy will be the identification and management of all risks, including financial risks. The primary risks to the success of the strategy will be:

- 10.8.1.1 Escalation of construction or other costs associated with projects.
- 10.8.1.2 Loss of support from staff, students or the Local Planning Authority.
- 10.8.1.3 Reduction in grant aid from Government, HEFCE and other sources and or changes in the rate of borrowing.

10.8.1.4 Changes within the residential market.

10.8.1.5 The volatility of the Energy market and the government initiatives on carbon reduction and its relationship with capital allocations.

10.8.1.6 Operational costs increase and become unaffordable

10.8.2 The University will take such measures as are possible to manage all risks including structuring the strategy into discrete phases to review points during implementation.

10.8.3 Transport and Manor Park

Access to Manor Park and the Research Park via the local road network is prohibiting the University maximising the value of its research park. The local network is overloaded and major congestion occurs during the morning and evening peaks in a tidal fashion. This is typical of a commercial estate with only one entrance. There are solutions to resolving this problem however local and regional government are not supporting a deliverable initiative.

This situation if allowed to continue will result in lost revenue and loss of business in the research park. It will have a marginal affect on Manor Park in the short term. The proposed introduction of a park and ride facility on Manor Park will make the situation even more difficult and introduce additional load into an already congested network which will result in longer delays. This is a serious risk to the University and solutions to the problems have been identified and agreement achieved by the summer of 2010.

10.9 Conclusion

The Estate Strategy selected by the University has significant capital and operational costs and its implementation will have to be managed carefully to minimise disruption to academic activities. It is a radical strategy in that it proposes the selection of an agreement to relocate activities from Stag Hill to Manor Park at some stage. From the current academic plans it would not appear to be a likely scenario within this planning period or within the next 10 yrs for an academic unit.. This is however already an issue for sport and other activities at present when we are considering proposals for non University activities and or expansion of residences on the existing sports pitches on manor Farm in the long term. The decision, selection and planning in order to carry this type of initiative could result in a long lead in time possibly five years in advance of the construction actually starting.

This strategy is predominantly a continuation of the process of evaluating, updating, improving and delivering the best long term sustainable option to meet the needs of the business which already characterises the University's estate management and planning. Its implementation will provide an effective, efficient and flexible estate to support the delivery of the University's Vision that is sustainable.

Appendix 1 – University’s Land Ownership Plan (excluding Hazel Farm)



Appendix 3 – Extracts from the GBC Planning Brief

16.0 University of Surrey

Introduction

16.1 The University of Surrey was founded in 1965 from its origins in the Battersea College of Technology. At that time the University was actively encouraged and invited by the Borough Council and County Council to locate in Guildford. The University currently occupies a 35 hectare site to the north of Guildford Town Centre on Stag Hill, together with housing at Hazel Farm and limited facilities at Manor Farm. The University has a national and international reputation in a number of key fields, is rated to be within the upper quartile of universities in the UK and has the best graduate employment record.

16.2 The University is one of the major employers in Guildford and has 8,000 full time equivalent students and 2,500 staff. Over the next 25 years the University wishes to expand its numbers to 12,500 full-time equivalent students.

16.3 There are several reasons why the University need to expand. The University, in common with other higher education establishments, is under increased pressure to develop and grow. Government policy continues to emphasise the key role played by higher education in the national economy and has a present target to reach a participation rate of one in three school leavers taking a place at university by the year 2000. This inevitably means rising student numbers. The Government is also committed to upgrading research facilities to stay abreast of international competition. The University is also committed to both enhancing its reputation and to maintaining its national position. The consequence of stagnation would be a loss of funding, reduced employment, less expenditure in the local economy and the loss of impetus as a research based University. The University considers that if it cannot achieve development and growth it will cease to be a major force and will begin to decline.

16.4 In the light of the above the University of Surrey is considering its longer-term future development and wishes to pursue a programme of expansion. As the existing campus at Stag Hill is nearing capacity the University wishes to pursue its expansion on its land at Manor Farm. Previous Development Plans designated Manor Farm within the Green Belt where there is a presumption against inappropriate development. The University has demonstrated its need for expansion onto land at Manor Farm and the Borough Council is satisfied that these circumstances constitute the exceptional circumstances required to revise the Green Belt boundary as proposed in Proposal U1.

