



University of
Hertfordshire **UH**

2030 Estates Vision

November 2018

Contents

1.0 Introduction			4.0 Programme , Cost and Risk	
1.1 Introduction	7		4.1 Programme and cost	64
1.2 Executive Summary	9		4.2 Cash flow	66
			4.3 Risk	67
2.0 Vision			Supporting Information	
2.1 Principles	15		<i>Available as digital file</i>	
			A Analysis	
3.0 Proposals			a. Site	
3.1 Overview proposed projects	18		b. Space	
3.2 Academic Communities	20		B Stakeholder consultation	
3.3 Teaching and Learning	40			
3.4 Public Realm	48			
3.5 Future development opportunities	57			

1

Introduction



Introduction

The fight to build reputations within the UK HE sector – to attract the best students and staff - is the most competitive it has ever been. University estates have played, and continue to play, a key role in this with investment topping £3bn for the first time in 2017 (Source: AUDE).

The 2020 Vision has delivered many successful projects, but its planning began over 10 years ago. The higher education sector has changed so much that the University must now develop a new vision to take it in to the 2020's. This plan must not only look at resolving current issues but look ahead to meet the needs of its future students and staff. Responding to new trends in learning, different ways of working and continued growth in technology are some of the wider challenges emerging. The Vision must also answer the needs of the University as a community, a business and a brand, enabling academic excellence to thrive, so, among other measures, it maintains its TEF Gold and improves its REF, league table and NSS performances. These challenges align with the ever-increasing pressure on finances - the need to do more with less

This challenge has been complicated by the fact that the future is an unknown - a sector and society that is increasing volatile and changing- and the University, like many others, does not truly know where it will be in ten years' time. It is known that tariffs, student numbers and financial reserves are under serious

pressure and there will be a spike in the student demography in 2021. It is also known that the choices made today will have a serious impact on the University's future and delaying investment will cause the institution to fall further behind competitors in the ability to attract and retain the best students and staff and reduce its ability to adapt to change.

The 2030 Estates Vision is much more than the construction of new buildings - it is a transformative process that will shape how the University plans, operates and experiences its campuses. Driven by listening to the people who really matter –students and staff - it will help grow the University's local, regional and national reputation in the face of an uncertain and hyper competitive future.

Above all, the Vision will restructure our campuses to create communities, within which our students and staff can thrive and succeed.



Executive Summary

The 2030 Estates Vision outlines the University's development objectives and proposals for the next 10 years in support of the University's Strategic Plan. The Vision sets out a detailed framework within which future projects are to be brought forward and builds upon the work achieved by the previous Vision which successfully delivered several projects transforming the experience of large sections of the estate for students, staff and visitors. A new vision is required to frame the University's response to current and future needs and challenges.

The 2030 Estates Vision offers bold proposals for the University's evolution over the next decade, whilst acknowledging the current challenges faced by the University and the wider sector – political, financial and social. The overarching approach, differing from previous strategies, has been to focus development to intensify the density and vibrancy of the centre of each campus retaining peripheral plots for future expansion or consolidation, thereby future proofing the estate. The Vision will be reviewed regularly over the period and retains flexibility in its structure to respond to changes in financial, academic or strategic drivers. All proposals sit within local and national planning policies and are compatible with the University's academic and development aspirations.

Development Principles

The purpose of the 2030 Estates Vision is to improve the quality and flexibility of the estate, enhance the experience of all users and respond to changing needs and aspirations. In response to the consultation and analysis, the Vision has established a development framework built around three core principles.

- 1. Creating stronger, more supportive academic communities**
- 2. Delivering more flexible, innovative teaching and learning environments**
- 3. Enhancing our public realm and making easier to navigate**

Overarching these three principles will be a fundamental that the Estates Vision is

Deliverable and Affordable.

Projects

The College Lane and de Havilland Campuses will remain the focus of the Vision and the three principles will be achieved through the phased implementation of the following projects:

de Havilland Campus

Project 1 - Business and Social Hub	January 2020
Project 2 - Public realm improvements	Autumn 2021
— Arrival experience from bus stop and from town	
— Movement from and to the main car park	
Project 3 - Improvement to school identities	Autumn 2021
— Law School academic office in Law Court Building	
— Humanities school entrance	
— Education school entrance	
— Street and LRC interface: new square	
Project 4 - Sports science	Summer 2020

College Lane Campus

Project 1 - Specialist teaching building 1 (Engineering, Technology and Computer Science)	Autumn 2023
Project 1a - LRC remodelling	
Project 2 - Teaching and learning hub (Courtyard building)	Autumn 2025
Project 2a - Specialist teaching building 2 (Health and Social Work)	
Project 3 - Forum Lecture Theatre (including the reconfiguration of the current forum bars)	Summer 2020
Project 4 - LMS relocation to Chemistry and Main sheds	Autumn 2026
Project 5 - Main Building refurbishment	Autumn 2027
Project 6 - Creative Arts entrance and public realm	Spring 2029
Project 7 - Surface car park - north side of Campus	Autumn 2028
Project 8 - Public realm improvements	
— Boulevard upgrade	Autumn 2028
— New Square	
— Coles Lane upgrade	
— South Pedestrian Link	
Project 9 - Glass Houses	Autumn 2028

Satellite Campuses

The University has several sites beyond these Campuses, performing a variety of roles and uses in support. The continued use or future evolution of these satellite sites is addressed in the 2030 Estates Vision: In accordance with creating a vibrant campus experience, the University will re-define and clarify the role or need of its satellite sites:

Meridian House - All learning and teaching activity is to be relocated to the College Lane Campus.

Bayfordbury – The University will work with Schools in developing the academic and research potential offered at Bayfordbury.

Fielder Centre – Conferencing will remain at Fielder Centre for the foreseeable future with a view of consolidation at College Lane and de Havilland Campuses in the mid to long term, following improvements to seminar, lecture and support spaces on both campuses.

Angerland Park & Ride – This facility will continue to play an important role in reducing the amount of cars coming to the Campus.

College Lane North – The land holding will be retained, and its use reviewed on an on-going basis in response to changing requirements

Titan Court - to be retained as investment property.

MacLaurin Building – to be retained as a key administration building.

Cost, programme and risk

The delivery of the Vision requires a capital investment across the next 10 years of £180m. The consultant team have reviewed the phasing options in order to lessen any disruption to students and staff at the University. The cash-flow has also been driven to minimise any impact on the University's finances and consequently the programme slowed to achieve completion of projects by 2029.

A risk workshops was undertaken by the project team, of which the main risks (red) found are:

- Drop in student numbers/ impact on financial reserves
- Unforeseen ground conditions

Consultation

The proposals set out in the development framework have emerged from a year-long consultation process, a review of the University's whole estate and analysis of the individual issues and opportunities of de Havilland and College Lane Campuses. A comprehensive analysis of space utilisation across the University's estate has been undertaken to underpin the discussions with stakeholders and to gain a better understanding of the University's estate in comparison to comparator, competitor and aspirational groups. The consultation process has enabled a wide range of issues, opportunities and proposals to be collectively reviewed with the estates project team and the University community at large. The process was conducted through one-to-one interviews, key focus groups and general engagement exercises.

Key Drivers

The key drivers, which frame the 2030 Estates Vision can be summarised as follows:

1. The University's student body will remain broadly stable;
2. The University academic portfolio will be broadly similar
3. The University will develop opportunities to support new ways of learning including degree apprenticeships, two years degrees etc.
4. The University will continue to focus on improving the student and staff experience in response to rising expectations and competition in the sector
5. The University will continue to operate from two main campuses and retain flexibility to respond to needs for expansion or consolidation
6. The University's research work will largely remain embedded within individual schools whilst supporting cross-disciplinary collaboration on wider societal themes.
7. The University will provide fit-for purpose space, minimise the environmental impact and materially improve the condition of its building stock to Category A and B
8. The University is committed to community engagement and working with the local and regional communities to achieve common objectives and resolve off-campus impacts.

Summary

Once complete, the 2030 Estates Vision will deliver a legacy for the University and leave it well positioned to deal with the challenges that now confront both the university and the wider the higher education sector.

2

Vision



Aerial view of College Lane Campus



Aerial view of de Havilland Campus

2030 Estate Vision

Principles

The purpose of the new Estates Vision is to improve the quality and flexibility of the estate, enhance the experience of all users and respond to changing needs and aspirations. In response to the consultation and analysis, the Vision has established a development framework built around three core principles.

1. Creating stronger, more supportive academic communities

The vision will create spaces that will support the building of genuine communities of people – individually, as schools and collectively as one University – providing them with a rich mix of environments that have a strong sense of identity and a welcoming sense of belonging and pride.

2. Delivering more flexible, innovative teaching and learning environments

The vision will deliver more flexible, innovative teaching and learning environments materially improving the quality of the University's shared teaching environments – creating efficient, well utilised, flexible and pleasant teaching and learning spaces. Also it will provide a campus wide network and wide range of social learning spaces – the 'glue' that brings the campus experience together -to support the formal teaching and learning environments.

3. Enhancing our public realm and making easier to navigate

The Vision will continue to improve the streets, spaces and landscape that make up our campuses: enhancing 'first impressions'; providing places for people to enjoy, ecology to flourish , and; ensuring the campus is simple to navigate and a pleasure to use by all.

