

# CAMPUS WITH PLYMOUTH UNIVERSITY



CAMPUS  
STRATEGY



# Campus Strategy

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Our Campus Strategy is integral to all aspects of the University Strategy 2020 and beyond, and we have aligned the goals set out to directly support its delivery across all four ambitions. It encapsulates a set of key principles and assumptions, and is intended to guide more detailed estate planning and decisions relating to the development of the University's physical presence – whether on the main city centre campus or other locations, including overseas.

## Our campus vision

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We want our students, staff and the businesses and communities we serve to be able to connect with each other and network across disciplines and sectors in line with our enterprise mission. Our vision is of a connected university, comprising communities of academic and professional practice and delivery, accessible and inclusive to all. A focus on engaging with each other and with partners locally, nationally and internationally along with our 'green' credentials<sup>1</sup> and pioneering spirit drives the sense of purpose and function of our campus. As such we aim to create campus environments that are flexible, vibrant, accessible, welcoming, safe and environmentally sustainable.

We are a University on a journey from 'good to great' and we need the agility to embrace change and invest in our future. This means we need our campus locations to offer flexibility in terms of use and changes to use, and also to keep development sites available for new things to happen. We will therefore consider form and function of the current estate, steward it carefully and also look beyond our physical boundaries and to specialist locations for strategic acquisitions.

While the physical estate is prized for its sense of presence we also value the opportunity our space provides to create encounters, emotions and dialogue; we embrace the sense of being connected through technology and our campus offer will be demonstrably integrated in the digital world.

<sup>1</sup> Plymouth University has consistently been ranked within the top five universities over the past six years (2007-2013) in the UK People and Planet Green League, and named the most sustainable UK public sector organisation in education at the 2013 Public Sector Sustainability Awards.

## Our campus communities

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Our campus is defined in terms of a collection of student and staff communities, connected to a main 'hub' in Plymouth City centre and with 'spokes' located in various parts of the city, wider region and locations outside the South West. This hub-spoke model reflects our global Plymouth offer, provided directly by us or with our partners.

## Goals

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### Teaching and learning for the future

We aim to offer a rich, engaged experience for all student and staff communities where interaction is at the heart of learning and from which understanding and creativity flows. We will therefore focus on developing flexible, adaptable and sociable spaces that are welcoming and stimulating.

Deep learning, facilitated through engagements with our students and academic and professional staff, will take place in specialist, 'expert' spaces - laboratories, studios, simulated work environments - and further enriched by encounters in the workplace and the community.

Digital technology will have a profound impact on the University experience for staff and students, facilitating a shift from a predominately text-based delivery to one which relies on multimedia, social media and digital exchange, increasing demand for live video streaming, audio recordings and other online learning tools. This emphasis on digital, 'connected' experiential learning, will inform our need for spaces that facilitate student/staff and student/student conversations across campuses and time zones.

In light of this, we anticipate that the number of students on our physical campus communities will remain at or around 20,000 but that our off-campus and distance-learning population will grow.

We recognise there will always be a place for large lecture spaces but students will also be able to access teaching activities via on line lectures, and in smaller rooms on campus which could be used for live and interactive streaming, as well as tutorial and small group teaching.

### **Achievement of this goal will mean that:**

- greater flexibility and adaptability of the learning spaces and specialist facilities on campus meet the varying needs of different disciplines, students and activities, blending teaching, learning and feedback spaces so that student-staff and student-student interaction is the dominant feature of the Plymouth learning experience;
- all lecture theatre spaces will be connected and able to deliver across all technology platforms such that students can 'attend' and interact wherever and whenever they are, potentially anywhere in the world, through live streaming and telematic delivery of lectures, workshops and seminars and use of other multimedia;
- technology is available for staff and students to provide high end digital productions of pre-recorded audio and video for teaching and learning activities e.g. podcast creation;
- significant investment in specialist facilities such as studio and laboratory spaces ensures that they offer contemporary learning zones that also promote student-led research;
- working areas are clustered and co-located to provide easy access for students to academics, demonstrators, learning technologists and specialist technicians;
- simulated workspaces will provide unique learning experiences that mirror modern business and working practices to help prepare students for their chosen career;
- there will be a blend between formal and informal spaces on campus – with social spaces fully catering for learning needs through technology and furniture so that students will be able to create flexible learning groups and support networks;
- extension of the University 'day' to include early morning, evening and weekend sessions provides opportunities for learning for all and ensures we make maximum use of our resources;
- students based far away from the University will be able to better 'attend' and experience the Plymouth ethos by creating opportunities for live student link-up across campuses.