16.5 The Borough Council and University recognise the existing problems associated with traffic congestion in the western corridor approaches to the Town Centre and in the vicinity of Park Barn. The University expansion should not exacerbate these problems and in the longer term the development should provide opportunities for improved links into the Town Centre, particularly for non-car based transport modes.

Objectives

16.6 The objectives of the Policy in this Chapter are:

- i. To assist the continued growth of the University of Surrey within an agreed planning framework;*
- ii. To facilitate the future expansion of the University by providing a site for a campus at Manor Farm.*

Planning History

16.7 Manor Farm was included in the University's original outline planning permission granted by the then Minister of Housing and Local Government in 1965. The Minister granted permission for the development for University purposes of 33.6 hectares at Stag Hill and 115 hectares at Manor Farm.

Doubts have been raised as to whether the permission could be implemented because of the development of the Research Park, an expansion to the Royal Surrey Hospital and the construction of the Post House Hotel on land that formed part of the original 1965 permission relating to Manor Farm. Notwithstanding whether or not this permission is extant, the fact that outline planning permission was granted by the Minister is a very important material consideration in favour of further University development at Manor Farm.

16.8 Existing University development has already taken place at Manor Farm, including outdoor sports facilities and planning permission was granted in July 1997 for the Human Psychopharmacology Research Unit (as a departure from current planning policy).

National Planning Guidance

16.9 Previous Development Plans relating to Manor Farm designated the site within the Green Belt where there is a presumption against inappropriate development. Planning Policy Guidance Note 2 Green Belts (PPG 2) lists those uses that are appropriate within the Green Belt. The University's proposals are not included in this list. If inappropriate development is proposed "very special circumstances" would have to be shown to justify the granting of planning permission.

16.10 PPG 2 refers specifically to further educational establishments. Paragraph C16 is of particular relevance, this states, "it is Government policy to encourage more people to undertake higher and further education. There has been a large increase in student numbers and further increases can be expected. The lack of a reasonable alternative site outside the Green Belt (whether within the urban area or elsewhere) for the proposed expansion of a higher and further education establishment located in or adjacent to the Green Belt should be taken into account in preparing or reviewing a development plan. Green Belt boundaries should only be altered in exceptional circumstances, after consideration of development opportunities within urban areas."

16.11 The implication of the advice in PPG 2 is that the lack of a reasonable alternative site outside the Green Belt for the proposed expansion of a higher and further education establishment may constitute "exceptional circumstances" and justify taking land out of the Green Belt.

16.12 When the 1965 planning permission was granted there was no Green Belt designation at Manor Farm. The Green Belt was first formally designated at Manor Farm in the 1987 Local Plan. The University did not object to the designation because Green Belt policy at that time allowed development by "institutions standing in extensive grounds". The present inconsistency arose in the revised PPG2, published in 1995, in which the definition of "development which will be appropriate" was changed to exclude new development for institutions standing in extensive grounds.

16.13 Another key issue raised by national planning guidance is that of sustainable development. Planning Policy Guidance Note 13 - Transport, encourages local plans to identify sites for new development that minimise the length of journeys that have to be made, especially by cars, to utilise that development. The guidance highlights universities as offering particular opportunities for the sustainable location of facilities and states that local plans should enable new student accommodation to be provided in locations accessible to the university campus. This guidance would point to the University's activities taking place within close proximity of the existing Stag Hill Campus.

Assessment of Alternative Sites

16.14 The University has carried out a planning audit of alternative sites. A number of criteria were used to assess the possible sites, these included the following:

- *Size (at least 40 hectares is required)*
- *Land ownership*
- *Compatibility with PPG 13 Transport*
- *Compatibility with surrounding land uses*

- *Proximity to Stag Hill Campus*
- *Proximity to the Surrey Research Park and the Royal Surrey Hospital*
- *Landscape sensitivity*
- *Land availability*
- *Compatibility with Planning Policy*
- *Site constraints and opportunities*

16.15 The University examined all of the available options identified by the Borough Council. None of the sites meet the selection criteria. In particular, all of the sites would be worse than Manor Farm in terms of achieving a sustainable form of development. The Borough Council consider that exceptional circumstances exist to amend the Green Belt boundary to meet the University's needs. These are:

· There are no alternative sites outside of the Green Belt which meet the University's long-term requirements. The University has undertaken an audit of alternative sites, in consultation with the Borough Council, which confirms that Manor Farm is the most appropriate location. The Stag Hill campus is very close to capacity and could not cope with the proposed scale of development anticipated over the next 20 years.