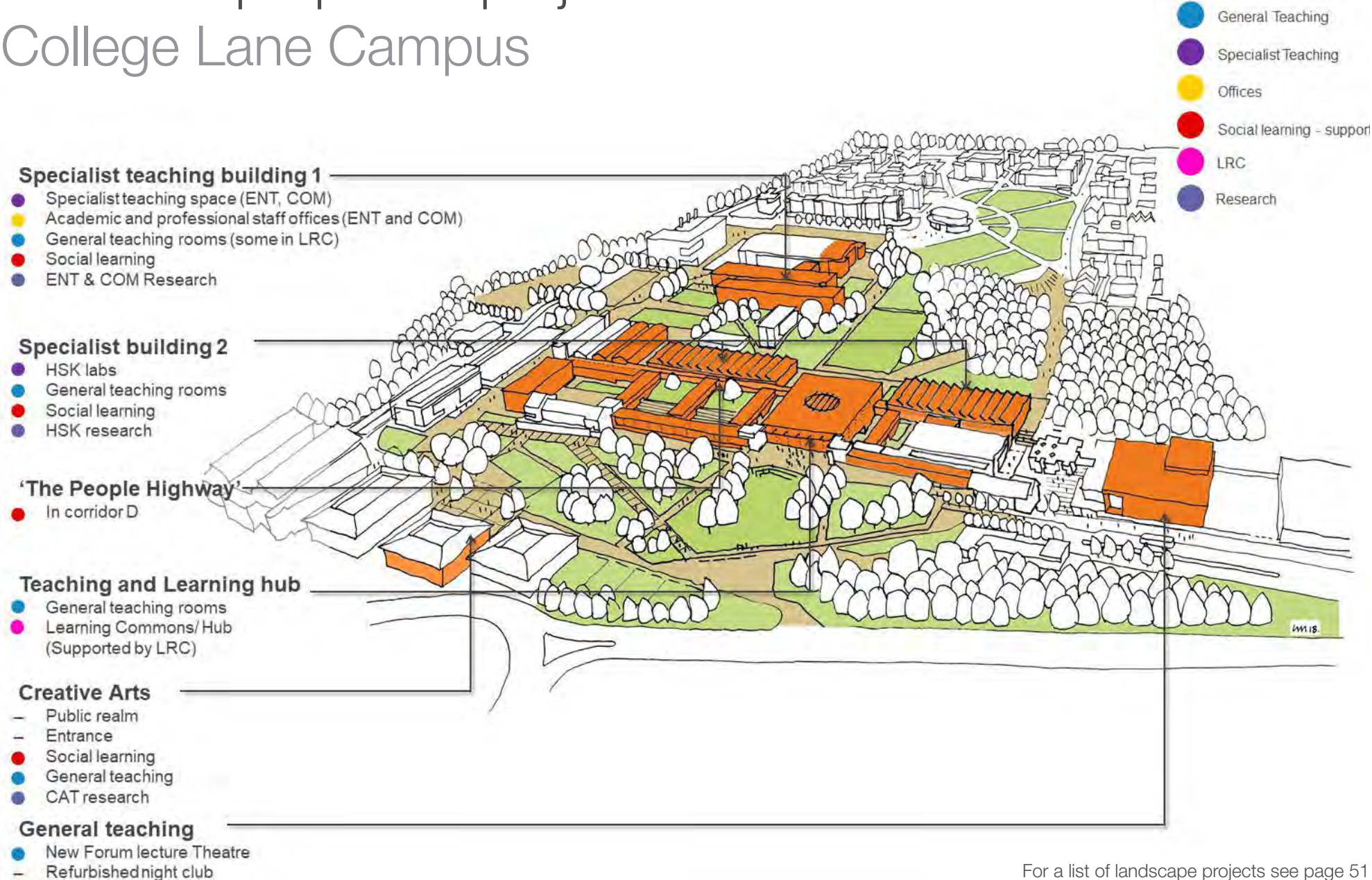
And

Creating a strategy that is deliverable and affordable

3

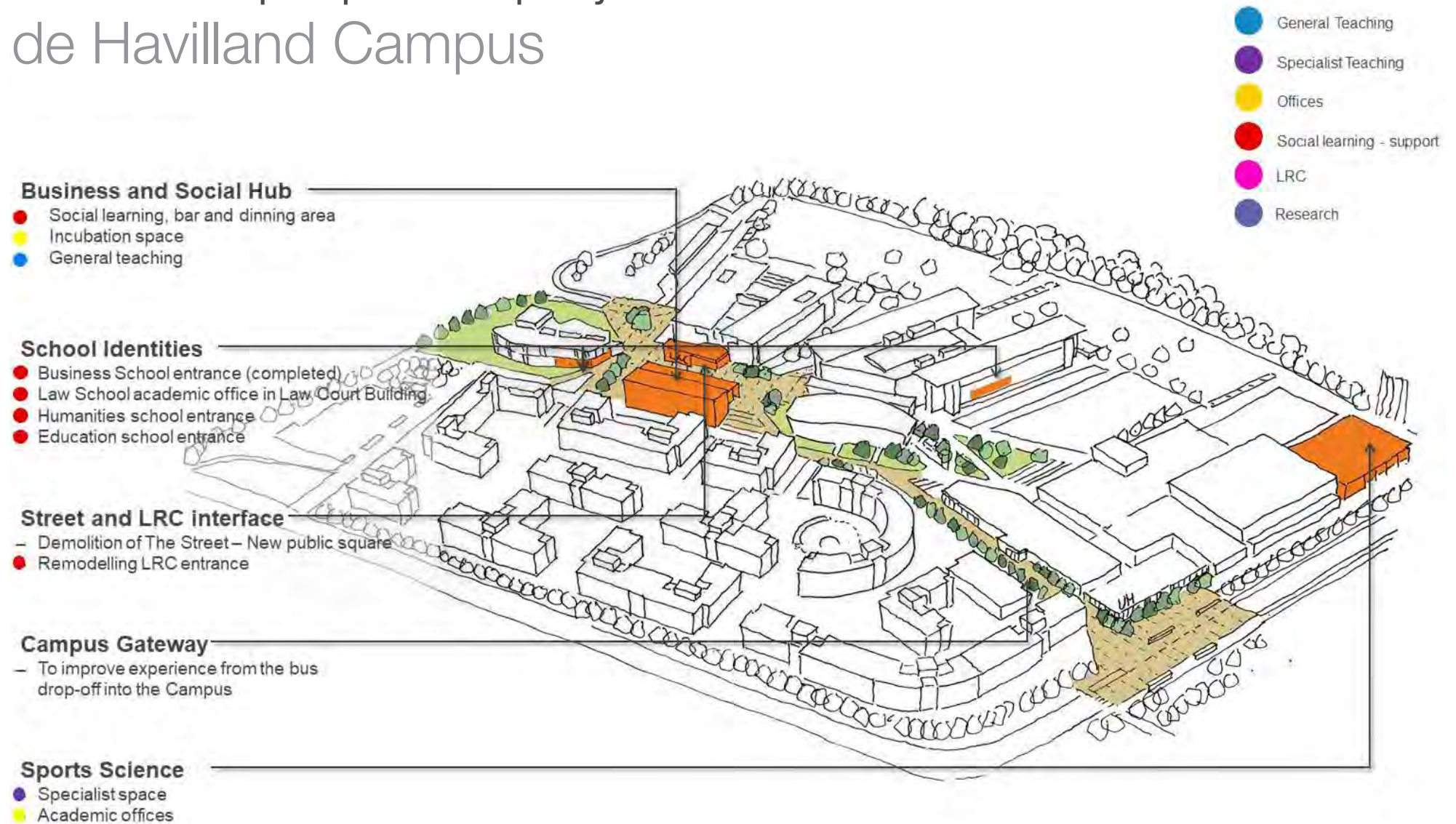
Proposals

Overview proposed projects College Lane Campus



For a list of landscape projects see page 51

Overview proposed projects de Havilland Campus



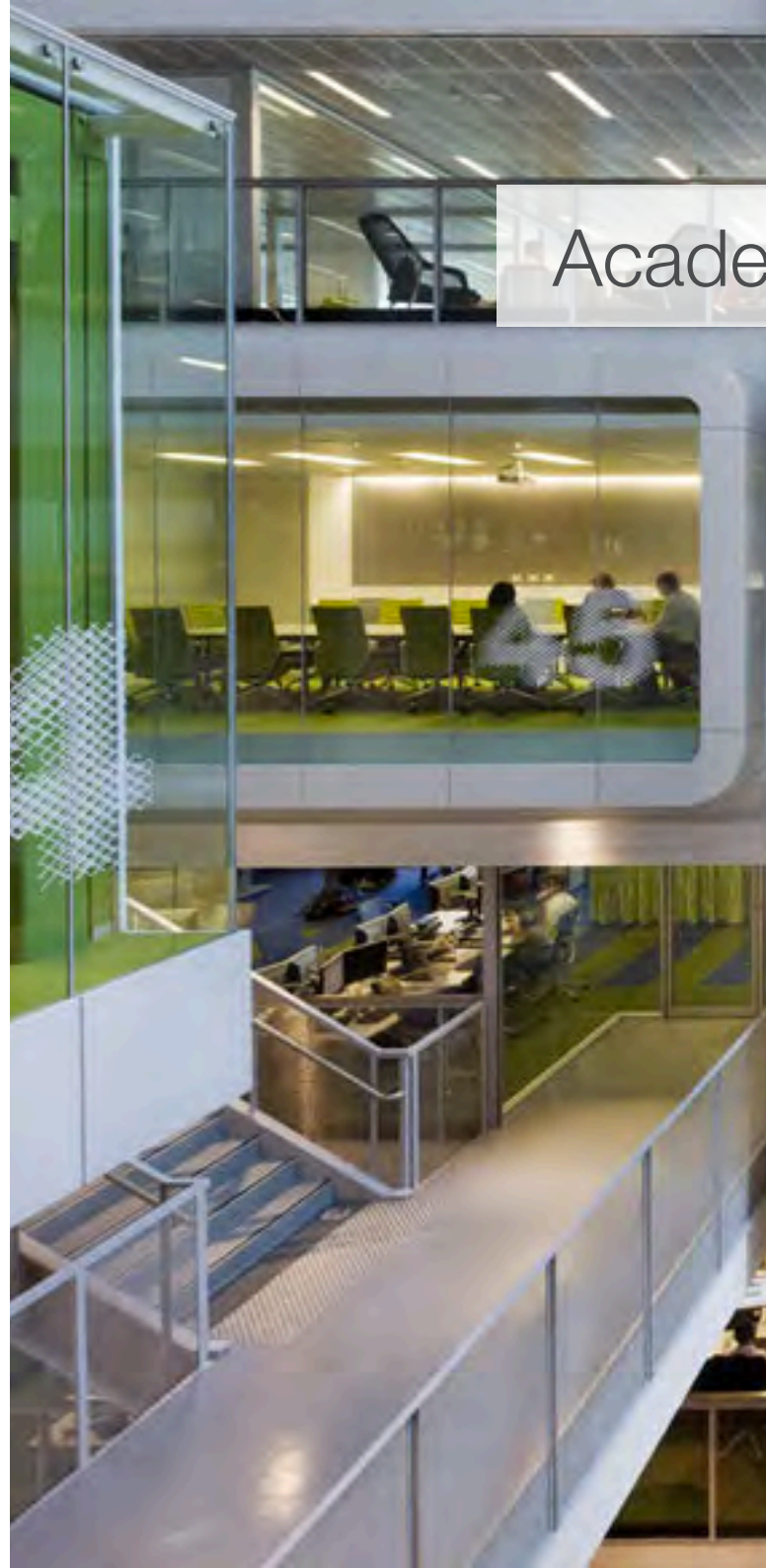
For a list of landscape projects see page 55

“This makes me feel part of a strong community which has made my experience at this University even better”

