

ESTATES & LEARNING
ENVIRONMENT

STRATEGY



PRIFYSGOL
Glyndwr
Wrecsam

Wrexham
Glyndwr
UNIVERSITY

VICE CHANCELLOR FOREWORD



Professor
Maria
Hinfelaar

Vice-Chancellor
and Chief
Executive

An integral part of the Wrexham Glyndŵr University (WGU) Vision and Strategy Document to 2020 is to improve the student experience. This will involve a transformation of the learning environment in a manner which is conducive to the academic philosophy of the University: creating places where students want to be, where they can be supported on their personal and professional development journey, and where they have access to state-of-the-art facilities that will prepare them for the workplace.

We have significant catching up to do. The regulator, HEFCW, requires universities to have an up-to-date Estates Strategy in place, underpinned with utilisation data and a plan for clearing any maintenance backlogs. Our students have told us, through the national student survey and through the student voice on panels and boards at the University, that learning resources represent the weakest category in terms of how they rate us. Investment is now urgently needed, so that we can serve existing and future cohorts of students in increasing numbers – though the projected growth in student numbers is clearly not the only imperative.

Under our ambitious Campus 2025 Strategy, we now have an exciting opportunity to achieve a step change in the learning environment which will support the delivery of the current strategy to 2020, and subsequent strategies. The development and implementation of Campus 2025

will comprehensively address all of the issues, and offer a physical environment in line with the quality of the student experience that we are already delivering in so many other ways. It is innovative and will bring WGU to the forefront of academic institutions, incorporating the latest thinking on teaching and learning. At the same time, it is a vision which is feasible and pragmatic, proposing tangible options that are proportionate to the scope and size of WGU and capable of being funded.

The team met multiple stakeholder groups in the process of developing the proposals to date, and this process is ongoing. There will be clear milestones and decision points mapped out, in accordance with the phases for delivery.

I look forward to bringing Campus 2025, The WGU Estates and Learning Environment Strategy to fruition in the coming years.

A handwritten signature in black ink, appearing to read 'M Hinfelaar'.

Professor Maria Hinfelaar
Vice-Chancellor and Chief Executive

DIRECTOR OF OPERATIONS FOREWORD



Lynda
Powell

Director of
Operations

Just as the new Strategic Framework for the period 2015-2020 sets out the ambition of the University and will guide development over the next few years, the Estates and Learning Environment Strategy - branded Campus 2025 - provides the high level statement of intent and a masterplan from which individual projects can be flexibly progressed and adapted subject to the inevitable changes arising from internal and external forces.

In producing this strategy, the primary objective was to deliver an appropriate physical and learning environment for 21st century higher education; an environment that allows us to adapt the use of space as learning and teaching styles continue to develop and the curriculum portfolio evolves; an environment where technology and digital media is integral to the design and use of space; an environment to which students will want to come, and importantly, stay.

Wrexham Glyndŵr University is one of the UK's newest universities. Established in 2008 from the former North East Wales Institute of Higher Education, its early years have been marked by substantial growth and innovation but also some considerable challenges. With a new senior management team in place and a refreshed Board of Governors, WGU is now on a firm upward trajectory and is ready to move forward with a clear strategic mission and vision as the University of, and for, North East Wales and the wider cross-border region.

The process of consultation with a range of internal and external stakeholders has been extensive and hugely beneficial in developing Campus 2025. Opportunities for collaboration and partnerships continue to be explored at both a local, regional and national level, particularly where there is a clear willingness to consider joint projects of common interest and mutual benefit.

Campus 2025 was approved by the Board of Governors in March 2017 following a comprehensive Site Feasibility and Viability Assessment Exercise.

The strategy will be continually reviewed as part of the University's strategic planning process reflecting the changing demands that will inevitably occur throughout the life of the project. It is intended to be a 'live', meaningful, dynamic document, used and updated as the University's strategic plan is taken forward over the coming years.

A handwritten signature in black ink that reads "L. Powell".

Lynda Powell
Director of Operations





CONTENTS

07

EXECUTIVE SUMMARY

08

CONTEXT & DRIVERS

10

PRINCIPLES & OBJECTIVES

18

CURRENT ESTATE ASSESSMENT

24

OUTLINE OF ESTATE DEVELOPMENT OPTIONS

27

COSTS & FUNDING

28

IMPLEMENTATION STRATEGY



PRIFYSGOL
Glyndwr
UNIVERSITY

CAMPUS 2025

EXECUTIVE SUMMARY

The University is a new, developing institution that recognises the need to grow student numbers and modernise its provision, whilst retaining the relevancy of that provision for the needs of the region.

The student is at the centre of everything we do, and we pride ourselves on how well we support our diverse student body. The plan for growth however requires an approach different from 'more of the same'; something different and contemporary is now required, a significant step-change.