· The existence of the 1965 planning permission.

· The University, in common with other higher education establishments, is under increased pressure to develop and grow. Government policy continues to emphasise the key role played by higher education in the national economy. This inevitably means rising student numbers. The University is also committed to both enhancing its reputation and to maintaining its national position. The consequence of stagnation would be a loss of funding, reduced employment, less expenditure in the local economy and the loss of impetus as a research based University. The University considers that if it cannot achieve development and growth it will cease to be a major force and will begin to decline.

16.16 Having considered the University's need for expansion in the context of national guidance and the lack of alternative sites outside of the Green Belt, the Local Plan therefore proposes to exclude land at Manor Farm from the Green Belt to allow development for University purposes, including teaching, new staff and student residencies and other ancillary uses. Development at Manor Farm will be phased in accordance with a master plan and development brief prepared in consultation with the University, local residents and other organisations.

16.17 In an attempt to overcome any additional pressure on the existing housing supply within the Borough, the University will be expected to provide student and some staff accommodation resulting from the proposals included in this Plan on the Manor Farm site. It is acknowledged that the expansion of the University of Surrey will require consideration in the emerging revised Surrey Structure Plan.

Proposal U1 University of Surrey

LAND AT MANOR FARM AND ADJOINING, AS SHOWN ON THE PROPOSALS MAP, WILL BE TAKEN OUT OF THE GREEN BELT.

ON LAND AT MANOR FARM DEFINED ON THE PROPOSALS MAP DEVELOPMENT WILL BE PERMITTED FOR UNIVERSITY PURPOSES INCLUDING TEACHING, NEW STAFF AND STUDENT RESIDENCIES AND OTHER ANCILLARY USES TO MEET THE UNIVERSITY OF SURREY'S FUTURE EXPANSION REQUIREMENTS PROVIDED THAT:

- 1. THE DEVELOPMENT IS PHASED IN ACCORDANCE WITH A MASTER PLAN AND DEVELOPMENT BRIEF APPROVED BY THE COUNCIL AS LOCAL PLANNING AUTHORITY AND INCORPORATING THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT;***

2. PRIOR TO THE PREPARATION OF DEVELOPMENT PROPOSALS FOR THE SITE, AN ENVIRONMENTAL APPRAISAL IS UNDERTAKEN AND APPROPRIATE MITIGATING MEASURES AGREED BY THE COUNCIL TO SAFEGUARD AREAS OF HIGH GRADE AGRICULTURAL LAND, ARCHAEOLOGICAL FEATURES, THE SCHEDULED ANCIENT MONUMENT, PROTECTED SPECIES, EXISTING WOODLAND AND HEDGEROWS, VIEWS FROM THE AREA OF OUTSTANDING NATURAL BEAUTY AND ELSEWHERE IN THE AREA OF GREAT LANDSCAPE VALUE AND TO PROVIDE FOR ADVANCED STRUCTURE PLANTING;

3. THE UNIVERSITY ADOPTS A LONG TERM GREEN TRAVEL PLAN APPROVED BY THE COUNCIL WHICH ACHIEVES NO SIGNIFICANT INCREASE IN CAR BASED MOVEMENT, AGREED TARGETS FOR MODAL CHOICE AND SUSTAINABLE DEVELOPMENT PRINCIPLES;

4. PROVISION OF SIGNIFICANT AREAS OF OPEN SPACE IN ACCORDANCE WITH THE POLICIES IN THIS PLAN;

5. THE AMENITIES OF THE OCCUPANTS OF NEARBY BUILDINGS ARE PROTECTED.

THE BOROUGH COUNCIL WILL SEEK FROM THE UNIVERSITY, PLANNING BENEFITS WHERE THEY ARE NEEDED TO ENABLE DEVELOPMENT TO GO AHEAD OR WHERE THEY ARE NECESSARY FROM A PLANNING POINT OF VIEW AND ARE DIRECTLY RELATED TO THE PROPOSED DEVELOPMENT.