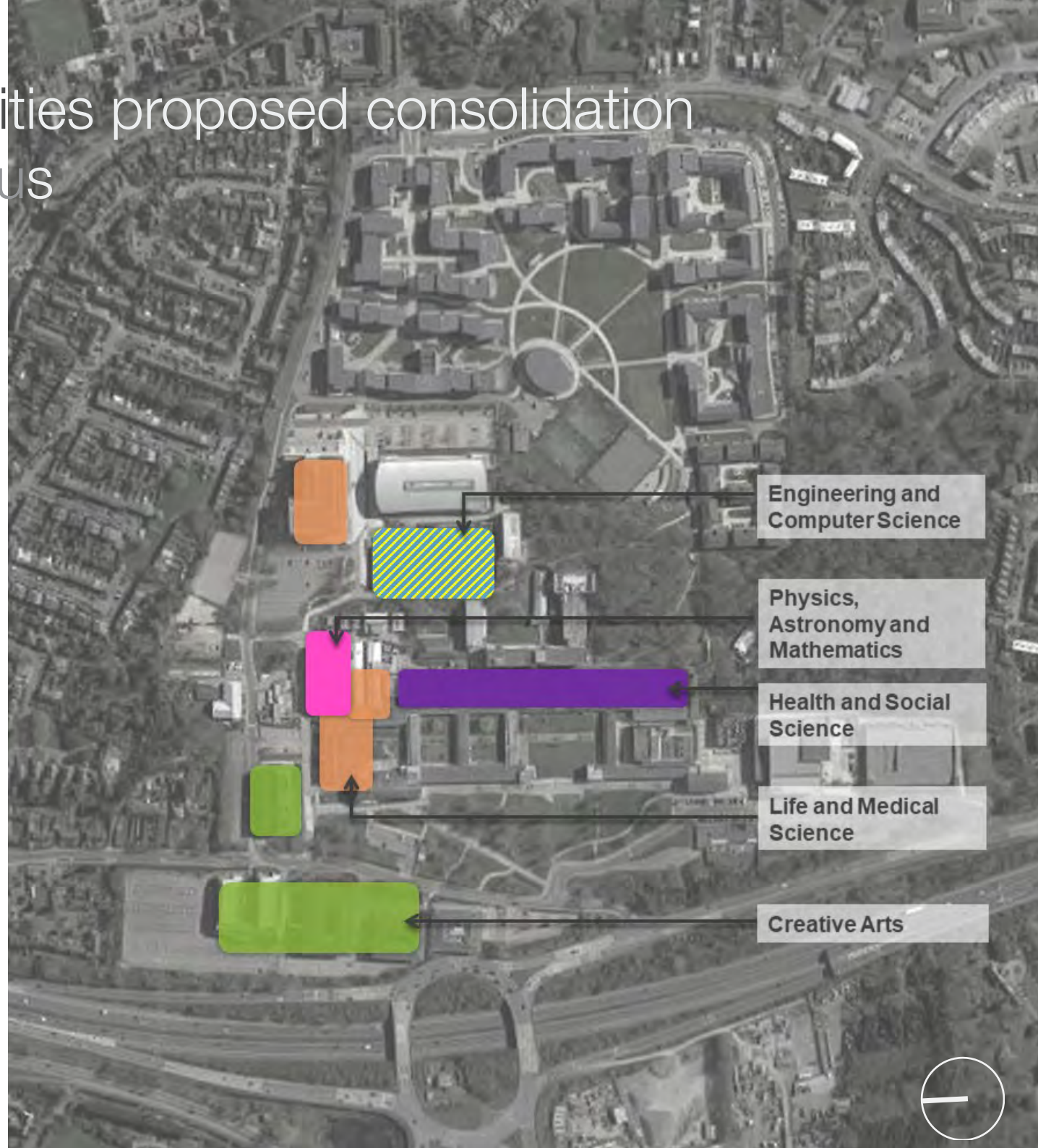
The co-location of space for all schools to create a strong sense of identity, community and supportive learning environments for student, staff and visitors:

- Specialist Teaching Space
- Localised Social Learning and shared teaching space
- Embedded Research Space
- Workspace for academic
- Professional staff workspace
- Reception

Academic Communities



Academic Communities proposed consolidation College Lane Campus



Aerial view of campus highlighting consolidation of schools following completion of Estates Vision.



Academic Communities proposed consolidation de Havilland Campus



Aerial view of campus highlighting consolidation of schools following completion of Estates Vision.





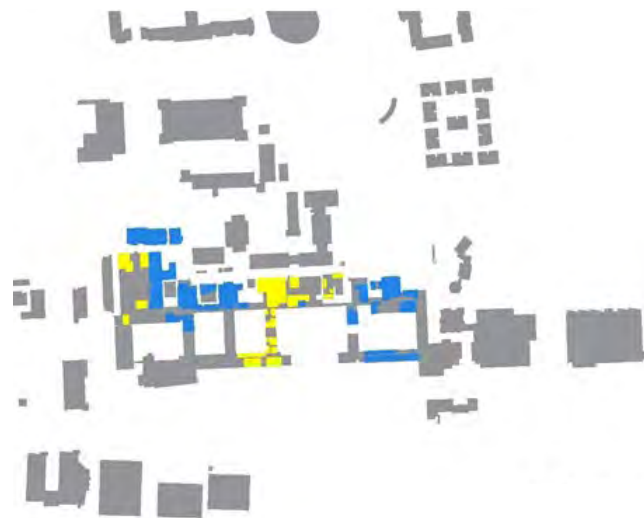
Academic Communities

Engineering, Technology and Computer Science

Collocation of both schools in a new fit for purpose building:

- Specialist Teaching Space
- Localised Social Learning and shared teaching space
- Embedded Research Space
- Workspace for academic and professional staff workspace
- Reception

Existing



Proposed





Academic Communities

Health and Social Work

Consolidation of school on College Lane Campus in new specialist teaching building

- Closure of Meridian House
- New Specialist teaching facility
- Offices co-located in refurbished Main Building
- Demolition of Wright and CP Snow

Proposed

Existing





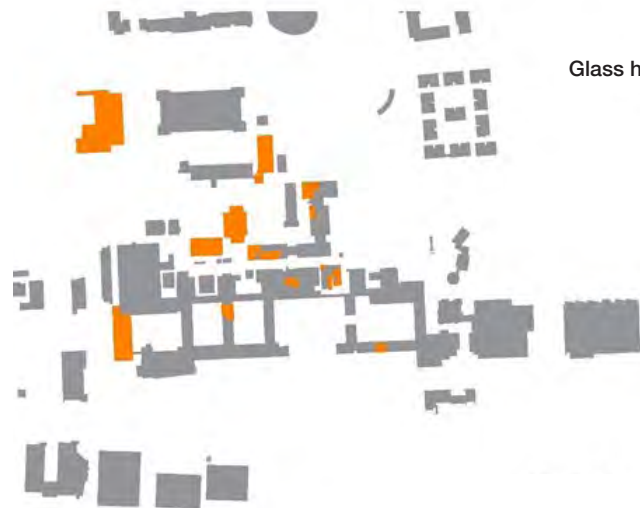
Academic Communities

Life and Medical Science

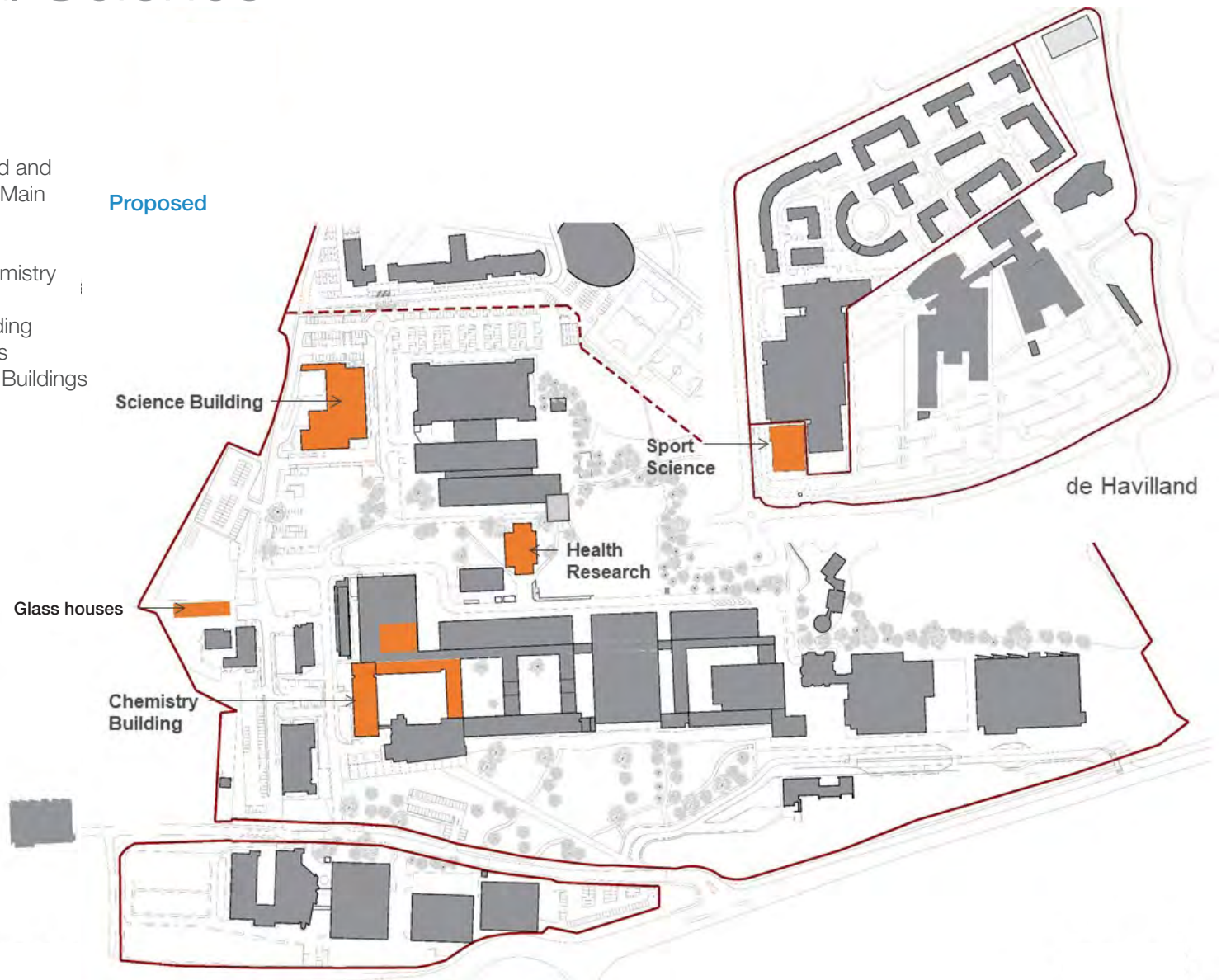
The relocation of Sports Science to de Havilland and further consolidation of LMS in Chemistry and Main Building

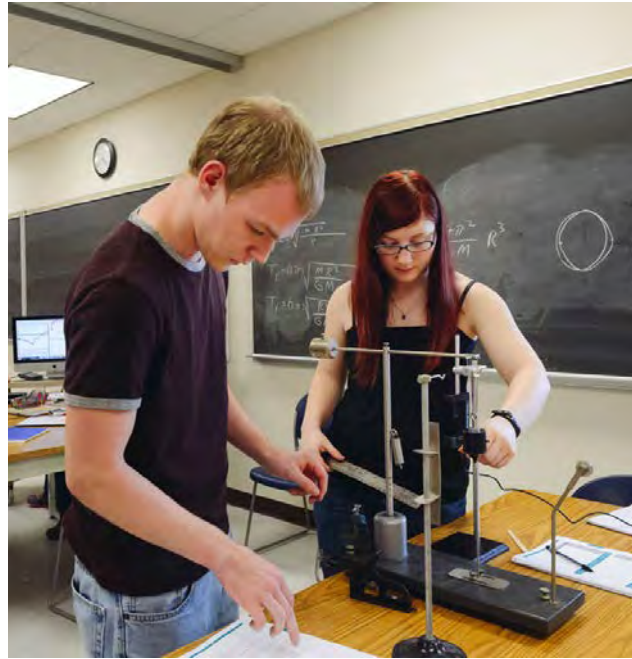
- Laboratories co-located in refurbished Chemistry Building
- Offices co-located in refurbished Main building
- New Glass Houses on perimeter of campus
- Retention of Science and Health Research Buildings
- Demolition of Wright and CP Snow

Existing



Proposed





Academic Communities

Physics, Astronomy and Mathematics

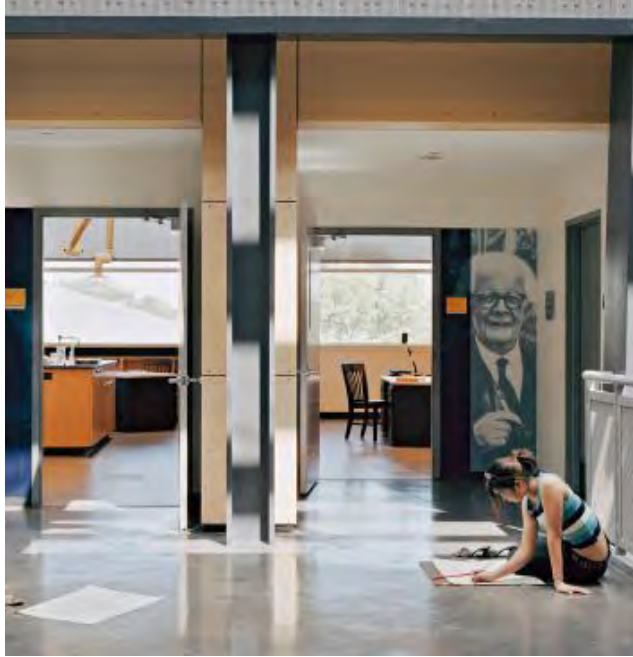
Strengthening of identity of school within the Innovation Building and improvements to space within the Main Building sheds.

