

# **Estates strategy**

## 2022–2031

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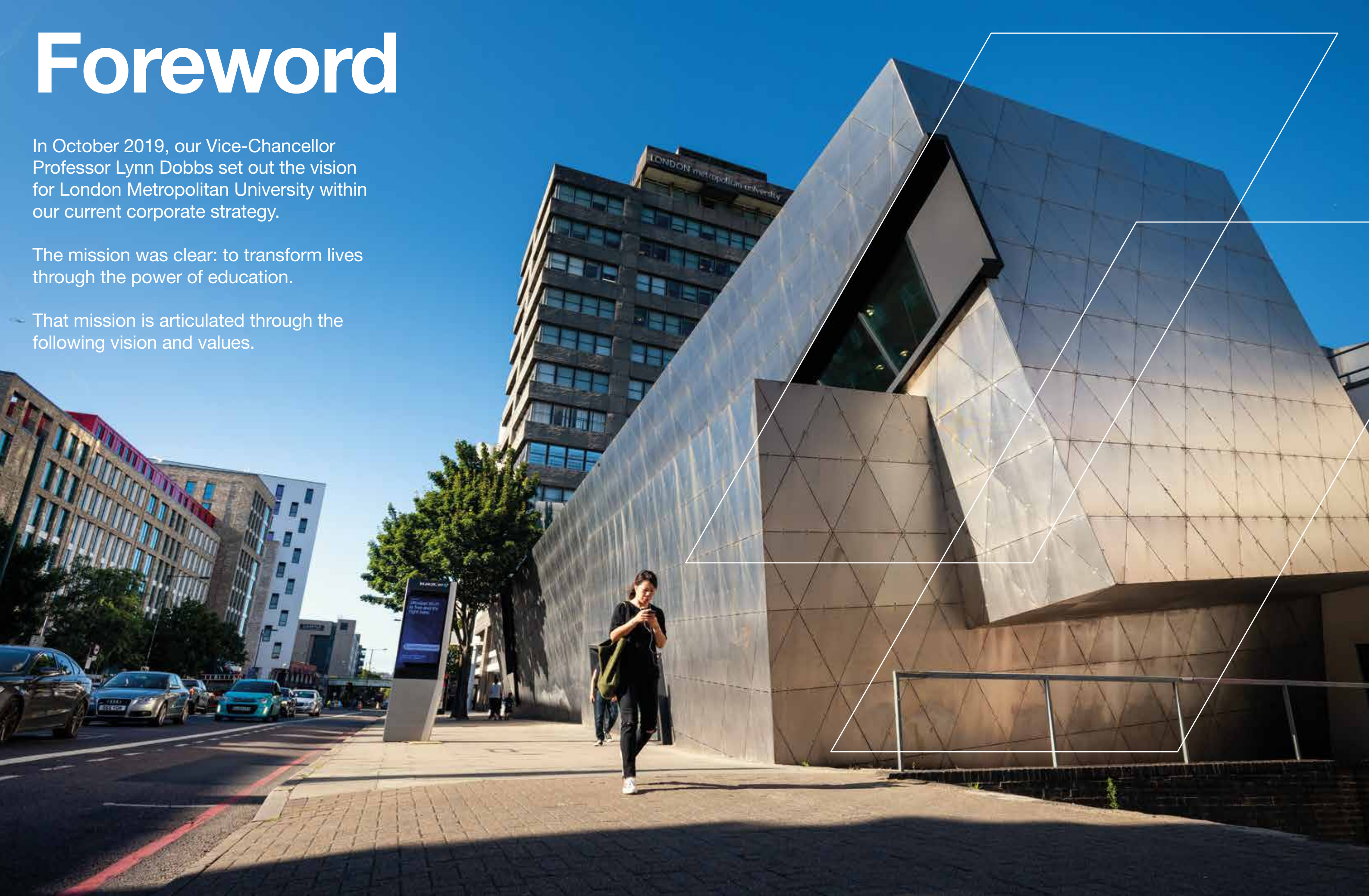


# Foreword

In October 2019, our Vice-Chancellor Professor Lynn Dobbs set out the vision for London Metropolitan University within our current corporate strategy.

The mission was clear: to transform lives through the power of education.

That mission is articulated through the following vision and values.





# Our vision

By 2025, we will contribute more than ever before to our great city. We will be recognised locally and internationally for our commitment to lasting social change.

- **Our students** will come from our local communities and from across the globe. They will have an excellent experience with successful academic outcomes. We will continue to celebrate that we are one of the most diverse, socially inclusive and transformative universities in the UK.
- **Our graduates** will go out into the world of work as confident, values-driven, and successful individuals, making a positive contribution to society and offering a constant flow of talent to support the global economy.
- **Our students and staff** will be passionate about our University and recommend London Met as a place to study and work, and they will give back to our city and contribute to its success.
- **Our research** will drive real impact and change in London and beyond, and the work that we undertake with our London partners and stakeholders will be at the forefront of initiatives to keep the capital great.
- **Our business** will be strong and sustainable. Our campuses and facilities will continue to improve; we will be delivering year-on-year surpluses to invest in our assets, and we will have ensured stewardship for future generations.



# Our values

Our core values not only define us, they also frame how we will deliver our vision.

We are:

- **Ambitious** – we set the highest standards in everything we do. We take responsibility and are held accountable for our actions and promises. We have the discipline and rigour to ensure continuous improvement and we are determined to succeed.
- **Inclusive** – we celebrate our diverse community; we see difference as a source of strength, and we challenge exclusionary and discriminatory practice.
- **Collaborative** – we work in partnership with our students, staff, alumni, institutions, communities, employers and educational providers across the globe to make a lasting difference.
- **Creative** – we generate new ideas and opportunities, we put them into practice and we are innovative in finding new ways to advance knowledge and address global problems.





# Introduction

The University's corporate strategy calls for vibrant campuses and cutting-edge facilities. The estates strategy is the blueprint for achieving those aims.

The University's corporate strategy of 2019/20–2024/25 laid out an exciting plan to consolidate what was already good and build further to create a sector-leading transformational institution that was based in, and for, the community. "The physical infrastructure is the foundation of the corporate strategy" – that strategy calls for vibrant campuses and cutting-edge facilities, and this estates strategy is the blueprint for achieving those aims.

In accordance with the corporate strategy, we will:

- keep our estate in good order
- invest to ensure that all of our teaching facilities are at industry standard
- evolve our library and special collections to further support student learning and our research goals
- put environmental issues at the heart of everything we do
- undertake detailed work to establish priorities for future investment

The corporate strategy extends to a life of five years. Creating change in the built environment is complex, long-lasting and can involve extended delivery periods; for that reason, this strategy will span 10 years and support the University into the development of the next corporate strategy.

## Accountability, resources and governance

As well as being the home for all of the amazing educational and community outreach activities that we do, our land and buildings are the single largest financial asset that the University owns with a current market valuation of £100 million.

The Finance and Resources Committee, reporting to the Board of Governors, will take oversight of the delivery of the estates strategy with quarterly progress reports from the Director of Estates and Chief Operating Officer.

The Vice-Chancellor and Chief Executive holds ultimate accountability for the strategy within the University, supported by the Chief Operating Officer and Director of Estates. She will ensure that the benefits created are meaningful and supportive of the University's core mission to transform lives through the power of education.

Regular and timely reports will be made by the Director of Estates to the Senior Leadership Committee to act as a check and to enable coordination across all areas of the University. Six key performance indicators (with some sub-indicators) have been established and it is against these, along with financial performance, risk, and benefits realised, that progress will be reported. On a more granular level, project boards will be established to ensure appropriate governance of projects of significant impact and value.

## Development of the strategy

This strategy has been developed via two rounds of highly insightful and comprehensive internal consultation (either side of the COVID-19 pandemic), condition surveys and audits, options appraisals, external benchmarking and with the support of a governors' estates strategy sub-committee. We have been particularly careful to listen to the student voice in developing an understanding of the aspirations and direction of travel for our built environment.