DEVELOPMENT FOR GENERAL HOUSING OR EMPLOYMENT USE NOT REQUIRED FOR THE PURPOSES OF THE UNIVERSITY SET OUT ABOVE WILL NOT BE PERMITTED ON THE DEFINED LAND.

16.18 The total area of land to be taken out of the Green Belt is 63.3 hectares. Proposal U1 covers 59.6 hectares, 1.2 hectares is allocated for hospital uses under Policy CF6 and 2.5 hectares is occupied by the existing Hotel. The urban area boundary has been amended to include the Hotel.

16.19 The Borough Council considers that land at Manor Farm offers the most sustainable location to accommodate additional University development. By allocating a new site in close proximity to the existing Stag Hill campus, students and staff will be encouraged to make trips between the new and existing facilities on foot or by bicycle. The potential to enhance existing bus services in this part of the Town will also encourage the use of alternatives to the car.

16.20 The Borough Council and University acknowledge the existing problems associated with traffic congestion in the western corridor approaches to the Town Centre and in the vicinity of Park Barn. The Manor Farm proposals offer a major opportunity to radically influence the travel patterns of University staff and students together with those of Research Park companies. The above Policy requires the University to produce a Green Travel Plan that addresses these issues. The aim will be to produce a largely car free campus with a strong emphasis on buses, cycling and walking as the principal methods of travel. The University intends to develop a comprehensive package of proposals with the objective of achieving no significant (less than 5%) net increase in car travel as a result of the development at Manor Farm. The Borough Council, together with Surrey County Council, the Highways Agency and University of Surrey, has agreed the following as a basis for addressing the transport implications of the University's proposed development of the Manor Farm site. This has been drawn from the University's Strategic Transport Study and summarises the key elements of the subsequent Agreed Statement on Traffic, Transport and Access Issues made between Surrey County Council, the Highways Agency and University of Surrey.

a) The University shall confine the increase in traffic generation from the Manor Farm site to no more than 5% of the base University and Research Park traffic movement.

b) The University implements a comprehensive Green Travel Plan, which expands upon their existing plan for the Stag Hill Campus, and which covers all their existing and proposed developments at Stag Hill and Manor Farm.

c) The University introduces and maintains a Green Travel Plan for existing and proposed developments on the Surrey Research Park.

d) The University submits a detailed Transport Assessment for each and every phase of their development of Manor Farm based on prevailing transport conditions at the time and implements the necessary transport infrastructure on an agreed basis between Guildford Borough Council and the relevant highway authorities.

e) The University, in consultation with interested parties, will consider incorporating the access and egress to Beechcroft Drive within their proposed infrastructure for the Manor Farm development.

f) The University encourages owners/occupiers within the Research Park to reduce levels of parking on site to current parking standards for existing and unimplemented permissions.

g) The University assesses the need for, and funds the implementation of required extensions or alterations to the on street parking restriction on all adopted roads within the walking distance of both campuses and the Research Park.

h) The University in preparing its Master Plan for Manor Farm shall withhold development on a 10 metre wide belt of land immediately adjacent to the A3 trunk road for a period of 10 years from the adoption of the Local Plan by Guildford Borough Council. In the event that all or part of this land is required by the Highways Agency in connection with its improvement of the adjoining A3 then the Agency shall demonstrate the need for such land to all interested parties.

16.21 Notwithstanding this, Manor Farm should not be looked at in isolation, there should be an "Integrated Transport Management Policy" for the Borough as a whole, which provides for increased and effective public transport. The West Guildford Transport Corridor Study, which was commissioned by Surrey County Council and partly funded by the Borough Council and the University, has examined a range of options for public transport. The study concluded that Park and Ride, a Park Barn station and a Variable Light Railway System (VLRS) can be considered viable. The Study recommended that further investigation into the VLRS be undertaken.

16.22 Further detailed analysis is required regarding any traffic and movement impact of the expansion. As a starting principle development should not worsen the existing traffic problems and improvements should be actively sought.