- Retention of existing location
- Re-organisation of space within 'sheds'

Proposed

Existing





Academic Communities

Creative Arts

Strengthening of identity and improvement of setting of Creative Arts

- New reception and 'student hub'
- Internal re-organisation across buildings to improve academic synergies
- Small scale expansion
- Re-organisation of Lindop Ground Floor to consolidate school
- Removal of front car park and creation of new arrival space

Proposed

Existing





Academic Communities

Law School

Strengthening of identity of school

- Academic and professional staff to relocate to Law Court Building to collocate with specialist space
- Improvements to social learning spaces

Proposed

Existing





Academic Communities

Business School

Strengthening of identity of school

- New school reception in block M (complete September 2018)
- Explore improvement to social learning provision

Proposed

Existing



Academic Communities Education

Strengthening of identity of school

- New school "front door" in block R
- Explore improvement to social learning provision

Proposed

Existing



Academic Communities

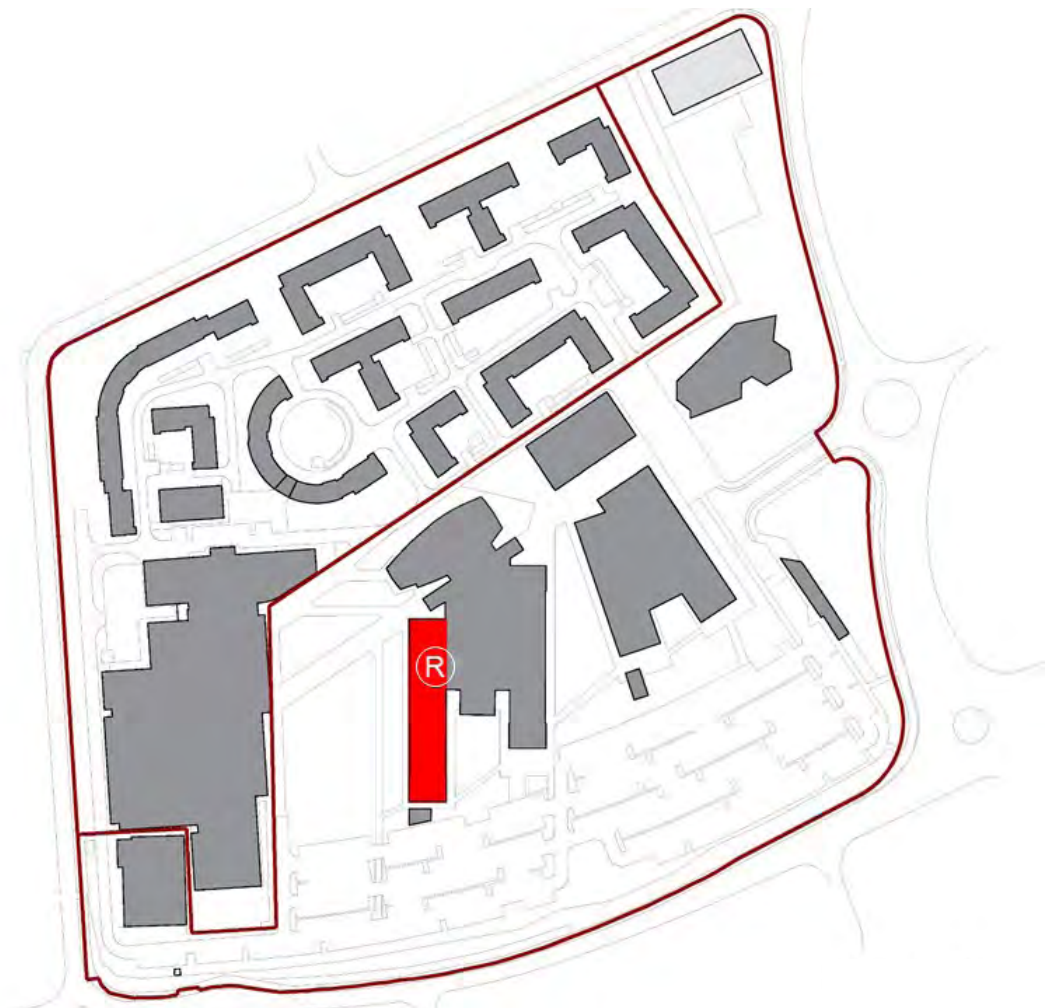
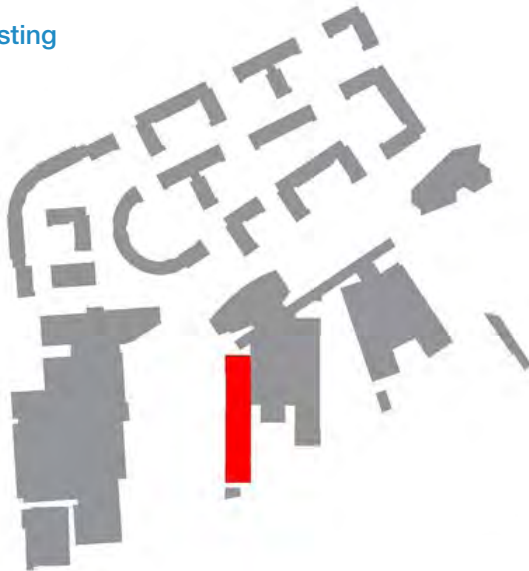
Humanities

Strengthening of identity of school

- New school “front door” in block R
- Explore improvement to social learning provision

Proposed

Existing



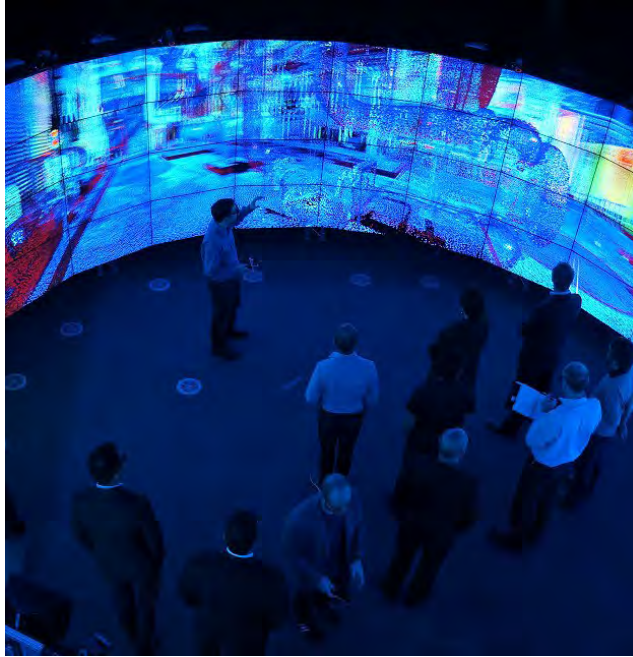
“You can study and socialise, formally and informally. There’s a mix of students from different but related courses, and now people are encouraged to chat and develop interests. You develop an appreciation for other courses, and celebrate people’s exciting projects. There are more things to be proud of now.”

The delivery of flexible, innovative teaching and learning spaces, which will materially improve the quality, efficiency, and flexibility of the University’s shared teaching environment.

The provision of a campus wide network and wide range of social learning spaces – the ‘glue’ that brings the campus experience together -to support the formal teaching and learning environment.

Teaching and Learning

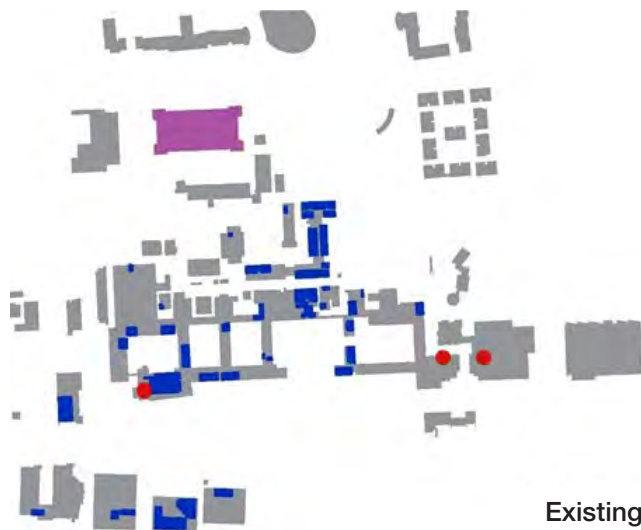




Teaching and Learning College Lane Campus

A new teaching and learning hub at the 'heart' of the campus and a fit-for purpose lecture facility. A new 'People Highway' – a rethinking of Corridor D

