

Estates Vision 2035

Herz's

beats

for us

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Hello from Herts

Foreword by the Director of Estates



**It is both an
invigorating
and challenging
time to consider
the role of our
physical home**

In an era when discussions about digital connection are so dominant, it is both an invigorating and challenging time to consider the role of our physical home. We need to think about what our spaces are, what they need to become, and what they mean to those who live, work, learn and teach on our campuses and across our local community.

In the last few years, under our previous Estates Vision, we created a number of new buildings to enhance our learning experience, research capabilities and business community. These include the Science Building (Nexus), Institute of Sport, Enterprise Hub and Spectra – our new home for Physics, Engineering and Computer Science – opening in September 2024. From our flagship new School of Medicine, to creative green spaces, our new Estates Vision 2035 aims to consolidate our new developments with bold, ambitious and sustainable improvements to enhance the connectivity, identity and flexibility of our campuses.

We are also conscious that, as the only university in Hertfordshire, our estate is a regional landmark for education, enterprise and innovation. We are committed to ongoing investment in world-class facilities and inspiring environments to maintain that.

As a campus-based university, we have the opportunity to create a vibrant community space that offers the very best in teaching, working and living. We want to deliver the collegiate experience, career-focused education and entrepreneurial spirit for which we are known.

As we look ahead to the next decade and beyond, we must ensure that our estate successfully meets the evolving needs of the institution and all its users, as well as remaining fit for the future in a constantly changing and complex working world.

This is our vision, and here is our strategic masterplan behind how we will achieve it.

Ian Grimes
Director of Estates
University of Hertfordshire

Introduction



Our Estates Vision 2035 has been developed to celebrate and enhance the strengths of our estate, to embrace change in a resilient and agile way, and to best support and connect all the members of our University community

Our estate, principally based at two campus locations in Hatfield, has evolved over 70 years to support our focus on industry, innovation and enterprise. We've come a long way since our founding in 1952 as a Technical College, on land donated by the Chairman of the de Havilland Aircraft company, AS Butler. Many of our earliest courses had an emphasis on mechanical and aeronautical engineering and the natural sciences. Since then, we have continued to evolve and expand, achieving university status in 1992.

Our estate now supports more than 36,000 students, as well as our staff and wider network. It remains central to our commitment to providing our community with new opportunities to power their potential.



Executive summary

At the University of Hertfordshire, innovation and enterprise is at the core of who we are and what we do. Our new Estates Vision 2035 has been formed to both address the challenges of today and to deliver for tomorrow.

Embracing change

Under our previous Estates Vision, we delivered ambitious projects including the Enterprise Hub at our de Havilland Campus, to support and strengthen our connections with local business. Then Spectra on the College Lane Campus, the new home for Physics, Engineering and Computer Science, dedicated to innovation, research and entrepreneurship, opening in September 2024.

In recent years, we have experienced a notable rise in student numbers, primarily driven by international postgraduate students. In the wake of the Covid-19 pandemic, we also now have opportunities to physically reconnect our growing community in alternative ways. Our new 2035 Estates Vision outlines our ongoing commitment to embrace change, provide an exceptional on-campus experience, support our diverse, vibrant and ever-growing community and deliver on our strategic ambition to transform lives and power potential.

A new vision

Our vision is guided by three estate principles directly linked to the University's three strategic themes: opportunity, community and flexibility, part of our current Strategic Plan 2020-2025. Our estate principles outline our commitment to provide accessible and inclusive spaces to

support varying learning needs. It brings our community together through shared spaces, and ensures our estate plans remain agile and responsive to change. This underlines the six objectives (see page 19) of our Estates Vision 2035, which will inform all our capital projects.

Going green

Our boldest capital project, integral to the Estates Vision 2035 and responding to a need to reinvigorate our College Lane Campus, is the Green Herts Project. The project will include the removal of ageing and inefficient buildings, such as the Wright Building and sections of the main building. A brand new, highly sustainable School of Health and Social Work Building will fill this space to deliver sector-led facilities and integrate new modern teaching practices. College Lane will also be home to the University's new School of Medicine in the refurbished Health Research Building (see page 24).

The new state-of-the-art building will be embedded within a new patchwork of diverse green spaces; opening up natural movements across our campus and bringing life back to its centre. This will establish the Green Herts Network; vibrant, interconnected outdoor spaces designed to encourage physical





activity, connection to nature, and a shared space for our community. The implementation of the Green Herts Network will span the whole plan period.

Committed to inclusivity

As our de Havilland Campus community increases, there is a pressing need for more adaptive, multi-functional spaces for face-to-face teaching and collaborative working. To address this, we will deliver a new building for our Hertfordshire Business School. The high-quality, sustainable, teaching building will include adaptable and multi-functional teaching rooms. It will also provide inclusive, dedicated spaces for our postgraduate students, including social and informal study areas and faith facilities. Located between our Hertfordshire Sports Village and Block R, it will have a prominent campus position, allowing its design to reflect the campus' focus on innovation and entrepreneurship.

Revamping our campuses

While these two projects will deliver significant transformation, much of our Estates Vision 2035 is centered on repurposing and reinventing our existing spaces.

One priority is to redesign the refectories at both our College Lane and de Havilland Campuses. The main dining spaces for our students, they are currently underutilised. We want to diversify their use and create two vibrant, multi-functional spaces for eating, socialising and learning. They will be redesigned in close collaboration with our students to give them ownership over their overall look and use.

Beyond our two campuses, we are also focused on our satellite sites. A key example is the planned refurbishment of the MacLaurin Building – our principal administrative centre – into a thriving professional services hub. Major renovation will be undertaken in line with our Effective Workplace Policy, to deliver a workspace which promotes collaboration, well-being and choice.