## World-class research, innovation and research-informed teaching

We commit to world-class research across key axes of activity and its translation via innovation into enriching our teaching and learning and into commercial, income generating opportunities. We anticipate that scientific research groups will be larger in terms of teams of PhD students, postdoctoral staff and academics and more permeable to visiting scientists, engineers and clinicians as well as those from business. We will require access to specialist, fully equipped, state-of-the-art laboratories and workshops that will be supported by dedicated technicians and contemplative and practice-based space for the humanities scholar.

Increasingly all subject areas will require access to high-powered computing and stable, effective digital access to the wider community, involving dedicated space to specialist computing laboratories, server farms and a high-speed computer network.

Innovation and the translation of ideas from the research base will need more space for incubation and exchange of knowledge with business, social enterprise and community groups. The impact of our research and innovation will require space for broadcasting to others, including hosting national and international conferences.

### **Achievement of this goal will mean that:**

- there will be world-class, fully equipped laboratories in science, biomedicine, and engineering available for use by staff, students and visiting scientists and engineers;
- our marine facilities, including boats, specialist workshops, diver training, and specialist buildings will continue to be a unique part of the University's offer in research, innovation and teaching;
- our computing facilities, including specialist laboratories and supporting infrastructure, will be sector leading and one of the key selling points for the University;
- business incubation centres will exist in the heart of the University providing direct links with the business community and opportunities for student and staff entrepreneurs to start-up their own companies;

- dedicated business meeting and conference facilities for use both by researchers and businesses will facilitate dissemination of our research, promote business interaction, and provide opportunities for training and development;
- research and innovation spaces will recognise the different needs of the research groups that use them including requirements such as 24 hour access, limited controlled access, specific licences, and health and safety needs.

### **A connected and collaborative University community**

The campus will be the place of choice to study, live and work and will remain an important aspect of University life. The provision of sport and recreation facilities will continue to be a priority for development and part of the broader experience of University life for our students and staff.

We anticipate that open plan working will become the norm for many, and where appropriate within an academic context, making better and more effective use of our existing space, while ensuring that quiet work zones and private meeting spaces are also provided for and are easily accessible.

We also aspire to provide a consistent experience of the University wherever staff and students are based.

### **Achievement of this goal will mean that:**

- an iconic, signature space or building that connects people to each other and to the University, acting as the perceived heart of the city centre campus;
- history is retained and celebrated through existing, older buildings on campus that demonstrate our University's heritage;
- all first-year students have the opportunity to live in high quality, university managed accommodation within a one mile radius of their main academic learning area;
- open plan working spaces are the norm, and where appropriate within an academic context, through innovative, flexible designs that encourage multi and inter-disciplinary working between staff and students, and also meet the need for private meeting/tutorial spaces and quiet working zones;

- facilities for video and tele-conferencing are readily available to enhance the University's connectivity across the region, nation and world;
- consistent branding and signage across all the campus communities promotes a Plymouth University 'hub' feel wherever a 'spoke' is located;
- mixed-use social spaces such as retail, catering and leisure are identified and/or created for staff, students, alumni and the community to encourage greater interaction and engagement;
- the majority of University staff and students will be located on the 'hub' campus, with distribution to the 'spoke' campuses where there are natural synergies that enhance connections and interactions, and ensure connection back to the 'hub'(e.g. medicine and dentistry at Derriford by the Hospital, Innovation Centres in the Science Park);
- the space limitations of our city centre 'hub' are recognised and we continue to explore and develop spaces outside the city and region through our 'hub-spoke' based model where relevant opportunities emerge;
- facilities and spaces of the Students Union encourage and support engagement between students, clubs and societies, officers and staff;
- our sport and recreation offer will be improved and expanded through investment on campus and working in partnership with other providers to deliver high quality facilities;

### **A safe, social, sustainable campus**

We commit to creating a friendly campus which welcomes staff, students, alumni, partners and, on occasion, members of the local community to experience different University environments.

We will retain and further advance our existing leading national and international position as a 'green' University by developing an innovative and cutting edge sustainable campus infrastructure.

<sup>2</sup>BREEAM is the world's foremost environmental assessment method and rating system for buildings. See <http://www.breeam.org/about.jsp?id=66>

<sup>3</sup>This is in line with our Sustainable Construction and Refurbishment Strategy



