Estates Committee Decision-Making Guidelines

The Estates Committee decision-making guidelines have been produced to provide guidance and insight into how the Estates Committee will consider future projects. These decision-making guidelines are underpinned by the Reshaping our Estate Principles and support the overall ambition to create an estate that is more efficient, more effective, more environmentally sustainable, and fit-for-purpose.

The decision-making guidelines focus on the attributes of a single project and are intended to give an insight into how Estates Committee will consider individual business cases. It is not a check list and projects are not expected to conform to each and every guideline. It is also a living document and guidelines will be changed, adapted and clarified over the coming years as projects are considered.

Once a single project has been considered by Estates Committee, it will then be considered for sequencing within the overall 20-year capital programme to consider how aligned that project is to University priorities in comparison to other projects competing for the same constrained resources. This process will be supported by the 'Sequencing Indicators' which have been developed by the Reshaping Our Estate Programme Board to help decision-makers prioritise projects within a constrained financial environment.

Approved by the Estates Committee: 5 February 2024

Estates Committee Decision-Making Guidelines

1. University Mission

> To contribute to society through the pursuit of education, learning and research at the highest international levels of excellence.

The objective of the Reshaping our Estate (RSoE) programme is to create an estate that is more efficient, more effective, more sustainable, and fit-for-purpose, which celebrates the past and looks to the future. This objective supports the University mission.

2. Reshaping our Estate Principles

General Board and University Council have approved the following principles underpinning RSoE. Each estate-related project should meet the majority of the principles. Any departure from the principles will need to be justified.

(a) Create high quality spaces that support staff and students to do their best work.

(b) Develop a smaller estate with more shared spaces.

(c) Consider how to make the most of existing spaces before building new ones.

(d) Support teams across the University to adopt new ways of working.

(e) Develop a financially and environmentally sustainable estate.

(f) Protect and promote our built and cultural heritage.

N.B., the RSoE Principles are referenced within the below guidelines (a - f)

3. Estates Committee Decision-Making Guidelines

When considering a request for project approval and funding, the Estates Committee will be guided by the Reshaping our Estate Principles. In order to support and guide these requests, the committee has developed the following decision-making guidelines to provide an insight into how the committee will consider projects, based on the Principles. The guidelines should be taken into consideration for all projects but are expected to apply to projects of a value outside the ambit of Minor Works.

The guidelines are split into two categories. The *Strategic Considerations* guidelines address the wider strategic context of the University's estate and its impact on the academic mission. The *Occupancy Considerations* guidelines focus on the more tactical, space-related factors.

The Estates Committee will review each project request and consider submissions against these guidelines. The guidelines should be considered only as a guide, not a checklist, and are not exhaustive. They may be interpreted differently between and across different projects. Where relevant, an indication of the relevant Principle that relates to the guideline (see superscript letter in brackets) is given.

It is expected that the application of these guidelines will be reviewed for effectiveness from time to time.

Strategic Considerations - *projects will*:

1. Deliver or support an enhancement of academic performance. The Estates Committee will consider how the request has the potential to support benefits across more than one Faculty, Department or Institution; [a]

2. Not be considered in isolation. They will be phased into a 20-Year Capital Plan and Strategic Estates Framework that will be sequenced with respect to a set of academic, financial, social, digital, cultural heritage and environmental parameters (to be decided), as approved by the General Board and University Council; [e]

3. Be consistent with the local strategic estate plan for each site, including a consideration of the benefits to the general public and the urban realm; [c]

4. Be consistent with the priorities of the University, including agreed and approved expectations of growth; [e]

5. Maintain and promote departmental identity, celebrating its past and looking beyond the near-term to the long-term evolution of the discipline; [f]

6. Demonstrate how any proposed changes to facilities will enhance interdisciplinarity within and across at least one of:
   - the requesting School and its Faculties/Departments,
   - other Schools and NSIs,
   - other research initiatives, either within the University or nationally and internationally. [b]

7. Focus on re-purposing and refurbishing of existing buildings before considering new-build construction; [c]

8. Consider how to future-proof buildings and related spaces with designs being flexible to enable them to be adapted over the next 20 to 50 years to reflect the changing needs of the University; [d]

Occupancy Considerations - *projects will*:

9. Preserve Departmental heritage and identity and be mindful of current and future norms for types of academic study within each cognate area; [a][f]

10. Improve overall utilisation of space through projects designed for flexibility and shared-use and the effective sharing of study, teaching and research facilities; [a][b][c][d][e]

11. Identify by how much they will reduce the University's annual carbon emissions; [e]

12. Provide access to some private office space, but such space should be allocated on sound operational or academic reasons; [a][b][c][d][e]

13. Support all spaces being open for sharing across all Departments, Faculties, Schools and NSIs, except where it can be shown that a particular space must be exclusive; [(a)(b)(c)(d)(e)]

14. Be designed to enable equipment, similar laboratories, and specialist facilities to be shared, except where it can be demonstrated that the equipment or facility must remain exclusive to the Department; [(d)(e)]

15. Promote the benefits of adjacency with other relevant Departments, Institutions and teams, including adjacencies across the University, potentially moving towards academic hubs/districts with cooperative cognate areas; [(a)(b)(c)(d)(e)]

16. Provide areas such as teaching, library, social and collaborative spaces that are designed to a high-quality standard and support the whole site, with an expectation of greater reliance on inter-disciplinary and shared spaces rather than each Department having its own version of each type of space; [(a)(b)(d)(e)]

17. Provide high-quality, accessible and inclusive shared space that enables post-graduates, doctorial and post-doctoral staff to work flexibly across a variety of spaces that are designated for them to support collaboration and inter-disciplinarity; [(a)(b)(c)(d)(e)]

18. Explore opportunities for the vacation of redundant space, which could be released for disposal, or commercialised, bringing capital receipts or annual income into the University; [(e)]

19. Provide, where appropriate, space to enable collaborative working with external partners, e.g. industrial partners; [(b)(d)(e)]

20. Support the present and projected expectations of academic and professional staff, students, researchers, visitors and, where relevant, members of the public; [(a)(d)]

21. Enable relevant aspects of space (specifically education and meeting spaces) to be available for open use, allowing on-line booking, scheduling, timetabling etc. by other Departments / Institutions, and by the central University; [(c)]