Under our Estates Vision 2035, the design and delivery of all our projects (whether it be new development or refurbishment of existing) must adhere to our Effective Workplace Policy and its guiding principles. This will ensure that flexible, adaptive workspaces are provided across our campuses, giving our community greater autonomy over where and how they work.

Sustainability will further underpin all our future estate decisions. Every project will be delivered in-line with our Environmental Sustainability Framework, which includes our commitment to the race to net zero in 2050.

The impetus behind our Estates Vision 2035 is to respond to change. With a growing University population, crucial sustainability goals, an increasing focus on the digital experience, and a shift to flexible working, our physical spaces must be adaptive and flexible to bring our community together to collaborate and connect.

Our bold Estates Vision 2035 will deliver meaningful transformation and an outstanding campus experience. By creating innovative and inspiring physical spaces, we can continue to power the potential of our thriving, diverse University community.



Our campuses

Located less than a mile apart in Hatfield, our two, distinct, main campuses – College Lane and de Havilland – provide specialist learning environments and equipment, as well as student accommodation and leisure facilities. Our community also has access to the remarkable Bayfordbury Observatory, located near Hertford.

College Lane Campus

As well as being home to our Schools of Creative Arts, Health and Social Work, Life and Medical Sciences, and Physics, Engineering and Computer Science, the College Lane Campus also houses our support services, accommodation, a 24/7 learning resources centre, nightclub and bars.



Spectra, the new home for Physics, Engineering and Computer Science on College Lane, will be a hub of innovation



de Havilland Campus

You'll find the University's Schools of Law and Education, Hertfordshire Business School, Institute of Sport, the vibrant Hertfordshire Sports Village and more student accommodation at the de Havilland Campus.



Satellite sites

Our diverse, wider property portfolio includes Bayfordbury. This campus is home to one of the largest and best equipped teaching observatories in the country. We also operate a conference centre, residential properties, a bus depot, strategic land and Meridian House; home to clinical skills laboratories and facilities for nursing, midwifery and paramedic training.



Our strategic ambition

Our estate is fundamental to creating an environment for change and growth

Our Strategic Plan

The University's current Strategic Plan focuses on supporting our students, staff, businesses, researchers and members of the public to make the most of the opportunities in front of them, maximise their potential, and achieve their goals. This is centred on three strategic themes: opportunity, community and flexibility.

The estate is fundamental to creating an environment for change and growth, and is integral to the fulfilment of the Strategic Plan. The Estates Vision core principles directly mirror the University's strategic themes, to ensure our work is aligned with, and directly contributing to the University's Strategic Plan.

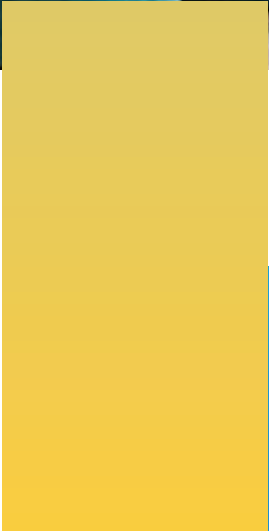
Strategic themes		Estate principles
Opportunity	We offer every student the opportunity to succeed.	We are committed to providing accessible and inclusive spaces to support flexible learning models and individuals' learning needs. Our estate will give students autonomy over where and how they want to learn.
Community	We are a growing, diverse and welcoming community with global reach and a common purpose to transform lives.	Our two campuses and their shared spaces must connect and bring together our diverse and vibrant community. The estate has a central role in uniting us under our shared University of Hertfordshire identity.
Flexibility	We will embrace and respond flexibly to the challenges and opportunities ahead.	Our plan for the estate's development will remain agile and responsive to new opportunities, while continuing to deliver an innovative and inspiring environment where every member of our community can flourish.

Current estate challenges

The University has invested in improving its campuses over many years. But ageing buildings on the College Lane Campus, such as the Wright Building and the Main Building – which date back to the 1950s – create many challenges, such as huge maintenance costs which are no longer sustainable. The location of the two buildings creates poor navigation and wayfinding across the campus, and a lack of green, biodiverse spaces to help improve health and wellbeing. With the University’s commitment to its race to net zero by 2050, the new vision is to replace the older buildings that are in a poor condition, with new sustainable buildings located within green spaces.

New and emerging estate challenges

Meeting the changing and growing demand for teaching and working spaces comes with its challenges, but through the delivery of the Estates Vision, the University will revitalise underutilised office space to meet the needs of future working and learning. New spaces will maintain campus vibrancy while meeting the needs of our postgraduate community. Future improvements include enhancing facilities in the School of Creative Arts Building, building the School of Health and Social Work Building, creation of the new School of Medicine on the campus, and improving the 20-year-old de Havilland Campus to create a welcoming place that’s ready for the future.



Our environmental sustainability framework

To achieve our green commitments, all capital projects will be delivered in accordance with the University's environmental sustainability framework.

The framework adopts a holistic and integrated approach to sustainability, setting ambitious targets regarding the environmental impact of our activities and operations. We are committed to four pathways.

Pathways to sustainability

Our estate and operations

Mitigating the environmental impact of the University estate, activities and operations.

A sustainable community

Developing a whole University approach to sustainability through engagement.

Skills and education

Equipping our graduates and staff with the skills and knowledge to contribute to, and thrive in, a sustainable future.

Research, enterprise and global engagement

Supporting sustainable futures through collaboration, research and knowledge exchange.



Our estate and operations pathway focuses on the physical estate and operational functions of our campuses, including construction, maintenance, utilisation and transport. This pathway represents a key thread through all our capital projects and asset management decisions, and addresses the key impact areas.