Appendix 1 outlines the groups consulted with and the high-level findings and drivers that the consultations identified, and that this strategy considered.

The overarching key drivers that the groups identified were that:

- ongoing institutional financial sustainability is the top priority
- significant investment in the estate is needed
- carbon reduction and environmental factors are key differentiators for prospective students
- student-facing spaces should be prioritised for investment to support recruitment and retention through an improved student experience



# Our campuses

Our sites are all unique – each with their own character, demands and benefits.



## Locations

The University occupies three sites across central London: Aldgate campus in Tower Hamlets, Holloway Road campus in Islington and the Accelerator building in Shoreditch. See Appendix 2 – Existing campus details.

Those sites are situated within the communities that we seek to serve. 33% of students' homes are in immediately surrounding boroughs with an average 37-minute commuting time for all students (see Appendix 3).

London Met has and continues to build strong ties and relationships with its community stakeholders. For example, it holds Islington Anchor Institution status and is a key player within the Aldgate Partnership, known as Aldgate Connect, amongst very many other initiatives.

Consideration has been given to whether advantages can be gained from locating to new sites within Greater London (see Appendix 4). The lack of appropriate accommodation in Greater London, high long-term revenue costs associated with moving and severe disruption to teaching, recruitment and community relationships, mean that we are confident we are in the right place to continue the vital work that we do. Whilst acknowledging the volatile property market and developing our University structure, we will aim to maintain a significant presence in our current locations, optimise the buildings and estates that we have and continue to strengthen the bonds within those communities.



### Aldgate campus

Set back from Whitechapel High Street and accommodating the large part of the School of Art, Architecture and Design, with some School of Computing and Digital Media functions, this campus has a gross internal area of 23,072 sqm across three conjoined buildings.

The Goulston Street and Wash Houses buildings portion of the site are held in freehold across an area of 6,545 sqm (gross internal area) and accommodate studios, workshops and the Atrium café.

Calcutta House and Annex constitute 72% of the Aldgate campus and they accommodate the library, studios, workshops, academic offices, student services, Students' Union and the main campus entrance. This building is leased from the Corporation of the City of London.

The lease from the Corporation expires in June 2026. The rent for Calcutta House constitutes around 20% of total estates revenue expenditure across all campuses. The terms of the lease do not allow for the School to remain in occupation beyond this point in time.

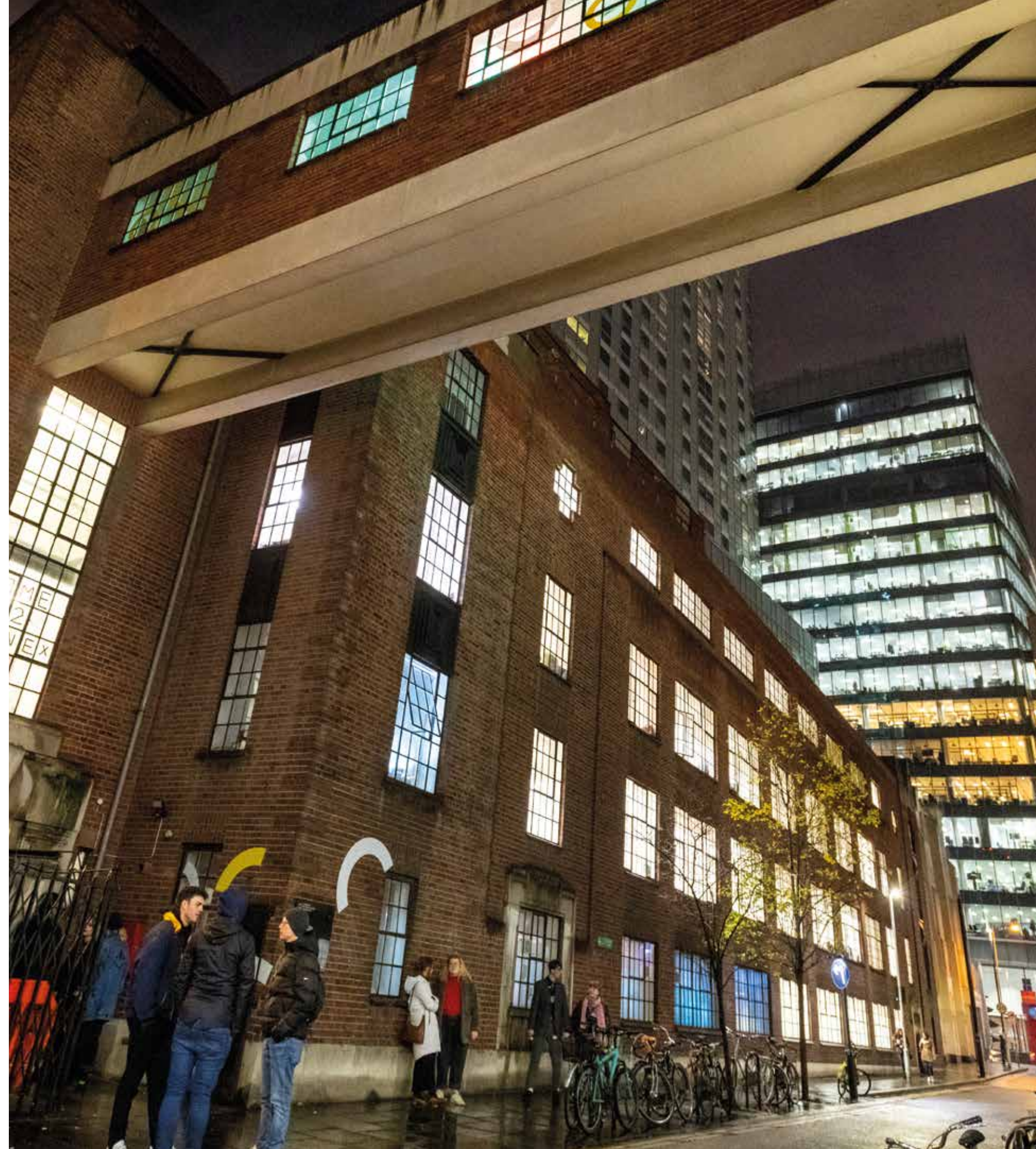
Securing a long-term home for the School of Art, Architecture and Design is a key objective for the early years of this strategy. Options studies for a replacement location are at an advanced stage and negotiations are underway to extend the life of the current lease, in order to minimise disruption to the School and optimise the experience of any possible future relocation.

### Holloway Road campus

This is the largest of our three sites at 83,233 sqm, held entirely on freehold, and accommodates all of our other academic schools, administrative functions, the Vice-Chancellor's Office, Learning Centre, Students' Union, sports facilities, bar and conference facilities.

### The Accelerator

This tech business incubator unit of 1,340 sqm located in Shoreditch offers space, support and knowledge exchange to new start-up businesses, for both graduates and those new to the University. The building is held on a long-term lease from New City College until 2057.



### Size of the estate

The previous 10 years have seen an overall reduction in student numbers following the removal of student control caps between 2012 and 2016. This has resulted in there being almost twice as much estate per student than our competitor institutions in London. Over the next 10 years, we will make more efficient use of our buildings so that our current footprint accommodates the anticipated increased need for space from managed student growth, the developing importance of the psycho-social environment, anticipated student digital poverty and changing ways of teaching.

### Quality of our estate

Whilst recent refurbishments, such as the flagship teaching space of the Roding Building, have given us spaces to be proud of, there is much work to be done to bring the remainder of our buildings and spaces up to an appropriate standard. Capital investment in our estate over the previous 10 years has been low compared with peer institutions. In pre-pandemic 2019, post-92 higher education institutions averaged an investment of £77 per square metre. This compares with £11 per square metre across the London Met estate, putting London Met investment rate firmly in the lowest quartile of all post-92 institutions.

Similarly, our revenue expenditure for total property costs falls behind the average for post-92 London institutions despite accounting for 3% more of our income than those institutions in 2019.