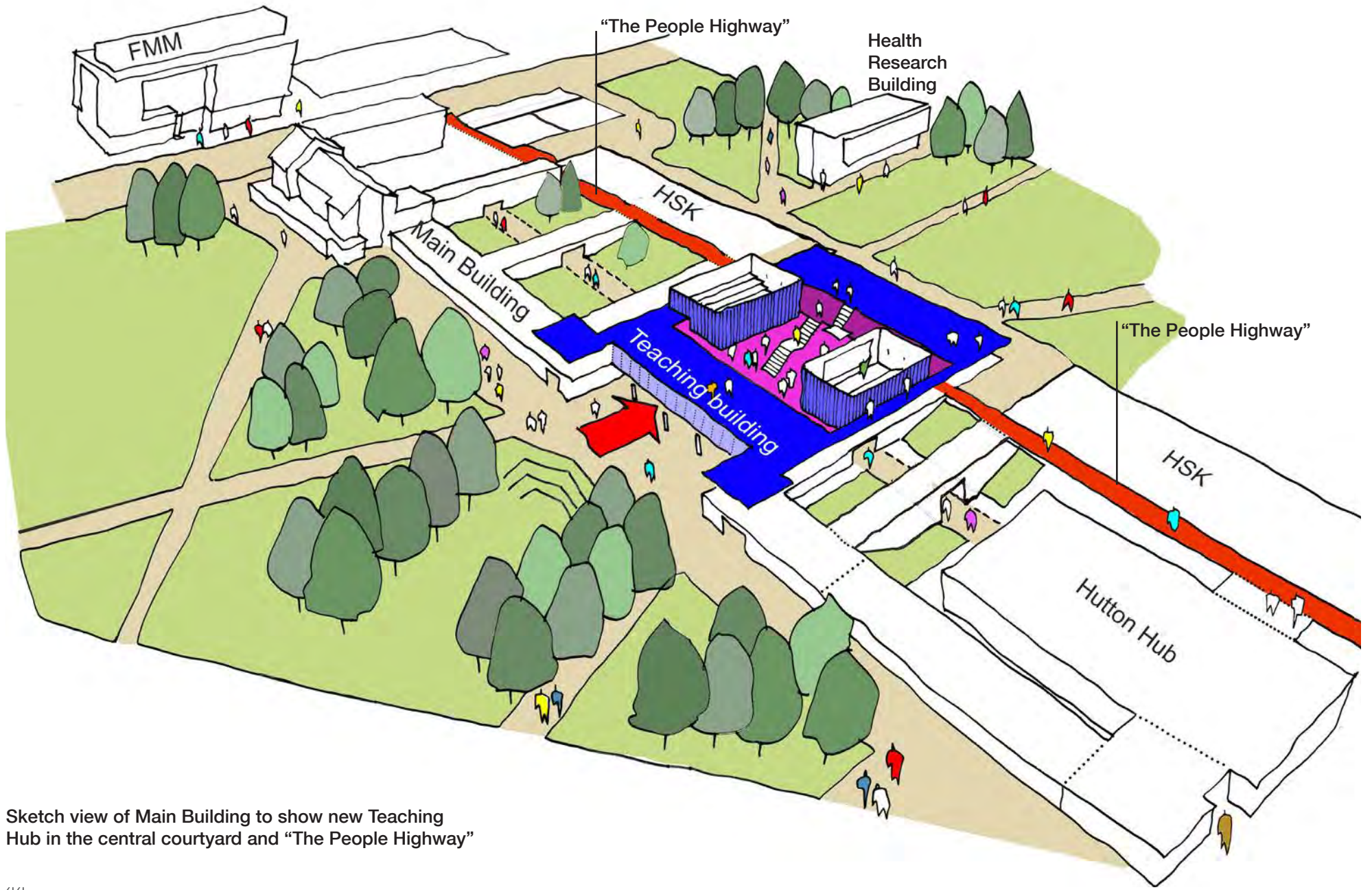
- A new central courtyard Teaching & Learning Hub
- A new 300 seat lecture hall in Forum
- LRC space integrated in Courtyard Building
- Teaching space integrated in LRC
- Localised shared teaching embedded in schools
- Localised social learning spaces in all schools
- Opportunities for external learning space
- Ongoing support for existing social learning spaces



Existing



Proposed

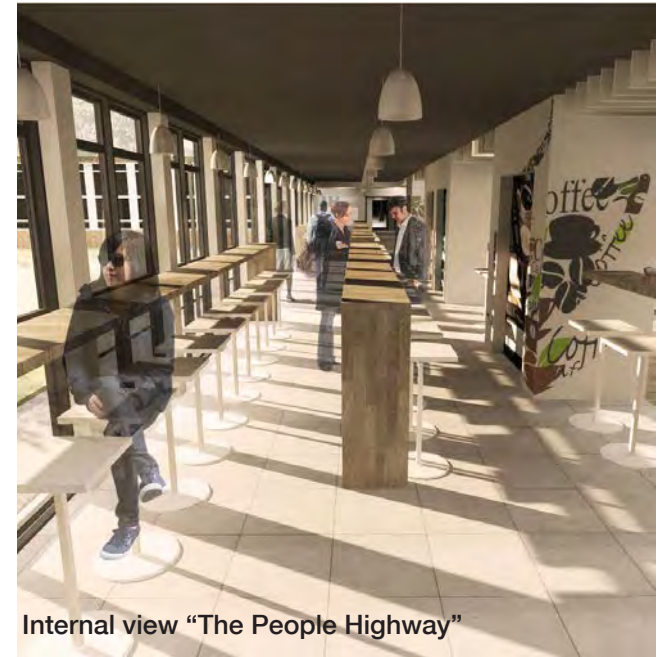


Sketch view of Main Building to show new Teaching Hub in the central courtyard and "The People Highway"

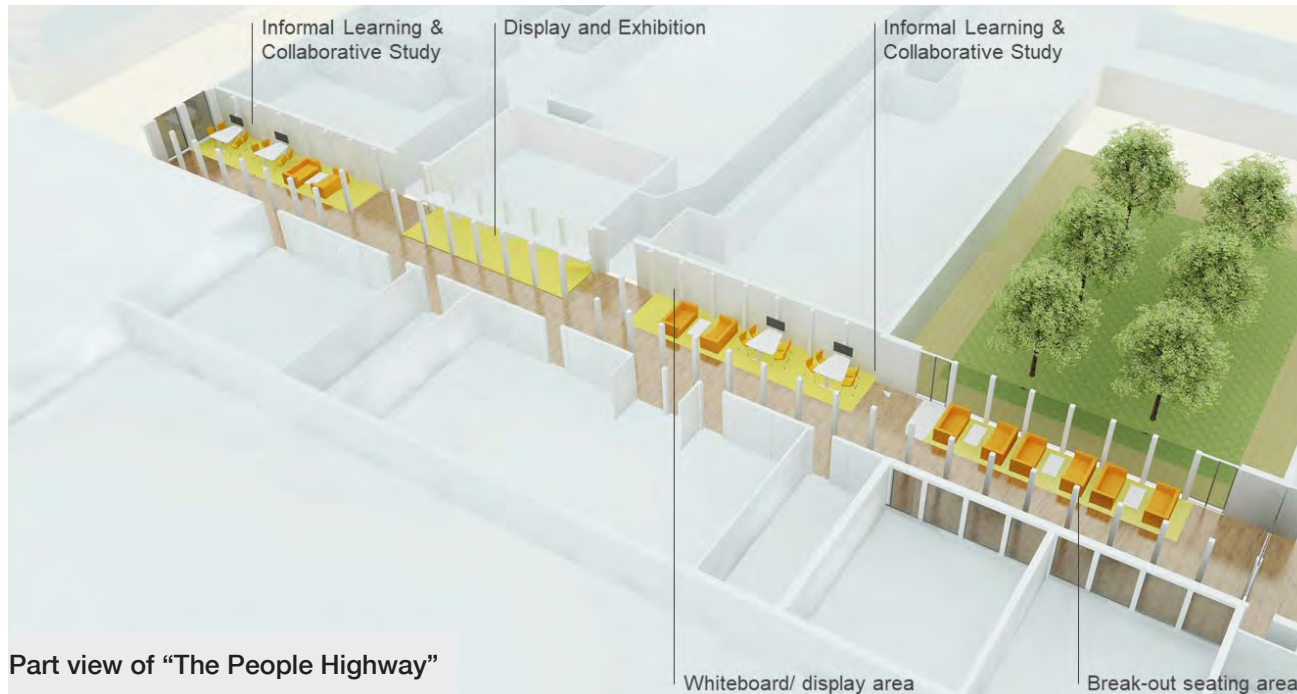
“The People Highway”

D Corridor in the College Lane Main Building has been an important internal street for nearly 70 years. The Vision is seizing on the opportunity to transform this important but uninspiring route into a vibrant social learning spine. By clearing out the series of small rooms within the corridor, built piece meal over the years, a large open space 6.5m wide by nearly 200m long overall is created.

The space will be reworked into a series of new connected spaces that will provide opportunities for social learning, relaxation, touch down, events, exhibitions and other pop-up activities supported by the life blood of food and coffee. It will encourage interaction between staff, students, researchers and visitors alike in addition to functioning as a wider and more efficient circulation space – a ‘people highway’.



Internal view “The People Highway”



Part view of “The People Highway”



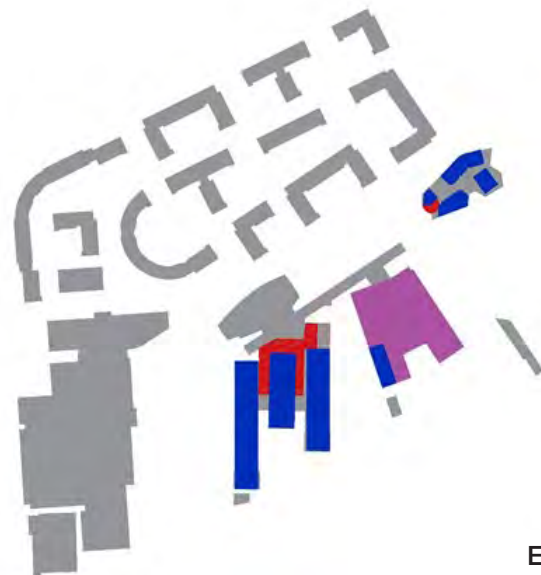
Internal view “The People Highway”



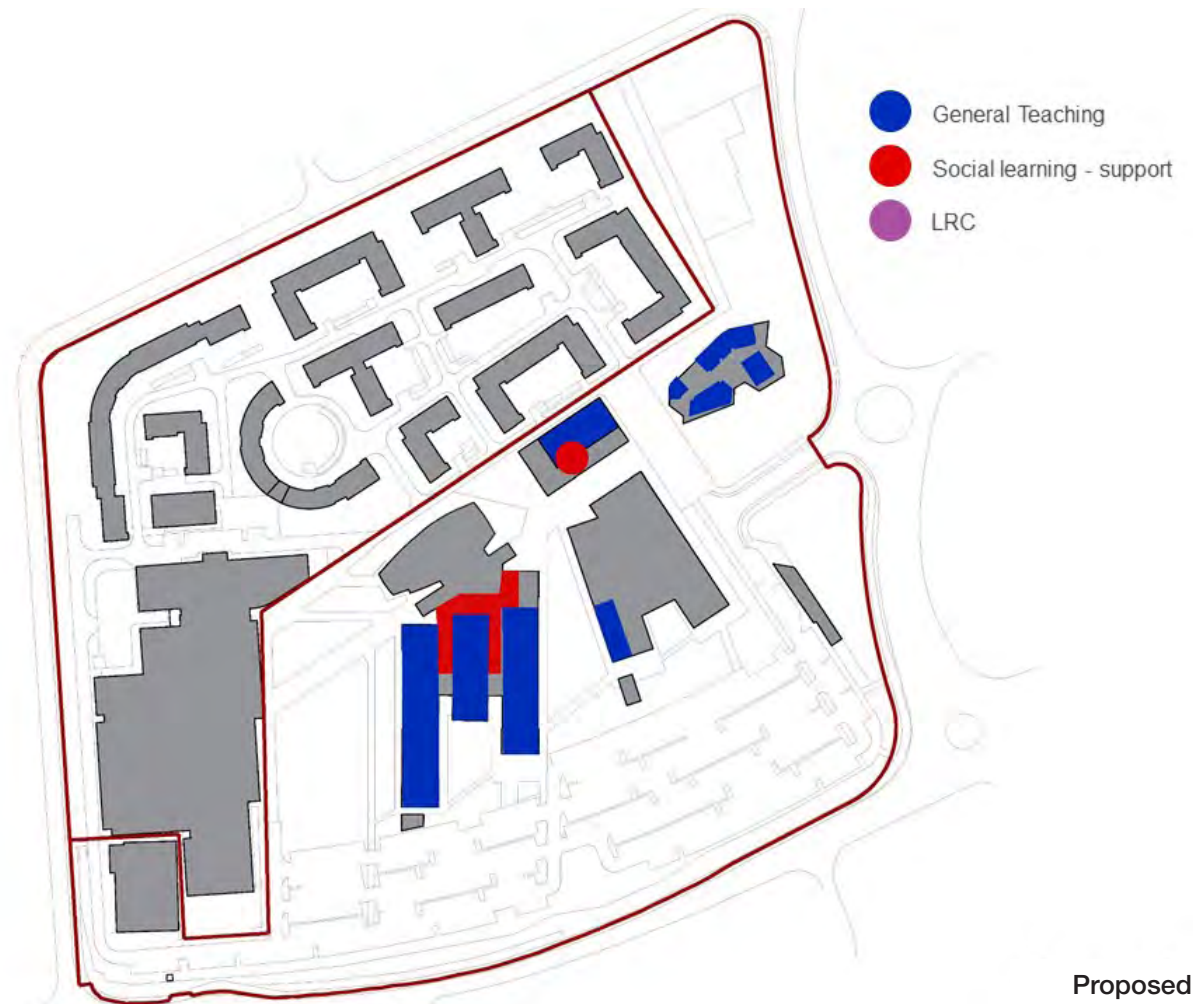
Teaching and Learning de Havilland Campus