Key impact areas

1 Climate change

We are committed to minimising our impact on climate change, with the aim to reach net zero by 2050. With heating, lighting and energy consumption comprising almost two thirds of our total carbon dioxide (CO₂e) emissions, we have developed a Heat and Energy Decarbonisation Plan, focusing on:

- reducing demand through behavioural change and energy efficiency
- replacing fossil fuel consumption with renewable sources, possibly through on-site generation
- incorporating sustainable construction principles within capital projects.

Our plan contains three key strands, with a focus on retrofitting our existing estate:

- control – we will implement building management systems (BMS) and active carbon management using meters/sub meters across our existing estate
- electrify – we will electrify our current gas, heating and hot water systems; mitigate demand through efficiency measures; and explore renewable energy generation and storage
- insulate – we will reduce our thermal and electrical energy through building fabric improvements, and pipework and ductwork insulation.

2 Biodiversity

As one of the founding members of the Nature Positive Alliance, we will implement measures to assess, mitigate and reverse the ecological footprint of our estate and activities, to become a Nature Positive university.

3 Waste and resource management

Waste management and circular economy principles will be scrutinised in construction, demolition and relocation projects.

4 People and planet

We will embed our civic role in sustainability, including social and environmental value, across all areas of our estate.

Decarbonisation plan

In 2021, the University of Hertfordshire published its Climate Change Vision. It sets out the University's commitment to become net zero by 2050, which aligns with the government's target.

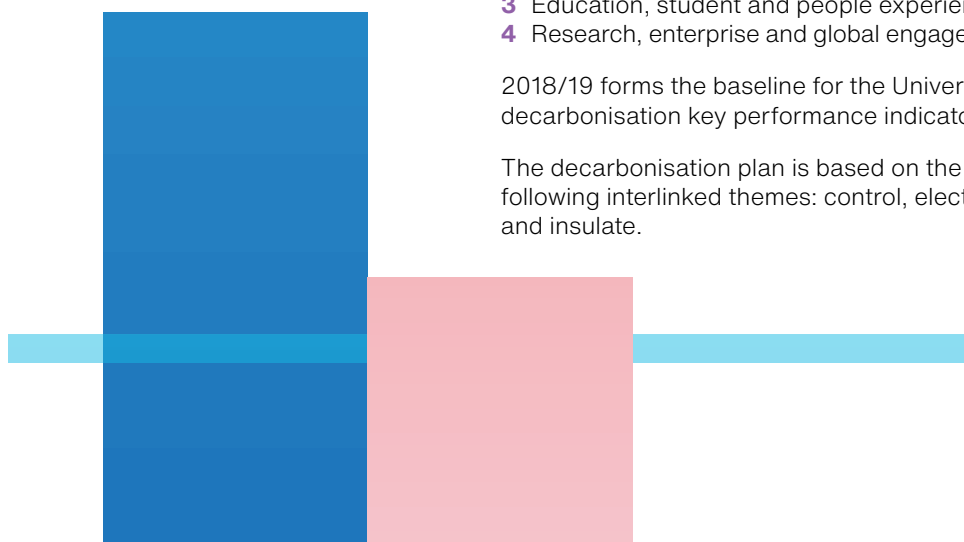
The aim of the Climate Change Vision is to reduce the University's overall carbon impact while simultaneously empowering positive action through the community, as part of the pledge to the Race to Zero global campaign.

The vision identifies the following four pathways to net zero carbon emissions:

- 1 Building a sustainable community
- 2 Reducing operational emissions
- 3 Education, student and people experience
- 4 Research, enterprise and global engagement

2018/19 forms the baseline for the University's decarbonisation key performance indicator.

The decarbonisation plan is based on the following interlinked themes: control, electrify and insulate.



The effective workplace

Recognising the increased desire for flexible working, the University has adopted an Effective Workplace Policy applicable across our entire estate.

With a shift towards flexible working patterns, our estate's workspaces must be inclusive, bring staff together and promote collaboration. These guiding principles drive our decision-making to adapt and upgrade workspaces.

Our aim is to optimise the use of our existing space, drive efficiency and save carbon. These aims go beyond dedicated workspaces to include informal work settings across our campus, and encourage mobility and engagement – providing our University community with autonomy on where and how they wish to work.



Guiding principles



Non-allocated spaces

There will be no individual offices and all settings will be shared. One-to-one rooms will be available for private discussions. Activity-based working should be embraced as a principle in new spaces, providing a mix of settings to support a variety of activities.



Collaboration

Connect spaces should be designed into new spaces to encourage academics and students to work collaboratively.



Environment

The workspaces should have a look and feel that encourages people to spend time there. The workplace should play a significant role in attracting and retaining employees.



Whole-campus workplace

People should use the whole campus. Employees should be drawn to specific areas around the campus, encouraging mobility and visibility.



Community and wellbeing

We know that staff have benefited from hybrid working and people wish to continue working in a flexible way in the future. Work arrangements should be curated to ensure intentional rhythms, resulting in staff spending time in the office together, positively impacting wellbeing.



Inclusivity

The workplace should accommodate all colleagues. Where appropriate reasonable adjustments will be assessed and provided for.



Sustainability

As the University population continues to grow, existing space should be used for efficiency to avoid building new space where possible, and saving costs and carbon.

The Estates Vision 2035 key objectives

**Our goal is for the
members of our University
community to be inspired
by their surroundings
and empowered to fulfil
their potential, all within
a safe and welcoming
environment**







Estates Vision 2035

This vision will guide our estate evolution through to 2035. We will build on the many strengths of our existing estate, while identifying new priorities for development and improvement. Our focus on innovation and transformation remains central to our estate's future development.