An historic lack of capital investment and poor space efficiency is leading to a lower level of revenue expenditure per square metre and in ageing and obsolete systems, run-down facilities and poor appearances. The estate that we currently have does not adequately support our corporate strategy, the Education for Social Justice Framework, excellent teaching, learning, research or community facilities and, crucially, the staff and student experience.



# The strategy

The University is committed to making large-scale investments in the order of £180 million over the next 10 years to develop our buildings and our physical and digital infrastructure.



Our planned investments over the next 10 years are designed to:

- support the corporate strategy
- decarbonise the estate and improve our environment
- address the inefficiencies and risks associated with our buildings
- support the evolving University by enabling the development of the University's structure and emerging subjects and schools
- digitise the campus and users' experience

The strategy will be structured and measured via the following strands:

- aspirational targets
  - building condition
  - functional suitability
  - utilisation
  - look and feel
- carbon and environmental management plan
- supporting the evolving University
- accommodation
- the digital campus
- key performance indicators

## Aspirational targets

Through a programme of targeted investment and interventions, we intend to bring our built estate from the lowest to the top quartile when measured against post-92 higher education institutions in Greater London, or UK-wide.

We will measure these improvements against key efficiency targets set using the metrics of condition, functional suitability and utilisation, measured in accordance with Higher Education Statistics Agency data specification.

## Building condition

London Met's historic underinvestment has resulted in it being firmly in the lowest quartile for condition amongst all UK post-92 institutions. The average percentage of an estate in condition B (see Table 1 below for definitions of condition categories) for post-92 institutions is 58%, with London Met at 37%. Over half of our total estate requires significant investment in the next three to five years, particularly in heating and cooling systems, fire alarm and security systems and improvements to the building envelope. Failure to correct this decline over the life of this strategy will result in the loss of facilities and serious impact on teaching capability.

We will invest circa £40 million over the next 10 years to remedy deficiencies in our physical infrastructure and significantly reduce the risks to the safe continuation of all University activities. Appendix 5 identifies the key infrastructure projects, outline timescales and estimates of investment required.

We will work to ensure that the condition of our buildings across all campuses are in the top quartile of post-92 institutions in London.

Given current densification of the campuses and overall future spatial demands, it is unlikely that we will undertake a significant programme of new buildings. We will therefore target having 80% of our buildings in category B by close of financial year 2030/31 and 90% in category B and above.

**Table 1** illustrates current condition ratings, peer institutions' ratings and our targets against each category for the life of this strategy.

Table 1: Benchmarked 10-year building condition targets for London Metropolitan University

Building condition	Holloway Road	Aldgate	London Met, whole estate	Peer institutions (London post-1992)	London Met, 10-year target
A	2.8 %	9.0 %	4.7 %	14.6 %	10 %
B	43.6 %	30.4 %	40.4 %	55.0 %	80 %
C	53.2 %	60.6 %	54.6 %	27.8 %	10 %
D	0.4 %	0.0 %	0.3 %	2.6 %	0 %

A = New or as new; B = Good, no significant investment required in the next five years; C = poor, significant investment required in the next three to five years; D = derelict, unusable.



# We will create functional, properly utilised and vibrant campuses that inspire all who use them.

## Functional suitability

The metric of functional suitability measures the degree to which a space supports its intended use. The Higher Education Council for England (HEFCE) defines the functional suitability categories as follows:

- 1 = Excellent
- 2 = Good, minor shortfalls with small effect
- 3 = Fair, some shortfalls which impact performance
- 4 = Poor, space fails to support function

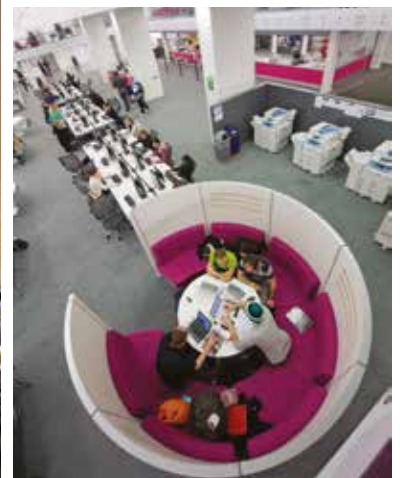
In this area London Met is, again, currently falling behind competitor institutions. The average percentage of an estate in functional suitability Band 1 for post-92 institutions is 46%. London Met is at 39% overall.

A high degree of functionality is essential in order to support our evolving teaching and learning aims. Improvements in functional suitability will be gained from re-configuring our teaching spaces, the Learning Centre and library and re-equipping those spaces with appropriate technologies as the Digital Strategy is implemented.

In order to comfortably place ourselves in the top quartile of all post-92 higher education institutions, we will ensure that 65% of our spaces are categorised as being in Band 1 by the end of the financial year 2030/31. Improvements in functional suitability will be gained from re-configuring our teaching spaces, the Learning Centre and library and re-equipping those spaces with appropriate technologies as the digital strategy is implemented.

Table 2: Benchmarked 10-year functional suitability targets for London Metropolitan University

Functional suitability	Holloway Road	Aldgate	London Met, whole estate	Peer institutions (London post-1992)	London Met, 10-year target
1	34.0 %	45 %	36.39 %	38.1 %	65 %
2	52.0 %	55 %	52.65 %	42.7 %	25 %
3	13.0 %	0 %	10.18 %	16.0 %	10 %
4	1.0 %	0 %	0.78 %	3.2 %	0 %



## Space utilisation

The efficiency with which individual spaces are used can directly reduce the overall need for space or the campus footprint and consequently reduce total property costs per square metre.

The efficiency of space is measured with the utilisation rate. The utilisation rate is a function of a frequency of use rate and an occupancy rate. The frequency rate measures the proportion of time that space is used compared to its availability, and the occupancy rate measures how full the space is compared to its capacity. The lower the space utilisation rate, the more spare capacity or unused space there is. Property costs remain fairly constant irrespective of the utilisation rate, so a lower utilisation rate generally means a lower return on revenue expenditure.

London Met's utilisation rate has fallen significantly behind that of competitor institutions.

The average for UK-wide post-92 institutions is 23% and 35% for London comparators, compared with 13% at London Met; a function of incorrectly configured and sized teaching spaces.

We will right-size our teaching spaces and learning facilities as we develop our campuses so that there are enough of the right-sized classrooms and facilities to support the changing patterns in teaching, learning, research and community building.

We will organise our facilities services to ensure that we can support high frequency of space use and also drive efficiencies in space and property costs.

It is anticipated that a utilisation rate of 42% would place London Met firmly in the top quartile of post-92 institutions, given anticipated investment by competitor institutions.

Table 3 below shows the benchmarked 10-year space utilisation targets for London Metropolitan University.

## Look and feel

Efficiency metrics alone cannot measure the sense of place and belonging. Through our development and refurbishment programmes, we will create a vibrant campus that reinforces the positive psycho-social environment and inspires all who use it, whether a current or prospective student, member of staff or visitor.

All of our designs for refurbished and new spaces will be produced in line with the University's Design Guide (Appendix 6), so that there is a commonality of architectural language that is recognisably London Met, whilst allowing creative flair to flourish.

In-use feedback data for every project will be collected to inform the plans for the next project and intervention.

Table 3: Benchmarked 10-year space utilisation targets for London Metropolitan University

Building utilisation	London Met, whole estate	Peer institutions (London post-1992)	London Met, 10-year target
Frequency	44.7 %	57.5 %	65 %
Occupancy	29.7 %	59.8 %	65 %
Utilisation	13.3 %	35.1 %	42 %



# Carbon and environmental management plan

The University will put environmental sustainability at the heart of everything that we do.

We have an excellent track record and will continue to be leaders in this area. We will use our expertise, time and energy to help our communities with their own greening agenda. We will follow a new carbon and environmental management plan that meets and exceeds the requirements of the London Plan in terms of reducing carbon emissions, enables our graduates to continue this vital work and improves the internal environment in which we teach, learn and work.