### **Achievement of this goal will mean that:**

- the health and safety of our students, staff and visitors will be at the forefront of all of our campus developments;
- social spaces will be equipped for use as informal meeting spaces with digital signage and messaging;
- the campus will be more accessible to all users and meet or exceed disability access requirements;
- staff, students and alumni are able to access a 24-7 working hub on the campus, including provision of food and refreshment facilities;
- student owned electronic devices are supported through provision of storage lockers, charging points, power sockets and ability for paid printing;
- the University will feel more 'open' to the public with clear points of entry and a place which marks arrival on campus;
- we will seek imaginative ways to create green and open spaces on campus;
- developments to the campus will seek to minimise any negative impact on the University's carbon footprint and will align with the University's Carbon Plan;
- any new buildings will achieve a BREEAM<sup>2</sup> rating of 'excellent', target energy efficiency better than 10% above minimum building regulations and an 'A' rated Energy Performance Certificate;
- any building refurbishment will achieve a BREEAM rating of 'excellent' and achieve a minimum improvement in energy efficiency of 10%;
- all construction works carried out will be highly efficient with low environmental impact that minimises waste and which protects and enhances biodiversity on site<sup>3</sup>;
- we will continue to work with the city on relevant regeneration activities where such opportunities have sustainability at their heart and are consistent with our University mission;
- we will embed use of technology to monitor and achieve efficiency in how space is used.

# Measures of success

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We propose to measure progress towards our goals with the measures shown below which are all available in the sector wide Estates Management Statistics<sup>4</sup>

## Current condition and functional suitability

- Proportion of space in condition A and B  
(**Condition A** - As new condition typically built within the last five years or may have undergone a major refurbishment within this period; **Condition B** - Sound, operationally safe, and exhibiting only minor deterioration)
- Proportion of space with good functional suitability (grades 1 and 2)  
(**Grade 1 Excellent** - the room(s)/building(s) fully support current functions There are no negative impacts upon the functions taking place in the space; **Grade 2 Good** - the room(s)/building(s) provides a good environment for the current function in all or most respects. There may be shortfalls in certain areas, but these have only a minor effect upon current functions)

## Space efficiency

- The size of the non-residential estate as a proportion of the level predicted by the Space Management Group (SMG) model

## Carbon Reduction

- Tonnes of Carbon Dioxide per £100,000 of income
- Tonnes of Carbon Dioxide per FTE (Student and Staff combined)

## Environmental Performance

- Waste Mass Tonnes per FTE (Student and Staff combined)
- Water consumption in Cubic Metres per FTE (Student and Staff combined)

<sup>4</sup>The Estate Management Statistics Record (EMS) collection is administered via the Higher Education Statistics Agency (HESA). HESA is the official agency for the collection, analysis and dissemination of quantitative information about higher education. <http://www.hesa.ac.uk/>

### Affordability

- Cost to upgrade buildings in condition C and D to condition B as proportion of Insurance Replacement Value (IRV) (**Condition B** - Sound, operationally safe, and exhibiting only minor deterioration; **Condition C** - Operational but major repair or replacement needed in the short to medium-term (generally 3 years); **Condition D** - Inoperable or serious risk of major failure or breakdown)
- Total income per square metre
- IRV as proportion of total income

### Investment levels

- Expenditure on major and minor works (capital) and repairs and maintenance.
- Average capital and revenue expenditure over the last three years as a % of IRV
- Average capital and revenue expenditure over the last three years as a % of total income

### In addition we will monitor the following University specific metrics:

- Proportion of social and informal learning space of gross internal area (GIA)/Net internal area (NIA)
- University accident records
- Number of university managed student accommodation rooms for first year students on 'campus'
- Proportion of gross internal area as a proportion of total area of the campus to give a measure of the density of the campus
- The number of species of plant and animal life measured on campus to give an indication of the vibrancy of 'green and open spaces' on campus

We will also draw on the information gleaned from our own Staff Survey and the National Student Survey together with invited feedback from staff and students on key aspects of how they experience the campus, hub or spoke. Progress towards our goals and measures of success will be reported bi-annually to the Vice-Chancellor's Executive.

# Translating the strategy through the University

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Our strategy is translated and delivered from high-level ambitions to local level actions throughout the University and with our partners. It is a process that connects strategy to people, offering sufficient freedom and flexibility to capture creativity and sustain enterprising behaviours.

Guided by our values and leadership principles, Plymouth University’s Strategy 2020 will help deliver strong performance and sustainable outcomes that result in reputational gain as we deliver on our mission of ‘Advancing knowledge and transforming lives through education and research’.

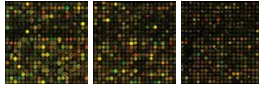


**TEACHING  
& LEARNING  
WITH  
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TEACHING, LEARNING AND STUDENT EXPERIENCE  
STRATEGY

**RESEARCH  
& INNOVATION  
WITH  
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RESEARCH & INNOVATION  
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**RAISING  
ASPIRATIONS  
WITH  
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RAISING ASPIRATIONS AND DRIVING ENGAGEMENT  
STRATEGY

**SUSTAINABILITY  
WITH  
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