Key objectives

Our Estates Vision 2035 will be shaped by six key objectives that will help to guide our investment decisions and support our estate principles of opportunity, community and flexibility.

All current and future projects during the period of the Estates Vision must be informed by at least three of these objectives.

Estate principle	Symbol code	Meaning
Opportunity		Support high-quality teaching Provide high-quality teaching spaces to meet the requirements of our University community, open opportunities to broaden our curriculum offering, and support current and future technological innovation.
		Enhance sustainability Establish a sustainable estate, achieving net zero carbon by 2050, and meet the ambitions of our sustainability pathway.
Community		Promote health and wellbeing Deliver an exceptional on-campus experience, and ensure our estate actively promotes health and wellbeing.
		Improve connectivity Be creative with our spaces to encourage dwell time and improve connectivity across our community and estate, with clear and safe wayfinding.
Flexibility		Develop learning and work spaces Deliver a higher proportion of flexible and adaptive spaces to meet future learning, teaching and workspace needs.
		Future-proof our estate Enhance our commercial investment portfolio to support future-proofing in harmony with our wider Estate Vision.

College Lane Campus

The home of the Schools of Creative Arts, Health and Social Work, Life and Medical Sciences, and Physics, Engineering and Computer Science

College Lane Campus project overview

College Lane Campus transformation – Green Herts

School of Medicine Building

School of Health and Social Work Building

Refectory redesign

New Teaching Buildings 1 and 2





College Lane Campus

College Lane Campus transformation – Green Herts



Overview

The most ambitious project, and an integral part of delivering our vision, is to unlock and reinvigorate the heart of our College Lane Campus. We will embrace change by making bold decisions that deliver an exceptional campus experience.

Challenges

We have already delivered exceptional state-of-the-art academic buildings, including our Science Building (Nexus) – a £50m facility, providing specialist teaching and research facilities, and our new, multi-purpose Spectra Building featuring a large Experiential Learning Zone. This has provided an academic focus to the north of the campus by creating an 'academic boulevard' along the CP Snow Walk.

In the student-focused south campus area, we have delivered The Forum – an entertainment venue, and the Hutton Hub – a dedicated student support services space.

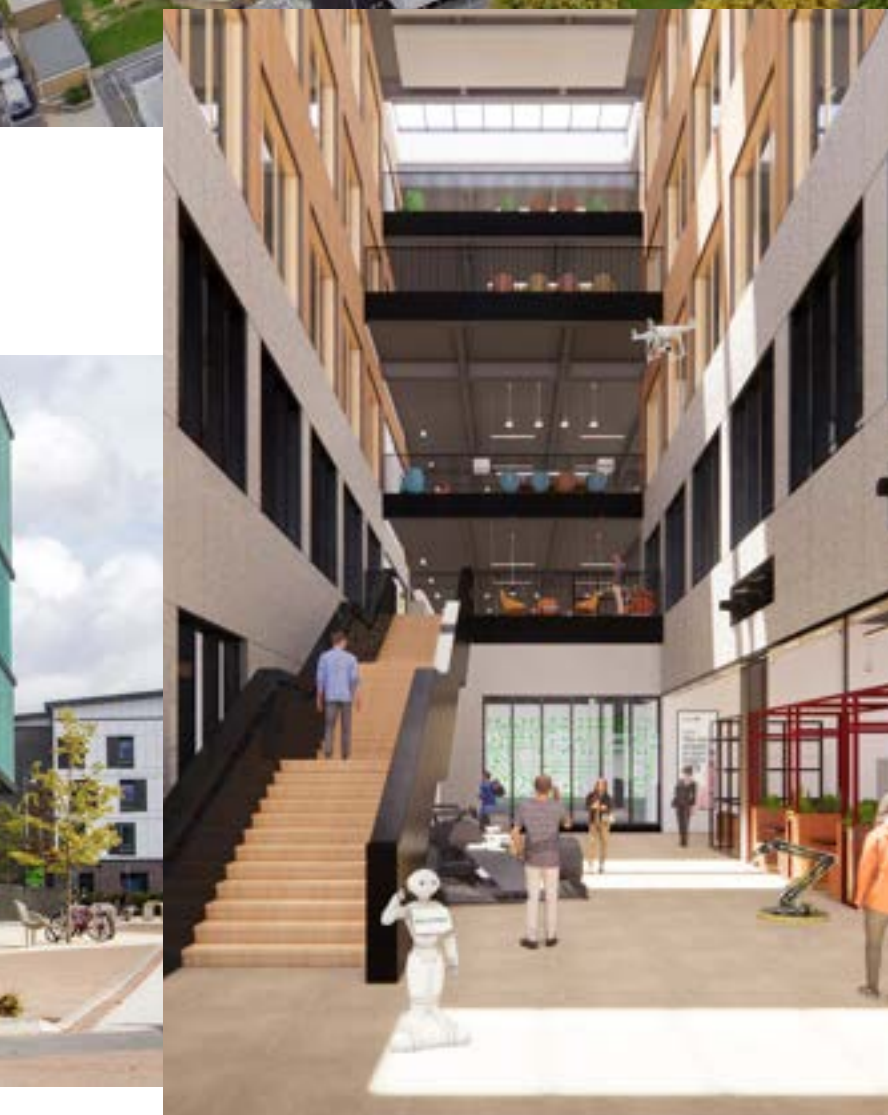
These state-of-the-art developments lie at our campus peripheries. The central core lacks identity and purpose, with a legacy of outdated buildings such as the multi-purpose Main Building and the Wright Building, primarily occupied by our School of Health and Social Work. Both buildings are no longer fit-for-purpose, and navigating around the campus is challenging, meaning desire lines are pushed to the edges.