The Vice-Chancellor will chair a climate action group that will realise the following targets:

## Carbon reduction

Scope 1 and 2 targets (direct carbon emissions from our on-campus activities)

- meet the corporate strategy carbon reduction target of 38.11 kg CO<sub>2</sub>/m<sup>2</sup> by 2025
- achieve carbon net zero by 2030; our emissions will rapidly decelerate beyond 2025 as we replace our current gas-burning district heating system with new renewable energy nodes
- procure electricity from renewable sources by 2023
- produce 10% of our electricity needs by onsite generation by 2030
- decarbonise the estate as far as possible
- investigate switching to the use of green-backed gas ie biomethane for the remaining life of our gas installations
- identify and follow a 10-year project plan of infrastructure improvements such as lighting and controls upgrades, metering, improved insulation and reduced solar gain

Scope 3 targets (indirect carbon emissions from supporting activities)

- reduce total water use by 15% by 2025
- reduce carbon emissions from University and supplier-related travel by 40% by 2026
- recycle 75% of all University waste by 2026
- reduce carbon emissions related to our purchased goods and services by 20% by 2026

## Environmental management targets

- reduce the University's environmental impact through educating and empowering students and staff via engagement in sustainability practices
- protect and enhance biodiversity on our campuses
- improve air quality across the University
- improve the sustainability of the University's hospitality services, to minimise the impact of the catering operations on the environment and to promote sustainable practices.
- enable graduates to learn about sustainable development issues so they can be confident and knowledgeable
- provide all students and staff with the opportunity to participate in sustainability-related extra-curricular and community engagement activities
- subscribe to an environmental performance league such as the highly credible Times Higher Education Impact Ranking, which measures many different facets including carbon reduction, environmental performance, research impact and positive community impact

One of our goals is to become carbon net zero by 2030



# Supporting the evolving University

A sense of identity and belonging is essential to our success. Creating new homes for our schools and emerging subject areas is key.



The University's Education for Social Justice Framework identifies the importance of the psychosocial environment in improving learning outcomes. A sense of belonging and safety is essential to the success of our students and staff alike.

In order to achieve this and to meet the evolving developments in teaching, digitisation and digital poverty, students' experiential expectations and emerging subject areas and schools such as nursing and the built environment, we will invest close to £100 million in our campuses over the next 10 years.

A new campus masterplan will be developed that will:

- **create school centres** consisting of collocated academic offices, specialist teaching space, school offices, pastoral and academic support and independent learning spaces – the school centres will be distinct from one another and reflect the identity and activities of that school
- **establish new centres** and teaching spaces for nursing, and the built environment, to accommodate these developing subject areas
- **develop and reconfigure** the existing learning centres and libraries and create new independent learning spaces that support new ways of learning whilst respecting our current valuable learning assets
- **create a new entrance** to the Holloway Road campus which is welcoming, professional and elevates our prominence on the street frontage
- **create a heart** to the Holloway Road campus that feels like home whilst allowing us to better welcome and interact with our local community and stakeholders
- **make sense** of the winding and extended corridors that have evolved across the Holloway Road campus so that students, staff and visitors can easily orientate and find their way
- **innovate** in the way that our professional services work, creating new hybrid working hubs that promote collaboration, efficiency and creativity

This planning work has already made considerable progress and Appendix 7 contains the current campus masterplan illustrating where these functions will be located and a planned sequence of projects to achieve that. The masterplan will inevitably develop to reflect the evolving structure of the University and we will work to keep the costs, as far as possible, within the anticipated cost envelope shown in the Appendix.



International students including those from study abroad schemes are a key proportion of our learning community. They are increasing in numbers and that is forecast to continue over the next 10 years.



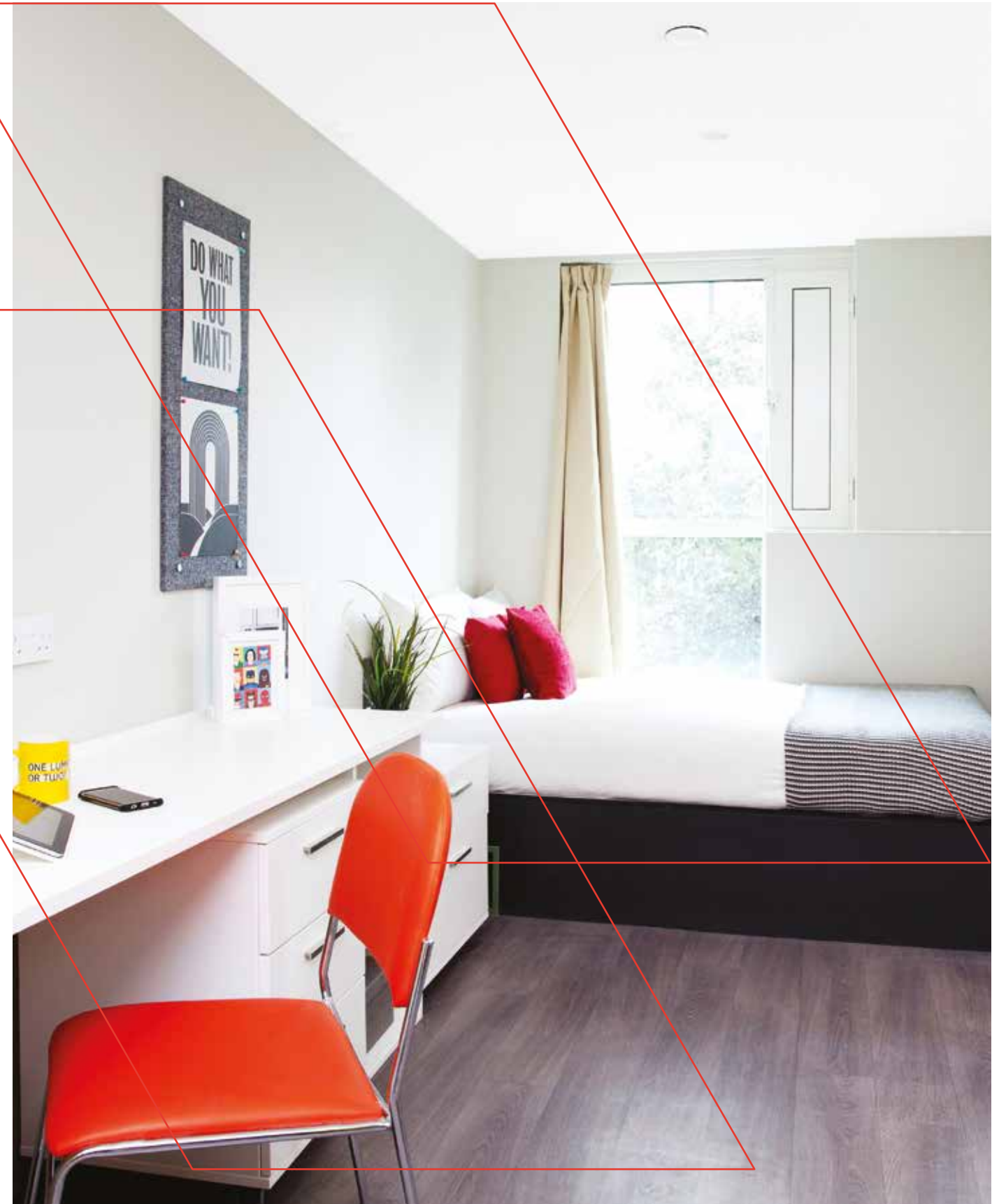
# Student accommodation

Safe, comfortable and truly affordable student accommodation

Providing safe, comfortable and truly affordable accommodation within an easily commutable distance will be an important part of our offer. Our priority will be to minimise our students' living costs whilst affording the best in pastoral care.

The demand for student bedrooms is expected to rise to 1,100 by 2026 against our current supply of 102 nominated bedrooms. The University does not currently own or operate any student bedrooms of its own. We will ensure that there are sufficient affordable, supported bedrooms to maintain our planned growth in international student numbers. Our intention will not be to create an income stream or profit from our student bedrooms but instead to focus on the wellbeing and welfare of our students in halls.

We will develop a masterplan that will consider developing our own student housing on campus over the life of this strategy. In the interim, we will meet this demand via strategically procured nominations agreements with reputable providers that meet our students' needs.