16.23 Prior to the development of the site the University will be expected to produce an Environmental Appraisal which ensures that areas of high-grade agricultural land, archaeological features, the scheduled ancient monument, protected species, existing woodland and hedgerows are safeguarded from development, where practicable.

16.24 Development of the Manor Farm site is likely to be visually prominent, particularly from the A3 and parts of Onslow Village. However, by retaining and enhancing areas of mature woodland, providing extensive earth moulding and new landscaping and controlling the detailed siting, massing and heights of new buildings the visual sensitivity of Manor Farm can be respected.

16.25 A detailed master plan and development brief will be produced by the Borough Council, in consultation with the University and local residents to guide the phasing, types and location of development that will be permitted on the allocated site. These will deal with other planning issues, such as public access, landscaping and environmental protection. Planning permission will only be granted for development that accords with the master plan and development brief.

16.26 The Borough Council and the University are committed to providing a development that maximises the benefits to the community as well as directly to the University itself. The University has indicated that they:

i. Intend to continue to encourage a high level of community use of all its sporting, artistic, educational and social facilities;

ii. Would like to explore how best appropriate parts of its Blackwell Farm lands might be further opened up to the community (including the possibility of a country park);

- iii. Will provide buildings of the highest architectural quality, which are energy efficient and sustainable;*
- iv. Will create a high quality environment with landscaping, planting and amenity space;*
- v. Will work in partnership with the Borough Council and County Council to achieve sustainable transport arrangements including the development of practical solutions to transport problems in the West Guildford corridor and in the residential areas adjacent to the University;*
- vi. Will enter into an option arrangement with the Borough Council to provide a site on Manor Farm for a public park and ride facility;*
- vii. Will explore ways of alleviating the Beechcroft Drive access problems;*
- viii. Will extend the support it gives to local schools and organisations;*
- ix. Will in the longer term, consider relocating the student residences at Hazel Farm to Manor Farm.*