Opportunity

Fundamental to the Estates Vision, is our ambitious Green Herts Project, the most impactful and bold project in our plan. This will enliven and unlock our campus core, while ensuring permeable campus boundaries to the wider community.

To achieve this, we will demolish much of our central ageing building stock, including the Wright Building and a large proportion of the Main Building. They will be replaced by a new building for the School of Health and Social Work, embedded in new, open and diverse green areas. This patchwork of outdoor space and amenities will support a vibrant mix of activities throughout the year, to allow natural movement across our campus, and contribute to our sustainability aims.





Plan of action: phase 1

- 1 Demolition of part of the Main Building
- 2 Construction of a new building for the School of Health and Social Work within a new public realm setting
- 3 Create the foundations for the Green Herts Network and improve connectivity around our estate.

College Lane Campus

Buildings for the School of Health and Social Work, and the new School of Medicine



Overview

A new building for the School of Health and Social Work will be built in the heart of our College Lane campus, co-locating teaching and laboratory space. It will enhance the student and staff experience and increase the University's reputation of providing globally-recognised research. The sustainable building will also provide green spaces that align to the Estates Vision, and improve accessibility and wayfinding across the College Lane Campus.

Challenges

With a legacy of ageing buildings no longer fit-for-purpose, and the lack of green space for staff and students in the School of Health and Social Work (HSK), there are many challenges that need to be addressed to improve teaching, learning and working for our people. The cost of maintaining outdated buildings has become unsustainable, which leaves the University with no option but to demolish the Wright building that houses HSK.



Opportunity

Building on the University's extensive experience in delivering excellence in healthcare education and world-leading research, the new building for the School of Health and Social Work will provide sector-leading facilities to replace clinical and social care practice, and maximise effective and efficient use of space, and expansion of new teaching practices, including greater use of simulation and immersive technology to enhance the student experience and success.

Adjacent to the new building, the existing Health Research Building will be repurposed to house the new School of Medicine, the first in the county. It will incorporate the School's ambitions, implement effective workplace principles and reduce office space. The new School will create integration between the health disciplines that are required by the General Medical Council.

Sustainability and wellbeing are at the heart of the Estates Vision. Solutions such as maximising natural light and providing green spaces around the building will support wellbeing. There is an aspiration for the project to meet the WELL Building Standard gold accreditation.



College Lane Campus Refectory redesign



Overview

We want to support our University community by creating a vibrant and engaging environment across our College Lane and de Havilland Campuses. We know that social and informal spaces play an important role in achieving this by providing inspiring spaces and giving individuals the opportunity to choose how and where they learn, work and socialise.

Challenges

Both campuses house refectories, providing accessible dining spaces for students. However, outside of peak mealtimes, each asset loses its buzz and is largely underused.

Opportunity

As part of our priority project programme, both refectories will benefit from a redesign. The spaces will continue to be used for dining, but they will be diversified to become flexible, inclusive and multi-purpose student-owned amenities designed in close collaboration with our students.

Our focus will be on creating zones for eating, socialising and learning, whether that be in a group or as personal space. Our students will have ownership of the use of these spaces, and this redesign will be used as a pilot to inform our future informal spaces strategy across our campuses.

College Lane Campus Future Teaching Buildings 1 and 2



Overview

With a history of innovation and academic quality in education, and a long-standing commitment offering high-quality teaching delivered by expert educators, we have a responsibility to provide spaces for our students and staff to thrive. We are committed to expanding innovative, sustainable teaching and learning spaces to continue to meet their needs.

Challenges

Some of our teaching buildings on the College Lane Campus are 70-years-old, and it has become unsustainable to justify the investment required to continue to maintain them, and to meet our sustainability and wellbeing objectives. They are located in difficult-to-access areas, resulting in the disruption of movement around the campus.

Opportunity

In a competitive student market, it's vital that not just our fantastic teaching, but also our campuses and facilities are attractive to prospective students. By providing two new multi-purpose, flexible and innovative teaching buildings, together with improved wayfinding and green spaces, these two teaching spaces will play a key role in the University's future and continue to enhance the student experience.