These accommodation images are for illustration purposes only – London Met does not currently own any accommodation.





# The digital campus

Enhancing our on-site experience

We will create a smart estate in collaboration with our newly engaged integrated infrastructure partners. This will connect our students and staff to our buildings and services, and ensure that our estates strategy objectives are fully integrated.

To do this, we will:

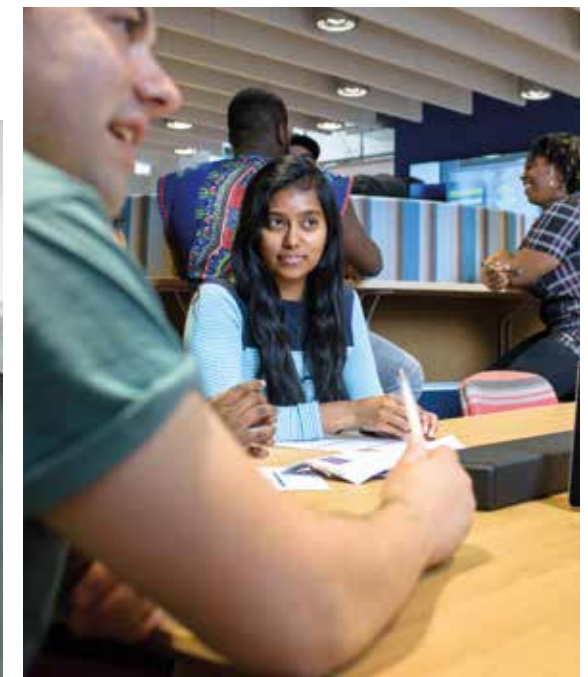
- **create learning spaces that support the Education for Social Justice Framework blended learning approaches** – data derived from occupancy sensors and other sources will enable a right-sized configuration of teaching spaces which enhance the learning experience. In addition to this, implementing a range of high-impact collaboration technologies and applications will create a more dynamic, personalised learning experience in both the classroom and remotely.
- **target estates maintenance and investment to bring the greatest benefit to our students and staff** – data on building usage and systems performance will enable a proactive demand-led maintenance and investment regime. Maintenance and investment in building systems, services and improvements can be pinpointed to the areas which give the greatest benefit, and equivalent savings can be made by avoiding unnecessary maintenance costs.
- **deliver on carbon savings targets** – control of building systems such as lighting, heating and AV systems will be increasingly linked to real-time usage data. Greater automation will lead to efficient on-demand use of energy and enhance strategies for energy procurement and production.
- **enhance the welcome and navigation experience** – we will digitally map the campus environment and make wayfinding technologies and applications available to all users. We will optimise and integrate the digital touchpoints of students, staff and visitors when they arrive at the University. This will enable a frictionless, personalised user experience, from being invited to campus, to signing in, booking rooms, meeting people and accessing facilities to optimising journey times and simplifying campus navigation.
- **enhance the internal environment** – internal environmental factors such as CO2 levels have been shown to affect learning outcomes. We will measure internal environmental factors and develop strategies that will enable our spaces to achieve recognised wellbeing standards.
- **embed the digital strategy in all new building developments and improvements** – we will ensure that all future building developments and improvements incorporate and support the requirements of this digital strategy.



# Key performance indicators

## Measuring our success

Condition	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Percentage of University estate in HEFCE Category B or above ( Target 90% )	45	45	45	45	45	60	60	60	60	90
Functional suitability	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Percentage of University estate in Band 1 (Target 65%)	36.4	38	45	45	55	55	55	60	60	65
Utilisation	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Utilisation rate of 42% across all teaching spaces	13.3	15	15	30	35	37	39	40	42	42
Supporting the evolving University	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Create school centres (percentage completion)	15	15	15	15	40	60	80	100	100	100
Reconfigure and refresh general teaching spaces	0	15	20	40	80	80	100	100	100	100
Establish teaching space for nursing and the built environment (percentage completion)	0	0	100	100	100	100	100	100	100	100
Reconfigure learning centres and libraries (percentage completion)	0	0	50	100	100	100	100	100	100	100
Improve wayfinding (percentage completion)	0	10	10	10	30	50	80	90	100	100
Create a new entrance (percentage completion)	0	0	0	0	0	0	0	0	50	100
Create a heart of the campus (percentage completion)	0	20	30	30	30	30	30	30	50	100
Create new hybrid working hubs for the professional services offices (percentage completion)	30	35	35	35	35	35	100	100	100	100
Digital campus	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
% of control systems linked to digital sensors	10%	25%	50%	75%	100%	100%	100%	100%	100%	100%
Carbon reduction	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Corporate strategy targets – reducing carbon emissions (kg Co2) per sq m of built estate	41.0	40.0	39.0	38.11	Beyond life of current corporate strategy					
Carbon net zero – total scope 1 and scope 2 emissions measured in carbon tonnes	3200	3100	3000	2900	2509	2200	1600	1100	800	0







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# Appendices



## Appendix 1

### Estates strategy consultation groups and key findings

#### Consultation

Two rounds of internal consultation with the following groups were undertaken:

#### Consultation Round One in March 2020, consulted with:

Heads of the Schools and a student representative from each school (School of Art, Architecture and Design, School of Computing and Digital Media, Guildhall School of Business and Law, School of Human Sciences, School of Social Sciences and Professions)

Heads of Professional Service Departments (Finance, Planning and Insight, ITS, Marketing and Communications, Admissions and Enrolment, Student Recruitment and Business Development, Legal, Academic and Student Services)

Estates Management Team (Estates Development Property and Space, Estates Operations, Estates Events, Hospitality and Business Services) and Health and Safety

Senior Leadership Team (Vice-Chancellor, Deputy Vice-Chancellor, Research and Knowledge Exchange, Centre for Equity and Inclusion, Student Recruitment and Business Development, Chief Financial Officer, Human Resources, Governance)

#### Consultation Round Two in February/March 2021, consulted with:

Heads of the Schools (School of Art, Architecture and Design, School of Computing and Digital Media, Guildhall School of Business and Law, School of Human Sciences, School of Social Sciences and Professions)

Heads of Professional Service Departments (Finance, Planning and Insight, ITS, Marketing and Communications, Admissions and Enrolment, Student Recruitment and Business Development, University Secretary, Academic and Student Services)

The Students' Union (Students' Union Chief Executive Officer, President of the Students' Union, full-time officers and part-time officers)

Senior Leadership Team (Vice-Chancellor, Deputy Vice-Chancellor, Pro Vice-Chancellor Research and Knowledge Exchange, Pro Vice-Chancellor Outcomes and Inclusion, Pro Vice-Chancellor Student Recruitment and Business Development, Chief Operating Officer, HR Director)

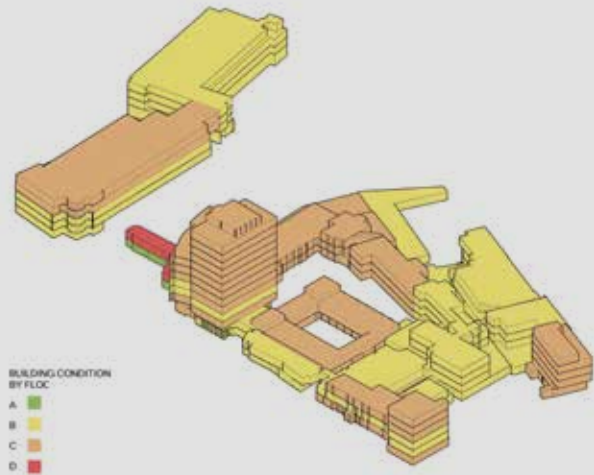
A Governors' Sub-Committee consisting of Tim Cochrane, Urmi Dutta-Roy and advisor Michael Murphy have assisted greatly in guiding the thinking and presentation of the strategy.