The provision of additional teaching and learning space

- Additional teaching in the new Business and Social Building
- Some Law Court Building teaching rooms relocated to R Block
- A new remodelled entrance to the LRC
- New social space within Business and Social Hub
- Localised social learning spaces in all schools
- Opportunities for external learning space
- Ongoing support for existing spaces



Existing



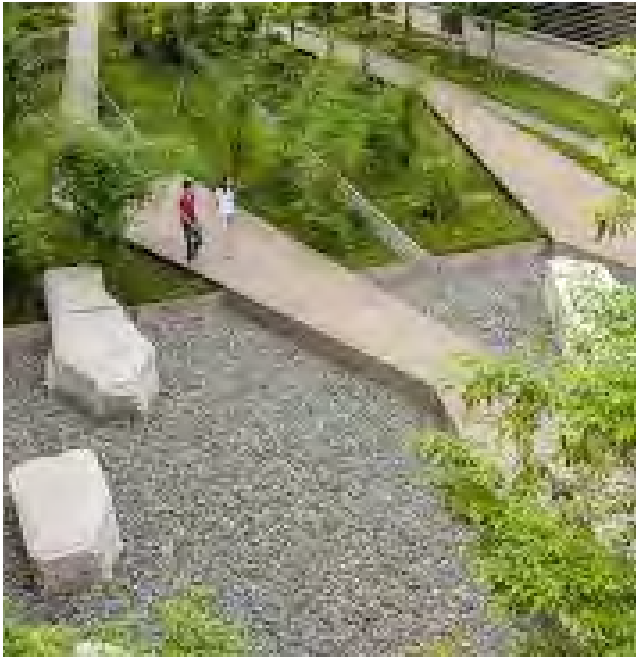
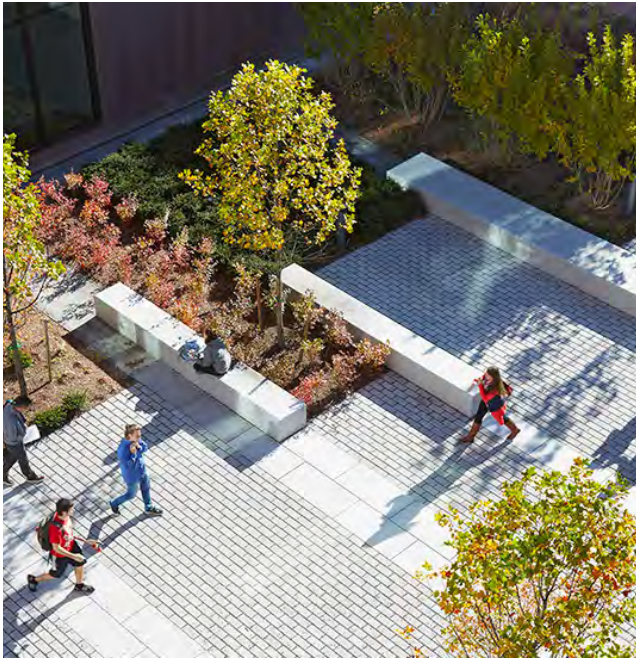
Proposed

“The whole campus experience is easy and intuitive, from arrival, to learning, eating, meeting, socialising, studying, and moving from A to B.”

The continued enhancement of the University’s public realm promoting UH as a ‘green and innovative’ campus. It will enhance the ‘first impressions’, provide places for people to enjoy, ecology to flourish and ensure the campus is simple to navigate and a pleasure to use by all.

Public Realm

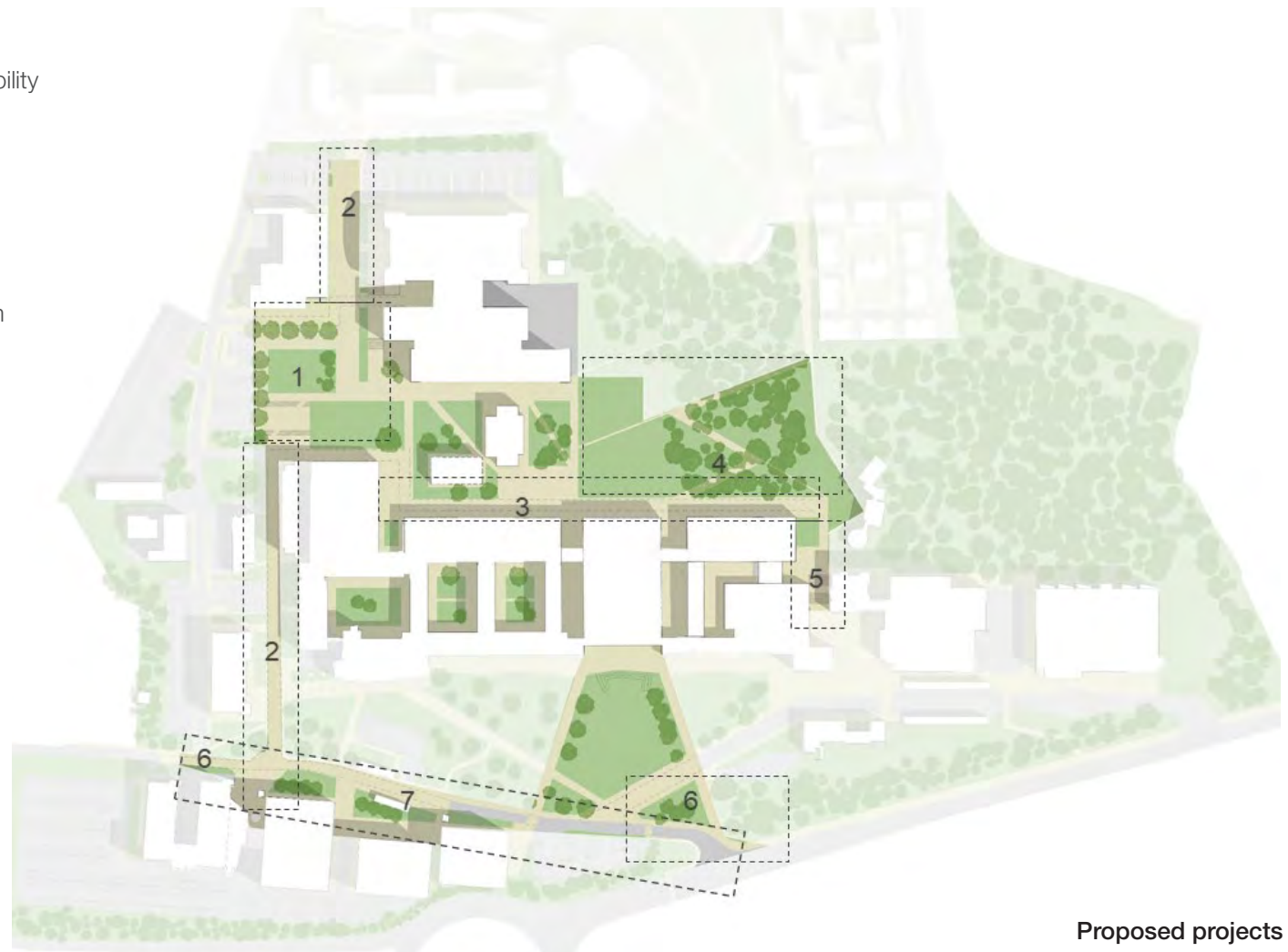




Public Realm College Lane Campus

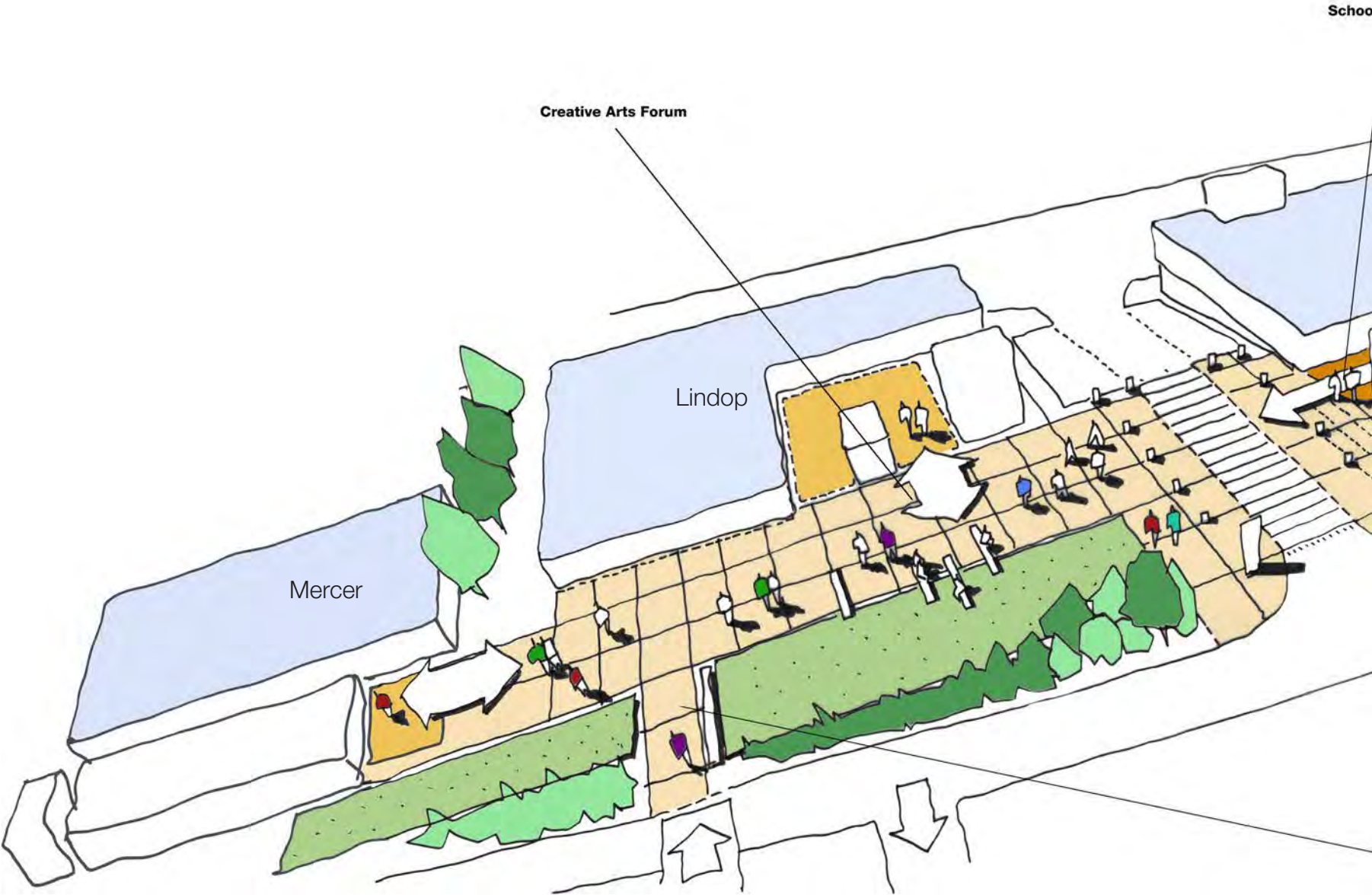
The vision will enhance the external spaces and movement across the campus improving accessibility for all. The proposed projects are:

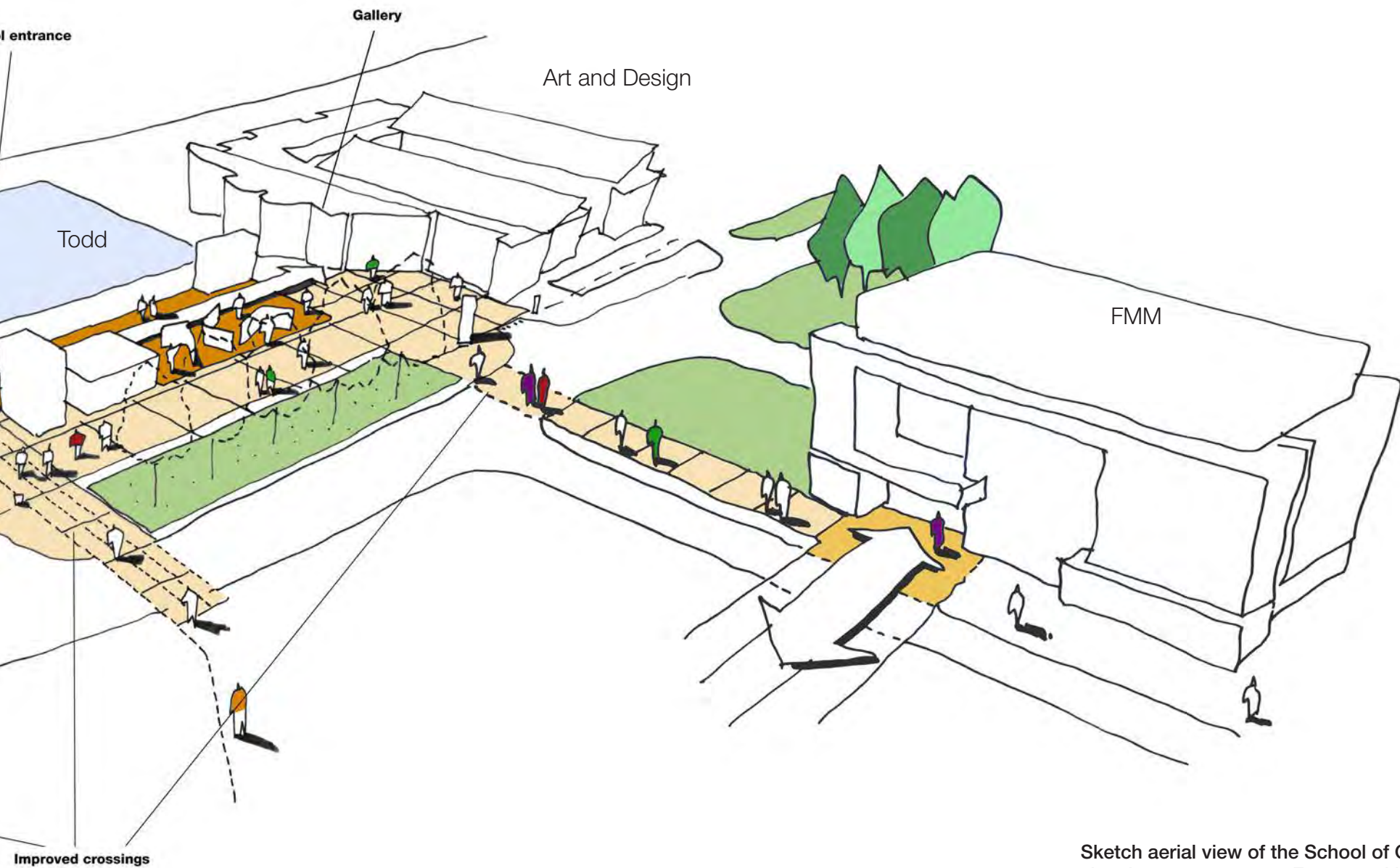
1. New Square
2. Boulevard upgrade
3. Coles Lane upgrade (Service road)
4. Accessible connection through woodland
5. Connection through Hutton Hub/ ELE House
6. Campus arrival and College Lane public realm
7. Creative Arts Forum



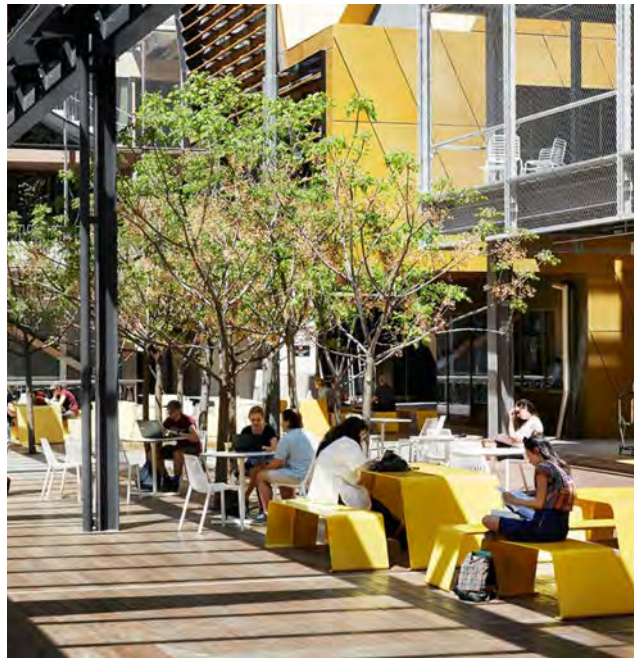
Proposed projects

Creative Arts Forum





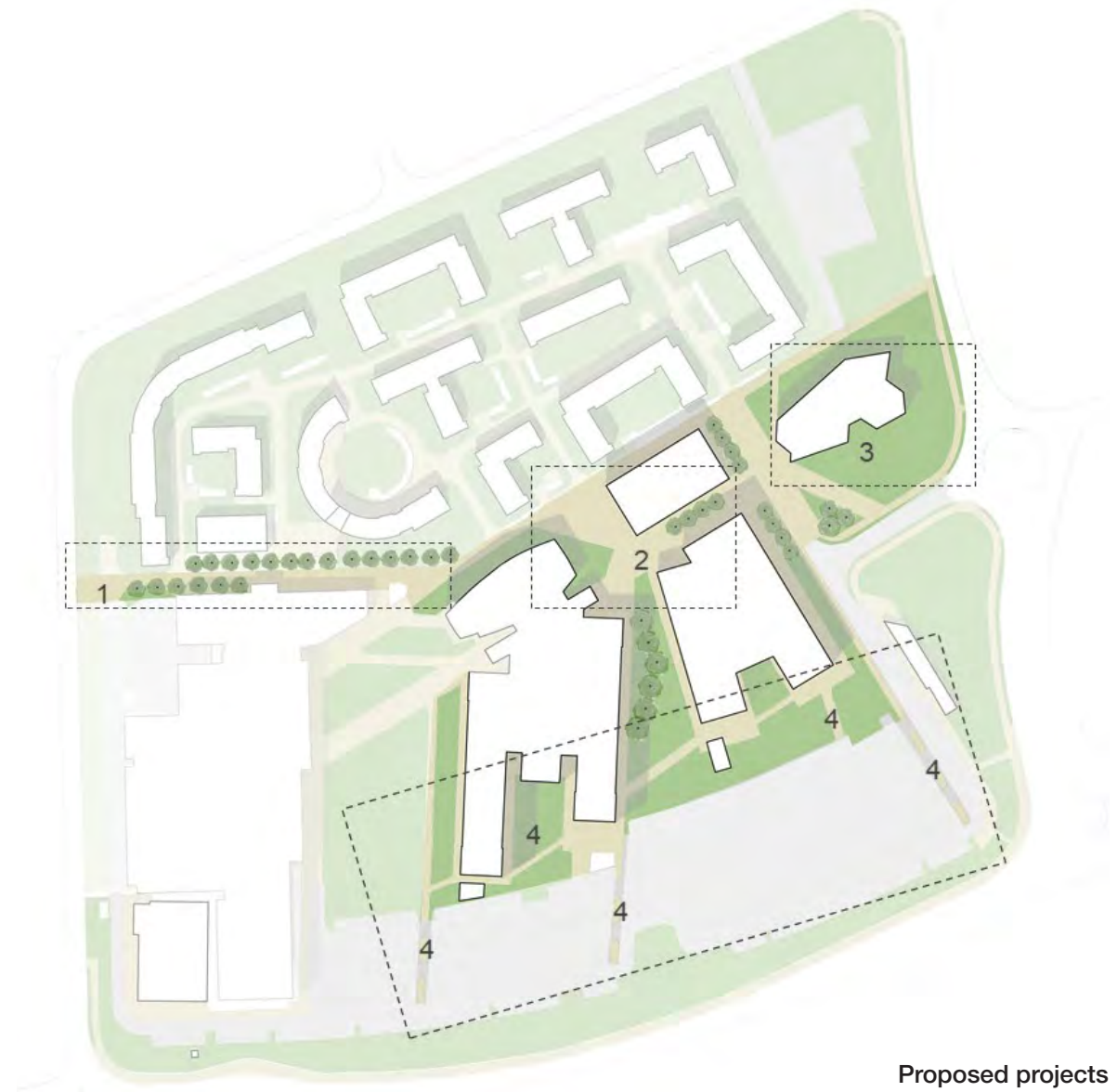
Sketch aerial view of the School of Creative Arts showing new entrance, Forum and improved connections across College Lane.



Public Realm de Havilland Campus

The vision will enhance the external spaces and movement across the campus improving accessibility for all. The proposed projects are:

1. New campus gateway to improve arrival experience from Bus stop
2. Demolition of The Street and creation of new campus square
3. Law Court Building external classrooms and landscape
4. Improvement to footpaths from and to the main car park



Proposed projects

An aerial photograph of a suburban area. A multi-lane highway with a complex interchange runs vertically through the center. To the left of the highway are several large, rectangular agricultural fields in various shades of green and brown. To the right and top of the highway is a dense residential neighborhood with winding streets, many houses, and some larger commercial or institutional buildings. A semi-transparent white box is overlaid on the top right portion of the image, containing the text "Future Development Opportunities".

Future Development Opportunities

Future Development Opportunities College Lane Campus

The diagram indicates potential plots available for future development.

Future plots:

Total Net Internal Area available approx. 23,000 to 27,000 m²
 (Note: de Havilland academic area - Including Business and Social Hub area - 19,700 m² NIA)

cp: Future car park decks



- Note:
- Assumes 4 storeys for all building plots, excluding plot d (2 storeys).
 - Net to gross efficiency is assumed at 70:30%
 - Impact on car parking and ground conditions to be assessed

Proposed

Future Development Opportunities de Havilland Campus

The diagram indicates potential plots available for future development.