de Havilland Campus

**The home of the Schools
of Business, and Law and
Education**

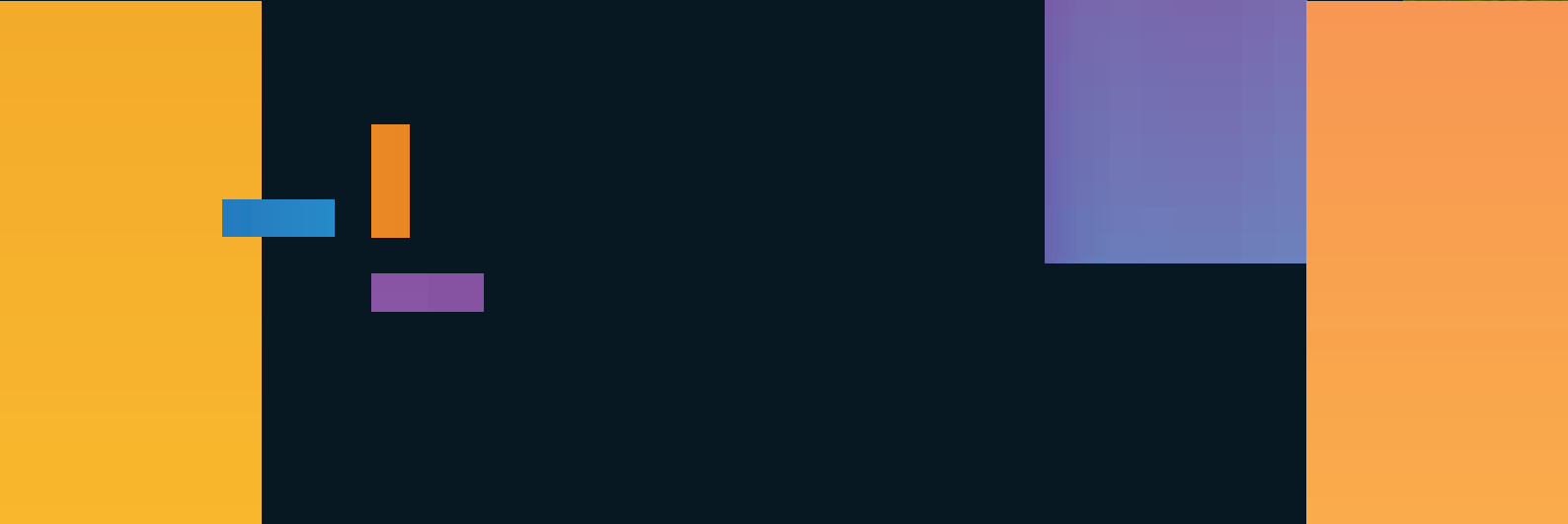
de Havilland Campus project overview

Hertfordshire Business School Building

Blocks M and R reconfiguration

Refectory redesign

Law and Business Campus





de Havilland Campus Hertfordshire Business School Building



Overview

Our de Havilland Campus is modern and dynamic, with a focus on industry and innovation. This includes our most recent development – the Enterprise Hub – which provides collaborative spaces that connect local business and academia.

Challenges

Our student population is growing and there is a pressing need for more adaptable and multi-functional teaching spaces to deliver face-to-face teaching in an engaging and supportive environment. This can no longer be accommodated within our existing campus buildings.



Opportunity

The University has identified a development plot between Hertfordshire Sports Village and Block R, providing opportunity for a sustainable, high-quality, multi-purpose teaching building in a central campus location.

With significant growth in our postgraduate community, the Hertfordshire Business School Building will accommodate the School's increasing teaching space needs, as well as providing our postgraduates with an improved identity on campus.

We will create a future-proof design, with large, flexible teaching rooms that can easily be adapted for smaller teaching spaces or alternative uses.

As part of our continued commitment to an inclusive campus, the design will include social and informal study spaces and additional faith facilities.



de Havilland Campus Blocks M and R reconfiguration



Overview

On our de Havilland Campus, our preference is to optimise and repurpose existing buildings wherever possible, adapting the design and function to suit ever-changing user needs and demand.

Challenges

At the centre of the de Havilland Campus are Blocks M, N and R, which house our Hertfordshire Business School and parts of the Hertfordshire Law School (which also incorporates the School of Education). They form a dynamic, multi-purpose building, with three recognised challenges:

- our growing student community demands greater provision of general teaching spaces
- hybrid working patterns among staff have resulted in reduced use of the offices
- navigation is challenging as activities are dispersed throughout the block and wider campus buildings.

Opportunity

We will reconfigure our spaces to better meet our requirements and strengthen the presence and identity of each School. Block R will be the primary focus, with plans to:

- relocate law provision into the Grace Ononiwu Law Court Building to consolidate activity and create a strong on-campus presence for Hertfordshire Law School
- create a Postgraduate Study Centre on the ground floor of Block R to provide a dedicated informal study space for our postgraduate students
- reconfigure office accommodation to support our Effective Workplace Policy and potentially release surplus space for in-demand general teaching or informal study
- relocate Humanities spaces to the College Lane Campus, to reflect the new structure of our Schools.



de Havilland Campus Refectory redesign



Overview

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Satellite sites

Our vision will enhance our off-campus sites by improving new ways of working through adapting, consolidating and upgrading spaces for teaching and working

Satellite projects overview

MacLaurin Building refurbishment

Meridian House relocation

Fielder Centre review

Ambition for an electric hub





Satellite sites

MacLaurin Building refurbishment



Overview

Our staff are fundamental to the day-to-day running of the University. We are positively embracing changing working patterns by providing office accommodation that facilitates hybrid ways of working, in line with our Effective Workplace Policy.

Challenges

The large MacLaurin building is located at the edge of the Hatfield Business Park. As a main office building for professional staff, it does not fully deliver on current workspace requirements of collaboration, wellbeing and choice.

Opportunity

Through major refurbishment, the MacLaurin Building presents an exciting opportunity to become an exemplar of effective workplace design for a thriving professional services hub. Surplus accommodation within the building will be repurposed to address short-term pressure points elsewhere on our estate. In the medium-to-longer-term, we will consider diversifying to create a multi-occupancy building and maintain an active and vibrant workplace asset and income stream.

The proposed works will ensure the building is adaptable to future requirements, and that efficiencies are optimised in line with our Environment Sustainability Framework (Pathway 1).

Satellite sites

Meridian House relocation



Overview

Our College Lane and de Havilland Campuses will continue to provide the core focus for learning and teaching. We will therefore prioritise projects that have significant impact on enhancing these activities, and improving wayfinding for students, staff and visitors.

Challenges

Meridian House, located off-campus in Hatfield's town centre, provides specialist teaching space for the School of Health and Social Work (HSK). However, being disconnected from campus, it negatively impacts on students' experience. It requires significant upgrades to improve its operational performance and accommodate HSK's growing space needs.

Opportunity

An immediate project is to relocate Meridian House activities to existing HSK buildings, and in future, to the new building for the School of Health and Social Work at the College Lane Campus. This will bolster the School's on-campus identity and improve student experience, as well as releasing Meridian House for disposal.



Satellite sites

Fielder Centre review



Overview

Our satellite assets are often multi-functional, supporting both the University and the activities of the wider community.