#### Drivers and findings

- ongoing institutional financial sustainability is the top priority
- significant investment in the estate is needed to maintain minimal compliance and comfort standards
- carbon reduction and environmental factors are key differentiators for prospective students
- student-facing spaces should be prioritised to support recruitment and retention
- student expectations around "service" are rising and increasingly digitally based
- teaching space sizes may need to change as learning and teaching review progresses
- quality of estate is unfair between schools
- student accommodation is needed, and we estimate needing 1,110 beds by 2026
- governmental capital funding is increasingly STEM-based. Cyber security to follow?
- on expiry of the lease, the School of Art, Architecture and Design should remain in Tower Hamlets and the value of our freehold should be maximised
- at Holloway Road, centralised "homes" for the schools should be created to foster identity and belonging
- the entrance and navigation around the Holloway campus negatively impacts the campus experience
- Guildhall School of Business and Law should be prioritised as they have the most immediate scope for growth and should be based in the Tower
- we should aim for a more modern library with a reduced footprint for bookstock
- flexible office working is possible but should foster innovation and a team-working ethos



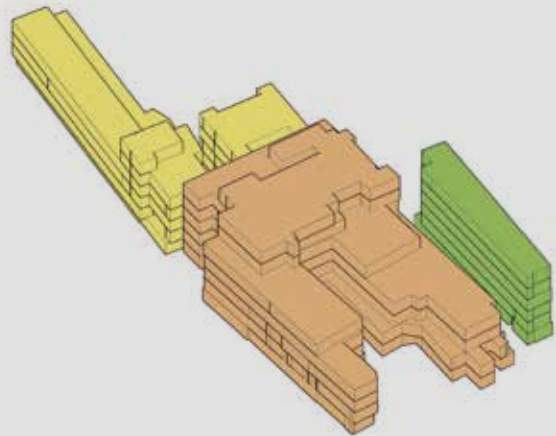
Appendix 2  
The sites – position statement



**Holloway Road campus**

<b>Location:</b>	Islington
<b>Total gross internal area:</b>	83,233sqm
<b>Schools served:</b>	AAD, SCDM, SSSP, GSBL, SHSC

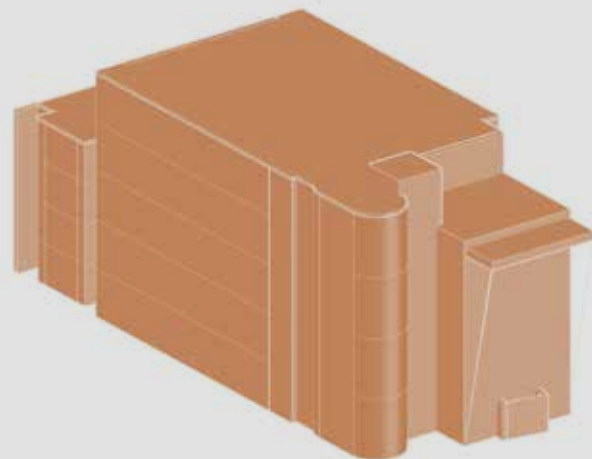
**Support and administrative functions:**  
Learning Centre, Vice-Chancellor's Office, Student Services, Students' Union, PSDs



**Aldgate campus**

<b>Location:</b>	Tower Hamlets
<b>Total gross internal Area:</b>	23,072sqm
<b>Schools served:</b>	AAD and SCDM

**Support and administrative functions:**  
Learning Centre, Student Services, Students' Union  
**Rent:** Calcutta House and Annex:  
£2.6m (agreement runs to June 2026)



**Accelerator building**

<b>Location:</b>	Accelerator
<b>Total gross internal area:</b>	1,340sqm
<b>Schools served:</b>	None
<b>Support and administrative functions:</b>	None
<b>Purpose:</b>	Tech business incubator unit
<b>Fixed rent and service costs:</b>	£210,035 (agreement runs to October 2057 – 35 years and 9 months remaining)

Appendix 3  
Proximity of student locations to the existing campuses

**Core campus locations**

**Why continue with Islington and Tower Hamlets?**

Two-borough strategy has long been in place for the University with established catchment areas in Tower Hamlets and Islington.

Catchment area – 18% of our students are in Islington and the surrounding Boroughs and 15% of students are from Tower Hamlets and the surrounding boroughs.

London Metropolitan University prides itself on being a civic university for local people – moving out of borough could damage reputation.

The University stands for social justice and widening participation, and should be in boroughs where its immediacy can provide most immediate benefit

The University already holds significant freehold property in both Islington and Tower Hamlets.

The University is benefitting from burgeoning relationships within the boroughs via Anchor Institution partnerships, membership of the steering group of the Islington GP Federation and increasing links with the Whittington Hospital – key components in the potential growth of healthcare courses.

Relocating out of borough would likely result in a five-year+ hit on recruitment and external relationships as they are re-built.

Disruption of this size will result in staff attrition and an impact on current student continuation.



Designed by Avison Young

**Student travel distances**

Taking the travel distances from the top five student locations for Holloway Road and top five student locations for Aldgate, the current average travel times are:

Holloway Road:	38.8 minutes
Aldgate:	35.4 minutes





Appendix 4  
**Potential alternative locations for campuses**

**Greater London relocation**

**Potential to move to alternative sites – Freehold/Leasehold**

The Holloway Road freehold site is currently valued at £65m for continuing educational use.

The Aldgate freehold site is currently valued at £35m for continuing educational use.

There are significant backlog maintenance, efficiency, and suitability issues at both existing sites.

Can a better suited or purpose-developed campus be found elsewhere?

Available budget, say £90m. Space required, say 80,000 sqm or 861,000 square feet, assuming efficiencies are found.

Current searches show that there are no freehold properties available at this size in Greater London and no freehold or leasehold opportunities within the borough.

This leaves leasehold options in either vacated offices or new developments.

The map opposite illustrates currently available sites and other higher education institution sites.

The most economical of the available sites is in Croydon, which is letting at £31 per sq ft, this equates to a rent of c£27m per annum plus a capital fit-out cost of £50m+.

The map opposite illustrates currently available sites and other higher education institution sites.



**Location Map**

- |   |                                |                             |
|---|--------------------------------|-----------------------------|
| ▼ London Met sites  | ● Kingston University          | ● University of Greenwich   |
| ▼ Potential alternative locations:<br>Meridian Water, Enfield<br>Brent Cross<br>Canada Water, Southwark<br>Wood Wharf, Tower Hamlets<br>Barking Riverside Croydon | ● London South Bank University | ● University of West London |
|   | ● Middlesex University London  | ● University of Westminster |
|   | ● Ravensbourne University      | ● University of Roehampton  |
|   | ● St Mary's University         |                             |

Appendix 4  
**Potential alternative locations for campuses**

**Further education colleges**

Moving campus locations could be based on feeder further education colleges. The map to the right indicates that the Waltham Forest area might be best for attracting students from key feeder colleges.



- |   |  |
|---|--|
| ▼ Existing London Metropolitan University sites | ● New City College                       |
| ● Barking and Dagenham College                  | ● New City College Redbridge             |
| ● Barnet and Southgate College                  | ● Newham College of Further Education    |
| ● Capital City College Group                    | ● Newham Sixth Form College              |
| ● Chris: the King sixth form college            | ● Richmond-upon-Thames College           |
| ● City And Islington College                    | ● St George Moxoux College               |
| ● Croydon College                               | ● St Charles Catholic Sixth Form College |
| ● Ealing, Hammersmith and West London College   | ● Stavrouse College                      |
| ● Haringey Sixth Form College                   | ● The Brooke House Sixth Form College    |
| ● HCLUC (Harrow College & Uxbridge College)     | ● United Colleges Group                  |
| ● Lambeth College                               |  |