Future plots:

Plot a (3 storeys)
Capacity GIA 4,000 m²

Plot b
Future commercial plot and car park deck



- Note:
- Net to gross efficiency is assumed at 70:30%
 - Impact on car parking and ground conditions to be assessed

Proposed

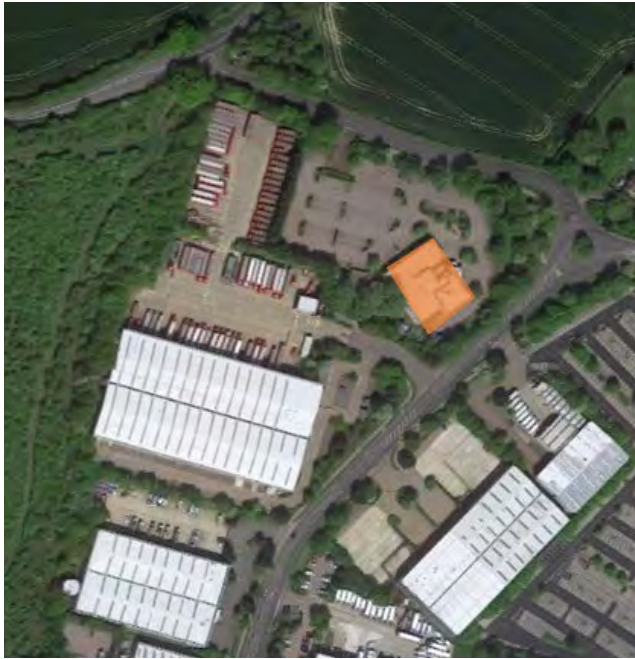
Satellite Sites



College Lane North
 Possible re-use as academic or residential to serve the University and wider community, including shared ownership scheme for University staff.
 Area: 4.4 Ha
 Location: Welwyn Garden City
 Distance to College Lane: 0.3 mi
 Distance to de Havilland: 0.5 mi

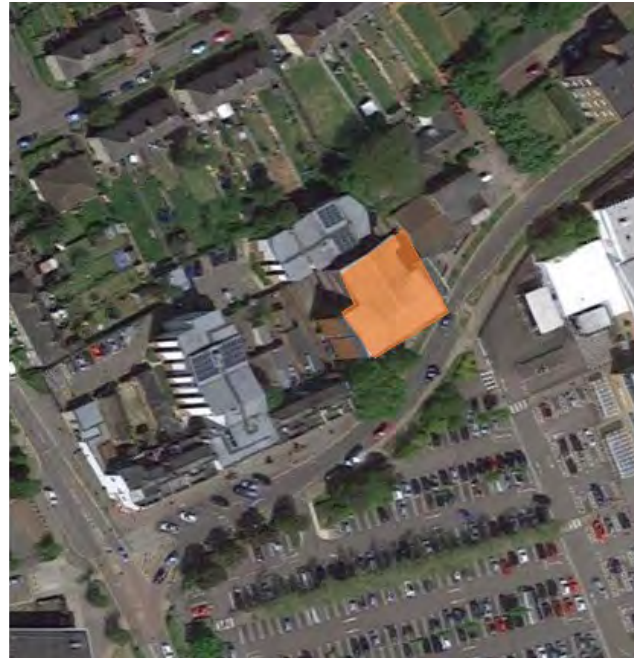


Bio Park
 Disposal 2020/2024



Fielder Centre

Conferencing will remain at Fielder Centre for the foreseeable future with a view of consolidation at College Lane and de Havilland Campuses in the mid to long term, following improvements to seminar, lecture and support spaces on both campuses.



Meridian House

All learning and teaching activity is to be relocated to the College Lane Campus and building to be disposed of.



Bayfordbury

The University will work with Schools in developing the academic and research potential offered at Bayfordbury.

4

Programme, Cost & Risk

Programme and Cost

The delivery of the 2030 Vision requires a capital investment across the next 10 years of £180m. The consultant team have reviewed the phasing options in order to lessen any disruption to students and staff at the University. The cash-flow has also been driven so as to minimise any impact on the University's finances and consequently the programme slowed to achieve completion of projects by 2029.

The initial works will see the completion of the Forum Lecture Theatre and the New Engineering, Technology & Computer Science building at College Lane Campus, and Sport Science on the de Havilland Campus. This will allow the remaining projects to follow and will reduce the requirement for decant whilst transforming the campus to deliver the development principles.

Below is a list of the project's and estimated delivery time:

College Lane campus proposed building projects		Total budget (inc VAT)	Estimated Delivery
Project 1	Specialist teaching building 1 (Engineering, Technology and Computer Science)	£54,899,255	Autumn 2023
Project 1a	LRC remodelling		
Project 2	Teaching and learning hub (Courtyard building)	£41,582,776	Autumn 2025
Project 2a	Specialist teaching building 2 (Health and Social Work)		
Project 3	Forum Lecture Theatre (including the reconfiguration of the current forum bars)	£4,455,783	Summer 2020
Project 4	LMS relocation to Chemistry and Main sheds	£8,395,919	Autumn 2026
Project 5	Main Building refurbishment	£22,172,024	Autumn 2027
Project 6	Creative Arts entrance and public realm	£4,181,676	Spring 2029
Project 7	Surface car park - north side of Campus	£1,277,995	Autumn 2028
Project 8	Public realm improvements		
	— Boulevard upgrade	£668,160	Autumn 2028
	— New Square	1,277,952	Autumn 2028
	— Coles Lane upgrade	£547,430	Autumn 2028
	— South Pedestrian Link	£629,760	Autumn 2028
Project 9	Glass Houses	£344,064	

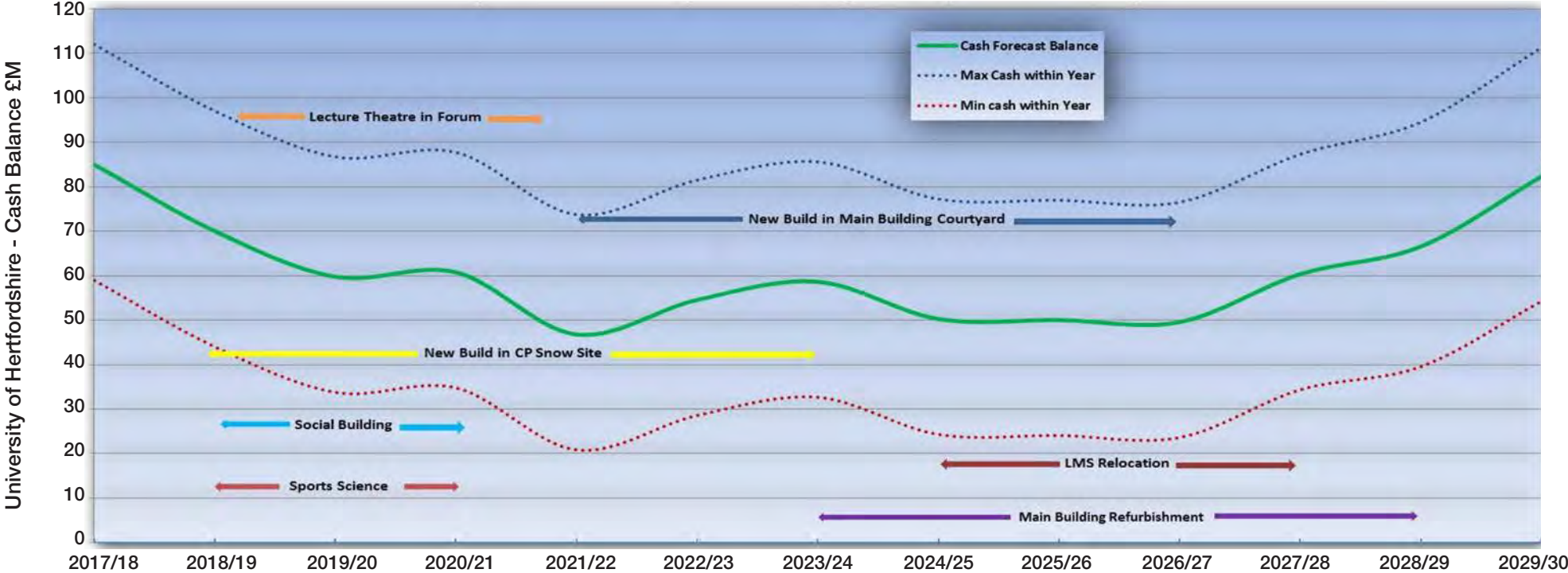
College Lane proposed demolition of buildings			
	Engineering Barns	£196,116	Winter 2027
	HIC Building	£115,200	Autumn 2028
	CP Snow Psychology	£460,800	Autumn 2028
	Wright Building	£2,027,520	Autumn 2028
	Boiler House	£96,768	Autumn 2028

de Havilland campus proposed building projects			
Project 2	Public realm improvements — Arrival experience from bus stop and from town — Movement from and to the main car park	£3,747,840	Autumn 2021
Project 3	Improvement to school identities — Law School academic office in Law Court Building — Humanities school entrance — Education school entrance — Street and LRC interface: new square	£1,000,000	Autumn 2021
Project 4	Sports science	£6,802,506	Summer 2020
Other			
	Infrastructure	£8,250,000	2019-2029
	Risk Allowance (chalk mining etc.)	£2,000,000	2019-2029
	Energy Centre CHP	£150,000	2021
	Staff costs	£1,000,000	2019-2029
Projects with Approval			
	Fire Alarm Phase 4	£1,200,000	Summer 2019
Project 1 de Havilland	Business and Social Hub	£11,959,282	January 2020

Total £179,288,827

Cash-flow

University of Hertfordshire - Cash Balances 2018- 2030 Major projects Incorporating OFS September 2018 submission numbers, with surplus recovering to £8m pa from 2022/23



Risk

A risk workshop has been held by the project team to review risks associated with the Estates Vision, and a risk schedule prepared. The top key risks are highlighted below:

Issue/ Risk	Risk	Action required
Drop in student numbers/ impact on financial reserves		Governance structure provides gateways for Board to approve or hold projects at critical milestones.
Change in UH future needs		Flexible buildings designed to allow for adaptation for future needs. The vision will be reviewed regularly over the period and retains flexibility in its structure to respond to changes in financial, academic or strategic drivers.
Logistics & decanting impact on student experience		Decant and logistics proposals to be developed at an early stage and to avoid impact on student experience. Existing accommodation to be retained to avoid multiple decants.
Unforeseen ground conditions		Historic ground conditions have shown Chalk mines area significant risk, to mitigate this a risk allowance of £2M has been included costings.
Planning permission for Masterplan projects		Engage UH planning consultant early. Undertake Pre-application process. Undertake ground surveys early as required for planning application.
Major plant or building failure of existing buildings which are replaced later in programme		Ongoing condition surveys and revenue investment to ensure buildings remain fit for purpose without major impact on student and staff experience

Project Team

Project Management	Turner and Townsend	www.turnerandtowntsend.com	t. 0207 4200 899
Architecture	MCW architects	www.mcwarchitects.com	t. 01223 792500
Planning Consultancy	Turnberry	www.turnberryuk.com	t. 020 7493 6693
Cost Consultant	Deacon and Jones	www.deaconandjones.com	t. 020 7490 3950
Space Consultant	Kilner Planning	www.kilnerplanning.co.uk	t. 01865 514660

Issue Status

Issue	Date	Revision	Issue by	Checked by
1 Issue for Finance Committee	15.11.18	P3	PMW - MCW	MC - MCW