Challenges

The Fielder Centre is situated off-campus and forms part of our commercial investment portfolio. It provides a dedicated conference centre for the University and is also used by nearby businesses, maintaining our connections to local industry and stakeholders.

A key challenge is maintaining the integrity of the building to continue to meet these needs, given the required investment to modernise the centre and meet sustainability expectations.

Opportunity

As part of our priority project programme we will undertake minor refurbishment of the Fielder Centre, including the food and drink offering and meeting room provision. In parallel, we will undertake feasibility work to explore the centre's optimal use and the opportunities that future investment could unlock.



Satellite sites

Ambition for an electric hub



Overview

We have an ambition to create an electric charging hub at our Park and Ride facility at Angerland, serving the University and local community.

Challenges

Situated a short drive from our College Lane Campus, our Park and Ride offers parking facilities to support campus operations. The car park is significantly underutilised.

Opportunity

An electric charging development at the conveniently located facility can support our ambitious sustainability targets, while improving sustainable transport links to the University and wider community.



The project programme

The next decade will present many new challenges and opportunities. The University's annual commitment to infrastructure investment underpins our focus on capital projects, but we recognise we cannot precisely plan every project that will be delivered in this period. We have therefore separated our vision framework into priority projects and strategic projects.



Strategic reviews

Investing in our infrastructure to deliver high-quality, flexible teaching spaces and a welcoming campus experience to be proud of

Strategic project School of Creative Arts



Overview

To celebrate the variety of curriculum activity across our campuses, it is important to give each School a distinct on-campus identity: to showcase the diversity of our education offering, better connect students with their School, and create distinctive communities.

Challenges

The School of Creative Arts is primarily housed in the Art and Design Building on the College Lane Campus, and is linked to the Art Gallery, and the Film, Music and Media Building. However, the School has continued to expand further and disperse into the Todd, Lindop and Mercer Buildings. Despite some adaptations, these teaching spaces are not best suited to the School's specialist requirements. They also lack identity and connection to the School.

Opportunity

We will work collaboratively with the School to explore opportunities to optimise their principal buildings and operational settings.

Given their location on campus, the improvements to the School of Creative Arts' buildings will enable us to enhance the sense of arrival at the College Lane Campus, and better integrate the School's main buildings with the campus core and our new Green Herts Network. We will focus on the physical buildings and on movement through our external spaces.



Strategic project

Navigation and public realm improvements

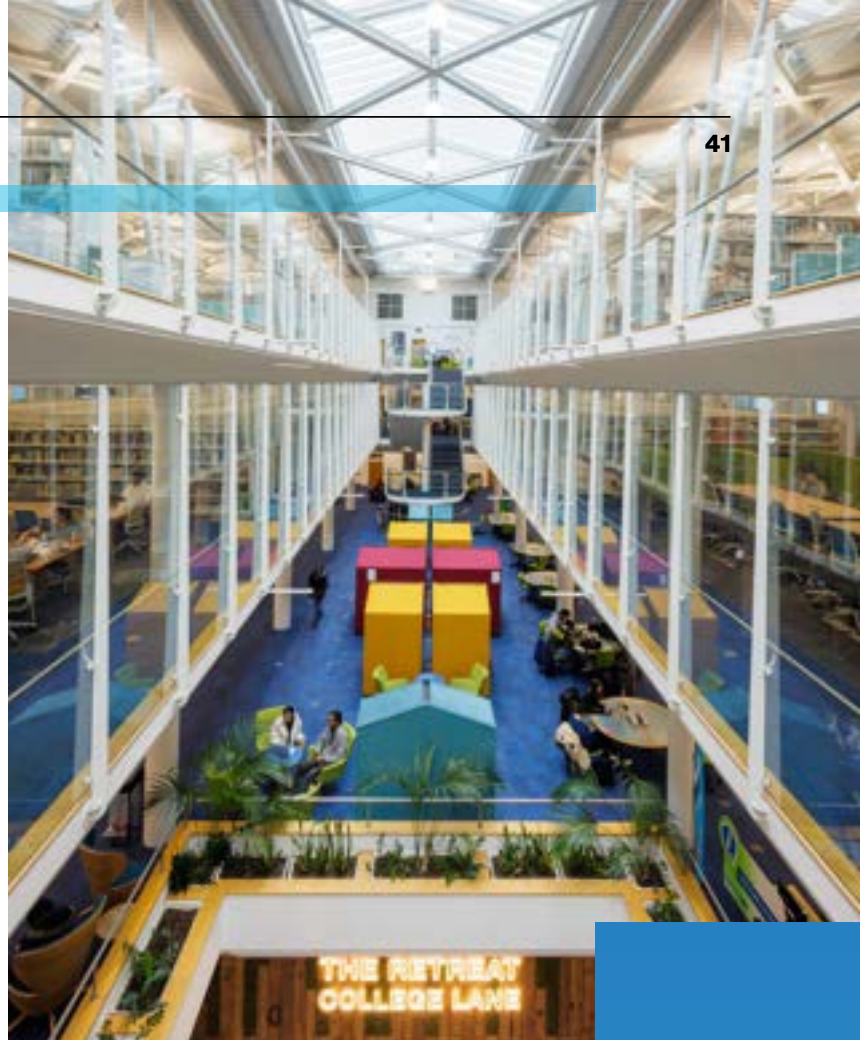


Overview

Improvements to create a welcoming environment and enhance wayfinding and movement across our campuses is a key priority of the Estates Vision. Projects such as improving the sense of arrival at the bus terminal, creating lively and accessible external spaces, and improving campus connection from east to west between accommodation and academic buildings, will create an accessible campus experience for all to discover and enjoy.

Challenges

As we continue to make changes to our campus buildings and layout, it is essential we simultaneously ensure our students, staff and wider community can easily and safely navigate our campuses and locate key services.