## Appendix 4 Potential alternative locations for campuses

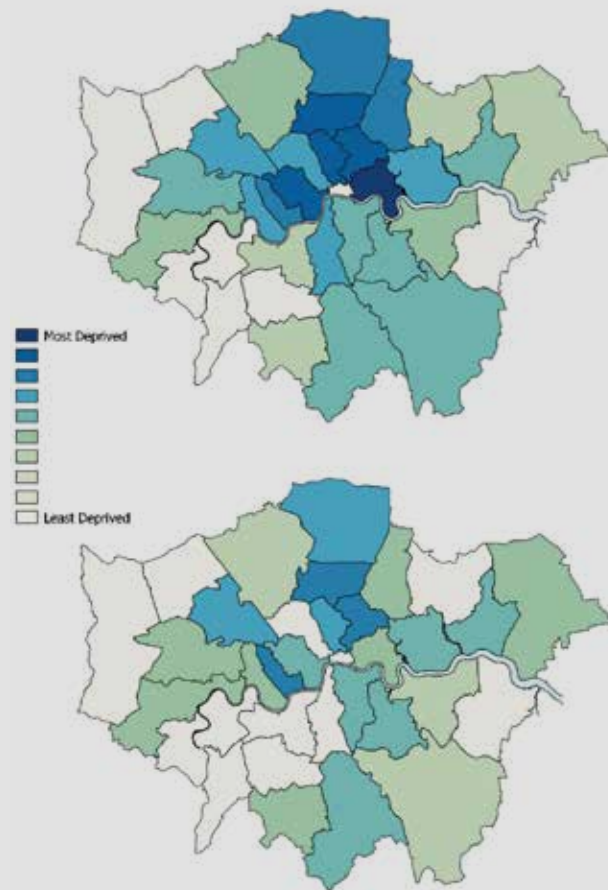
### Additional locations

With the potential addition of subject areas in nursing and a new School of the Built Environment, there are likely to be benefits in collocation with further education colleges that should be explored within the life of this strategy.

Due to the high concentration of feeder colleges in Waltham Forest and the location of Whipps Cross Hospital within this borough, it would be of benefit to locate a nursing college in the Waltham Forest area.

Alternatively, the new School of the Built Environment could be located in Waltham Forest.

Maintaining sites in the boroughs of Islington and Tower Hamlets would support our current students and maintain the University's mission to support social mobility.



Distribution of the IMD2015 and IMD2019 in London by local authority based on the proportion of their neighbourhoods in the most deprived decile nationally.

These maps are in MHCLG Statistical Release 2019 PDF (page 20), available for use under Open Government Licence.

### Top 10 universities for social mobility

University	Social Mobility (%)
Queen Mary	6.8
Westminster	5.6
City	5.3
Greenwich	5.0
London South Bank	4.6
Brunel	4.4
St George's Hospital	4.4
East London	4.1
London Metropolitan	4.0
Kingston	4.0



## Appendix 4 Estates Compliance Investments

### Estates Backlog – legal requirements

Item	Element	When >50% probability of failure	Impact	Investment required (£m)	Works programme
1	Fire alarm system	2025	Risk to life, non-compliance, loss of buildings. Systems at minimum specification and heading towards obsolescence.	3	5 years
2	District heating system, Tower	2024	Loss of heating, Welfare Regs non-compliance, loss of buildings in winter.	18	10 years
3	Tower cladding repairs and windows	2023	End of warranty, potential risk to life from falling debris.	11	3 years
4	Water systems	2023	Health and safety – managed legionella issues occurring now but will only worsen.	6	Phased 10 years
5	Electrical distribution – Tower complex	2022	Compliance (change in regulations). Increasing consumption-raising risk. Loss of facilities including data network.	1	5 years
6	Data network	2023	Serious resilience issues with the IT infrastructure – loss of connectivity, business systems.	2	3 years
7	Access control systems and CCTV	2021	Access to campus.	3	Phased 5 years
<b>Total</b>				<b>44</b>	

### Estates long-term maintenance

Item	Element	Start date	Impact	Investment required (£m)	Works programme
1	Building fabric, excluding redecoration and refurbishment	2021	Poor staff and student experience	11	10 years
2	Building services, mechanical and electrical	2021	Poor staff and student experience	12	10 years
3	Carbon-saving measures	2021	Missed strategic targets	4	10 years
<b>Total</b>				<b>27</b>	



Appendix 5  
Minimum investment impact on  
Estates Efficiency Metrics

Building condition – target is B at 80%. Significant improvement but target missed by 10%.

Building condition	Holloway Road	Aldgate	Peer institutions (London post-1992)	London Met target score	Forecast after investment score
A	2.8%	9.0%	14.6%	10%	10%
B	43.6%	30.4%	55.0%	80%	70%
C	53.2%	60.6%	27.8%	10%	20%
D	0.4%	0.0%	2.6%	0%	0%

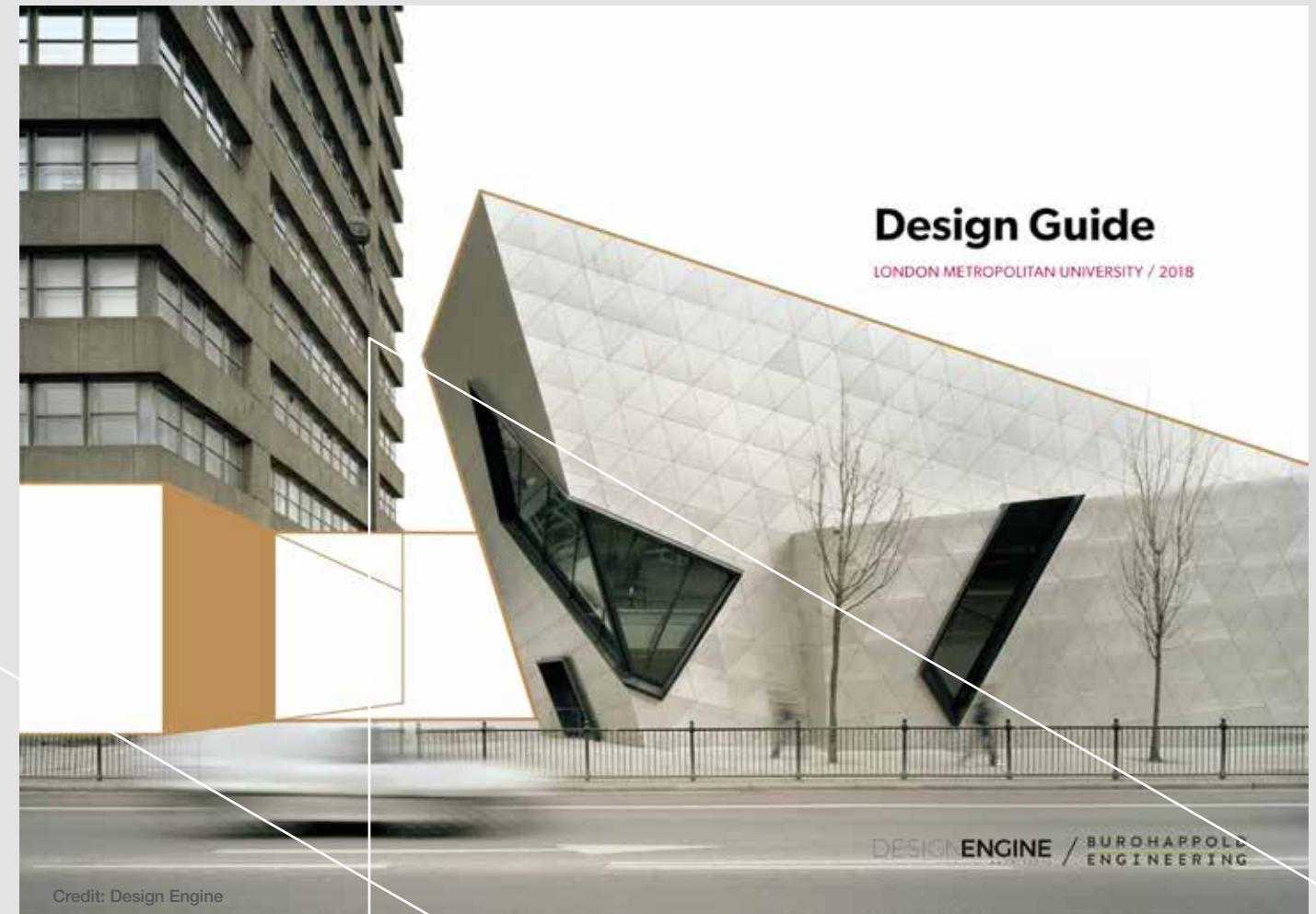
Functional suitability – target is Band 1 at 65%. No improvement and target not met.

