Welcome to the Estates Directorate Strategy, 2025.

As a Directorate, we are entrusted with an historic and beautiful estate: to honour and conserve its legacy for future generations whilst creating the very best facilities for our world-changing researchers along with learning and teaching spaces to inspire our future world changers.

We are committed to enhancing the experience of our students and staff through the services we deliver and the spaces we provide.

Effective partnership working is essential to achieve this:

- with colleagues across University Services to ensure coherent and integrated delivery plans
- with our academic, research and student community to fully understand their needs and aspirations
- with our external stakeholders, city and community, to fulfil our civic commitment

To this partnership we bring professional expertise, insight and a commitment to deliver our part in achieving the University’s vision.
UNIVERSITY STRATEGY 2025:
How Estates will enable the strategy

COMMUNITY
Leading with our values and putting our people first

We will:
• develop our culture alongside a new generation of values-led university leaders
• invest in the physical and mental health and wellbeing of our staff and students
• make the University an exceptional place to work and build fulfilling careers
• further diversify our community and set challenging targets for ethnic minority inclusion

CONNECTIVITY
Creating space to connect through new collaborative and social space on campus

We will:
• Expand our social space provision to make campus a welcome home away from home
• create an ecosystem of collaborative spaces on campus, including touchdown hubs to facilitate agile working and spaces for short-term collaborative projects
• develop facilities on campus for externally facing partnership activities including start-ups, spinouts and co-location of corporate partners
• broaden public access to and use of our campus locations and assets

CHALLENGES
Building a sustainable future through our research and actions

We will:
• actively adopt and advance the United Nations’ Sustainability Development Goals
• create greener, healthier and more sustainable campuses within our communities
• evolve our operations and ways of working to meet our commitment of being a carbon neutral organisation by 2030
ESTATES STRATEGY 2025: Our culture

The Estates Directorate will deliver a series of core objectives over the life of the Strategy within the context of 5 Themes – People, Space, Sustainability, Custodianship and Digital. These objectives set out what is delivered but our culture will determine how this is experienced.

With a culture rooted in the University Values, (Ambition & Excellence, Curiosity & Discovery, Integrity & Truth, An Inclusive Community) we celebrate being part of a community of collaboratively-minded, people-centred and globally-engaged teams. Defining our culture are our commitments to:

- place the student and colleague experience at the centre of our plans
- treat everybody equally and respectfully
- be a unified, friendly and welcoming Estates community
- champion a sociable and interactive ethos
- develop ourselves through taking on new opportunities
- openly communicate and collaborate with all
- work in partnership to deliver seamless, integrated and sustainable services
- use our data and expertise to inform good decision-making and wise investment
- increase empowerment and accountability to all within a transparent governance system
ESTATES STRATEGY 2025: Objectives

**PEOPLE**
- We will retain a sense of identity and belonging in an increasingly diverse and dispersed team
- We will ensure effective service delivery by suitably resourcing and empowering our people
- We will create a sense of belonging for all
- We will provide career paths for all
- We will ensure our team diversity reflects our local area
- We will assure our future through internships, graduates, graduate apprentice and apprentice programmes
- We will engage effectively with our colleagues, partners and stakeholders

**SPACE**
- We will reimagine, reconfigure and lead the management of spaces throughout campus
- We will provide the right space to support Active Learning and new ways of working
- We will place equal importance on both our outdoor and indoor spaces
- We will design spaces for collaboration and to build community
- We will develop and deliver a 2030 Campus Vision (Estates Strategy)
- We will ensure accessibility, inclusivity and well-being is at the heart of our planning

**SUSTAINABILITY**
- We will ensure all our activities are sustainable to deliver a net zero carbon footprint
- We will ensure sustainability is at the centre of all our projects
- We will engage staff and students in our environmental actions
- We will strengthen the GUEST (student intern) network
- We will plan future energy use and generation in line with our sustainability goals
- We will implement a Travel & Transport Plan which aligns our operational needs and sustainability goals

**CUSTODIANSHIP**
- We will protect, restore and conserve the built environment of the University
- We will plan to reduce our maintenance debt below 10 years
- We will conserve our listed buildings to the highest standards
- We will ensure our University estate is open and accessible for all
- We will develop an asset management strategy

**DIGITAL**
- We will integrate digital into our working lives and support an enhanced user experience of our campus
- We will ensure information about our assets and services is available online for our customers
- We will integrate our systems and data to provide a seamless customer experience
- We will implement asset management systems that integrate space, operations, projects and cost
- We will create digital tools to enhance and augment use of the campus