Opportunity

Wayfinding and navigability are key priorities throughout any estate development. Improving connections and community experiences is vital to many of our priority and strategic projects, notably our ambitious Green Herts Network. Other key areas of focus include:

College Lane Campus

- enhancement of the CP Snow Walk to strengthen its identity as an academic boulevard, connecting many of our key academic buildings and providing active external spaces
- review the east to west connection between our residential accommodation and academic buildings.

de Havilland Campus

- improve the sense of arrival at Albatross Way, and the journey from the bus stop through to, and across the campus
- upgrade of The Street central corridor to deliver a more vibrant and interesting indoor/ outdoor space
- creating a lively and accessible external space between the Enterprise Hub, Grace Ononwu Law Court Building and Learning Resource Centre, to encourage outside activity.

Strategic project

Maintaining the integrity of our core assets



Overview

The whole of our estate is critical to delivering our Estates Vision. Maintaining the integrity of all our assets and adapting to change is a key foundation of our approach – including buildings and components not defined in this strategy. This includes:

- establish the backlog maintenance baseline and continue to invest in revenue and capital to maintain and improve the condition of our estate
- the de Havilland private finance initiative project comprising of 1,600 student residences, and the Hertfordshire Sports Village comes to an end in 2033. A strategic review will be undertaken in preparation for the contract ending
- assets at the de Havilland Campus, such as Hertfordshire Sports Village and residential accommodation, will transfer to the ownership of the University from 2033.



Key performance indicators

The University has set key performance indicators to ensure our changing estate and new projects are meeting our high standards.

Student experience at the heart

- percentage of estate condition in the estate management report category A/B above an agreed baseline
- percentage of estate suitability in the estate management report category 1 or 2 above and agreed baseline.

Flexible and efficient estate for the future

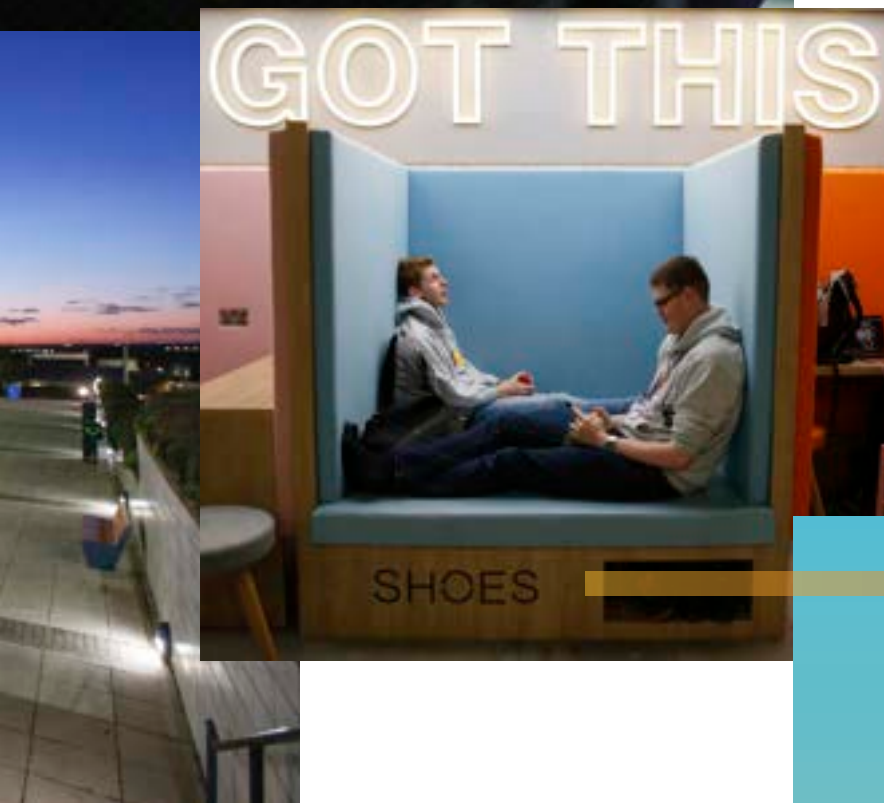
- teaching space frequency of use to be above an agreed percentage
- teaching space occupancy; levels to be above an agreed percentage.

Meeting climate vision

- carbon reduction in line with carbon reduction plan
- carbon tonnes per student/staff full time equivalent below an agreed baseline.

Growing and adapting in a sustainable way

- capital spending as a percentage of University income above the UK mean
- percentage of income spent on maintenance above UK mean
- property costs ratio to income above the UK mean
- total property costs per student full time equivalent below the UK mean.



Conclusion

As the University of Hertfordshire continues to go from strength to strength, we have continued to develop an estate that supports our ongoing growth and delivers the transformative student and staff experience that we aspire to achieve. Our new Estates Vision 2035 sets out an ambitious future, with a programme of key capital projects closely aligned with the University's upcoming new Strategic Plan – focused on driving opportunity, maximising potential, supporting flexibility and fostering the trailblazing, entrepreneurial spirit that lies at the heart of everything we do. Our Green Herts Project will be the centrepiece: embodying our commitment to provide every member of our current and future community a clear path to life-long learning, wellbeing, innovation and sustainability.

Each project presents an exciting and innovative opportunity to reimagine our estate for current and future generations of students, staff and visitors. Through a combination of new construction and bold, creative improvements to the current estate, we are confident that this ambitious vision will result in an inspiring and welcoming environment for everyone in our University community, now and in years to come.






**// Our new Estates Vision 2035
sets out an ambitious future...
fostering the trailblazing,
entrepreneurial spirit that lies at
the heart of everything we do**



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