Functional suitability	Holloway Road	Aldgate	Peer institutions (London post-1992)	London Met target score	Forecast after investment score
1	34.0%	45%	38.1%	65%	34%
2	52.0%	55%	42.7%	25%	52%
3	13.0%	0%	16.0%	10%	10%
4	1.0%	0%	3.2%	0%	0%

Utilisation – target is 42%. No improvement and target not met.

Building utilisation	London Met	Peer institutions (London post-1992)	London Met target score	Forecast after investment score
Frequency	44.7%	57.5%	65%	65%
Occupancy	29.7%	59.8%	65%	29.7%
Utilisation	13.3%	35.1%	42%	13.3%

Appendix 6  
London Metropolitan University Design Guide



Available on request



Holloway campus masterplan



Credit: Design Engine

Project packages and phasing

	Total £84.6m	Phase A	Phase B	Phase C
<b>Project 1</b>	<b>Complete 2023</b>			
Create home for our School of Social Sciences and Professions and support blended learning	£7.7m	C Block Ground new teaching G Block Ground new teaching Rodding Ground new teaching D Block – VC area and new teaching	+	Professional services departments P Block Ground and first floor School of Social Sciences and Professions Ground Floor Benwell Road Extension
<b>Project 2</b>	<b>Complete 2024</b>			
Create home for our School of Human Sciences and growth for the Guildhall School of Business and Law, and support for blended learning	£17.1m	Library refresh School of Human Sciences	+	Guildhall School of Business and Law refurbish 9th, 11th, 12th and 13th floor of the Tower Guildhall School of Business and Law refurbish 2nd floor of the Tower
	<b>Complete 2024</b> £8.6m	School of Social Sciences and Professions New teaching space Consolidate professional service departments		
<b>Project 3</b>	<b>Complete 2024</b>			
Complete home for School of Social Sciences and Professions	£8.6m	P Block (remaining floors) for professional services departments' use	+	SCDM 81a Benwell Road SCDM J Block and Tower
				+
				Refurb of 4th, 5th, 6th, 7th, 8th, 10th floors of the Tower
<b>Project 4</b>	<b>Complete 2026</b>			
Create home for our School of Computing and Digital Media	£22.8m	Courtyard and Link Building		
<b>Project 5</b>	<b>Complete 2028</b>			
Create the heart of the campus	£19.1m	Tower Building cladding and window replacement Entrance to the campus	+	Great Hall refurbishment F Block Ground and 1st floor community areas
<b>Project 6</b>	<b>Complete 2029</b>			
Create the entrance to the campus	£9.3m			
	<b>Total £84.6m</b>			

NB These costs do not include the School of Art, Architecture and Design move costs. At this point it is considered that those costs will be met by the value of the existing site.



Appendix 7  
**Proposed reconfiguration of Holloway Road**  
 Development investment impact on Estates  
 Efficiency Metrics

**Building condition** – target is 90% in Category B or above. Targets met.

Building condition	Holloway Road	Aldgate	Peer institutions (London post-1992)	London Met target score	Forecast after investment score
A	2.8%	9.0%	14.6%	10%	10%
B	43.6%	30.4%	55.0%	80%	80%
C	53.2%	60.6%	27.8%	10%	10%
D	0.4%	0.0%	2.6%	0%	0%

**Functional suitability** – target is band 1 at 65%. Targets met.

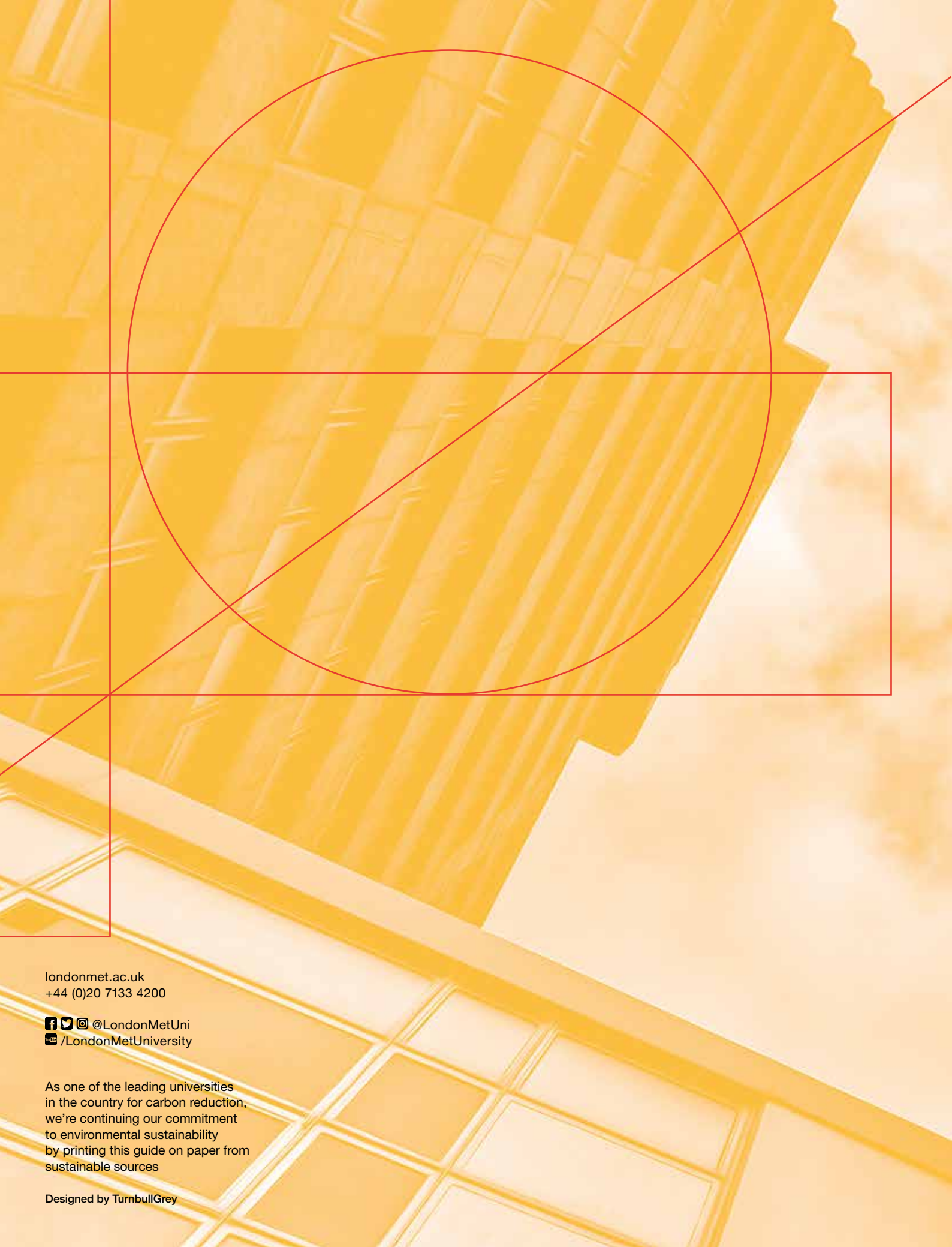
Functional suitability	Holloway Road	Aldgate	Peer institutions (London post-1992)	London Met target score	Forecast after investment score
1	34.0%	45%	38.1%	65%	65%
2	52.0%	55%	42.7%	25%	25%
3	13.0%	0%	16.0%	10%	10%
4	1.0%	0%	3.2%	0%	0%

**Utilisation** – target is 42%. Targets met.

Building utilisation	London Met	Peer institutions (London post-1992)	London Met target score	Forecast after investment score
Frequency	44.7%	57.5%	65%	65%
Occupancy	29.7%	59.8%	65%	65%
Utilisation	13.3%	35.1%	42%	42%







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+44 (0)20 7133 4200

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