Appendix 4 – Redrawing of the Green Belt

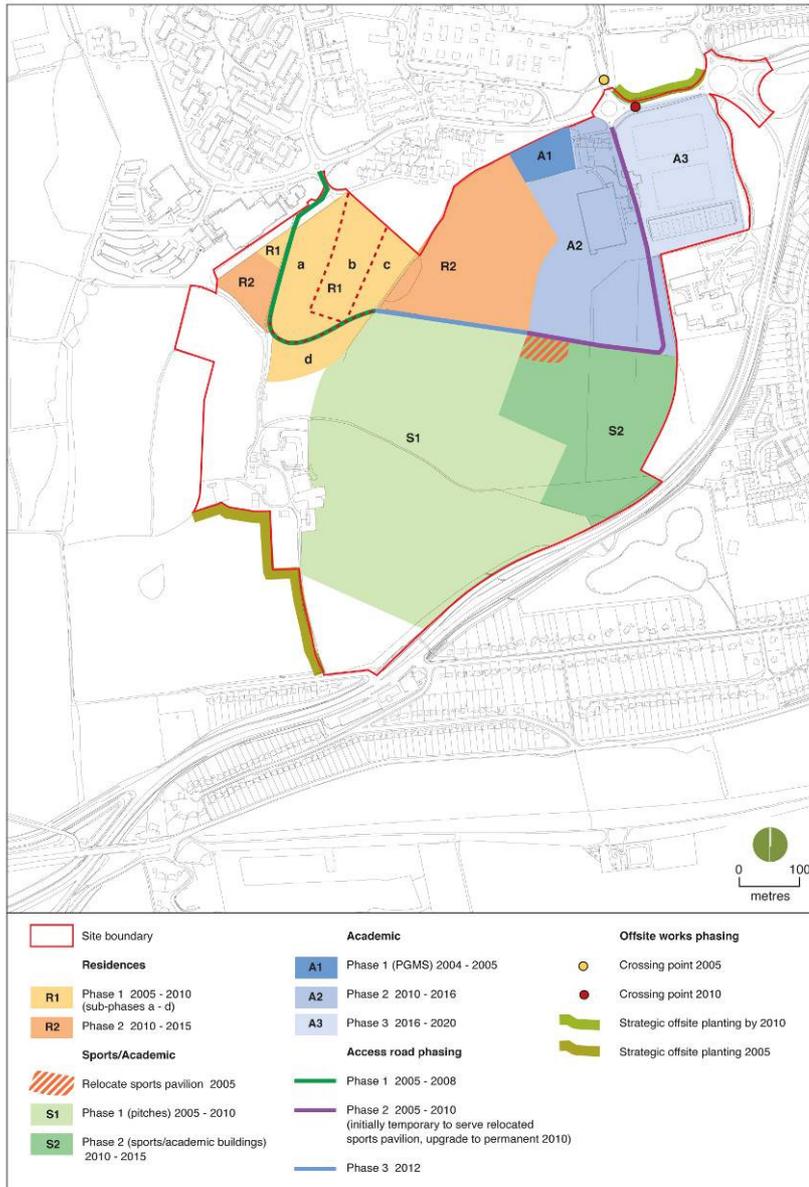
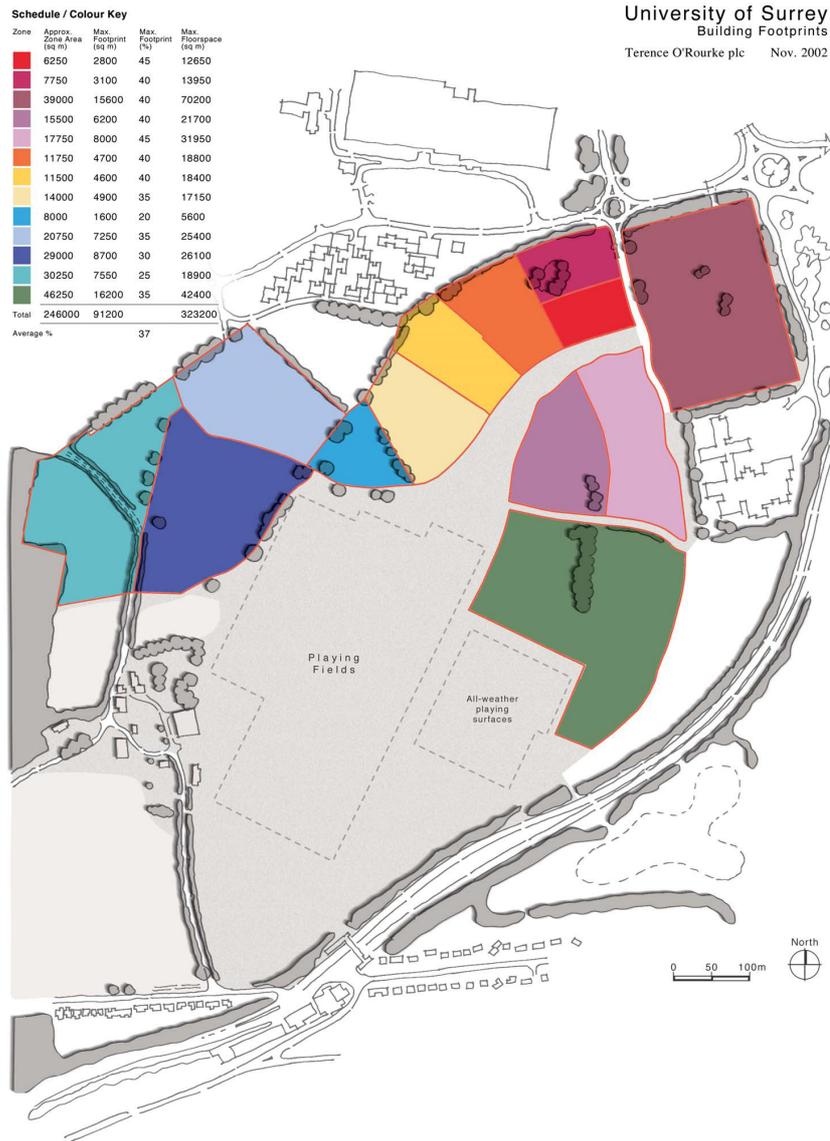


Figure 7 Manor Park development phasing plan

Appendix 5 – Development Plans for Manor Park



The Illustrative Development plan



Development Zones and Building Foot Prints