As a university, our estate underpins our delivery, and the quality and nature of that estate shapes our provision and affects perceptions as well as methods of delivery and quality of student experience. To meet our plan for growth and do something different, our Campus 2025 Strategy is predicated upon 5 principles that determine the shape and requirements of the new Estate;

- 1. Student-Centred;**
- 2. Focussed and Regionally Centric;**
- 3. Modern and efficient;**
- 4. Financially Sustainable;**
- 5. Collaborative;**

These principles in turn inform the key objectives for what is required of Campus 2025, in the four key areas of the Strategic Framework 2015-2020:

- a) Learning, Teaching & the Student Experience**
- b) Partnerships, Engagement and Impact**
- c) Research, Scholarship and Innovation;**
- d) Sustainability & Success**

In each of these areas we have identified some key objectives and proposals which will be delivered through Campus 2025.

What we know of the current estate, which is informed to a high level of detail by recent and extensive surveys of the condition of buildings, space utilisation etc, is that it neither fulfils the underlying principles nor meets the objectives of the Strategic Framework. Campus 2025 is intended to fill that gap.



CAMPUS 2025

CONTEXT & DRIVERS

WGU has a Strategic Framework that outlines the direction of strategic travel and associated actions which informs all aspects of the University's development.

This will provide the context, tone and guiding principles for Campus 2025, from its inception and going forward. The vision and values underpinning our current strategy will be of continued relevance in future strategic planning, and the development and implementation of Campus 2025 Strategy.

The Strategic Framework makes clear that the University will be working in partnership and seeking to create a welcoming academic community that supports the mission to "work in partnership to inspire and educate our students and enable social and economic success". The same underpinning principles are carried through in the Campus 2025 Strategy and will be demonstrated in the plans for future development, both in terms of how the Strategy is developed and in the resulting physical changes to the estate, as it will:

- **Create an environment that places the student at the heart of the University and which inspires and supports learning and creativity.**
- **Develop the University and its estate in partnership and facilitate partnership working**
- **Place the University at the heart of the local community and the region**
- **Be sustainable and efficient**
- **Engender confidence and inclusivity**

WGU is one of the UK's newest universities. Established in 2008 from the former North East Wales Institute of Higher Education it is small institution with around 6,000 students split almost equally between those studying full-time and those studying part-time. Many of its students are relatively local and it is one the highest ranking universities in terms of accessibility for those from low participation neighbourhoods and those with disabilities, as well as having high levels of mature students.

It prides itself on supporting these students on a portfolio of programmes that is work related and practice informed, underpinned by industry relevant research, and doing this in partnership with business, industry and the professions.



CAMPUS 2025

CONTEXT & DRIVERS

This requires an estate that is accessible and flexible, with spaces for formal and informal learning that are adaptable for multi-disciplinary uses alongside some more specialised provision (for engineering or sports science, for example). It will need to be accessible to a wide range of learners and partners and enable, inspire and facilitate the whole student experience, from creating spaces for a range of learning styles and methods, parking a car, and finding intellectual and bodily nourishment, with technology seamlessly supporting this.

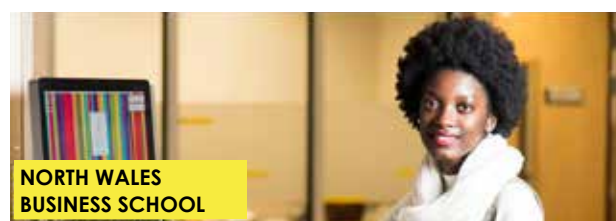
The University has four academic Schools:

- **North Wales Business School**
- **School of Applied Science, Computing and Engineering**
- **School of Creative Arts**
- **School of Social and Life Sciences**

A wide range of provision from Foundation year through under- and post- graduate teaching, Master's provision and, in association with the University of Chester, PhDs. While the main focus is on teaching provision, there is a vibrant and significant research community with an international reputation which informs our teaching.

Providing a valued and recognisably positive student experience is important not only from an intrinsic perspective, but also in terms of how the University is perceived, in regard to the NSS for example. This has become even more important now that elements from the NSS (and other data sources) are used in reaching assessments under the new Teaching Excellence Framework.

Therefore, the Campus 2025 redevelopment proposals are focused on delivering a complete perception change across all elements of the Estate, be it formal academic teaching space, informal individual and group learning spaces, social and amenity zones and the extensive external public realm areas that bond all of these complementary uses together.





CAMPUS 2025 PRINCIPLES & OBJECTIVES

In developing a new Strategy, five principles are identified as supporting and guiding proposed developments. These are seen as:

- 1. STUDENT CENTRED;** The University places the student at the centre, ensuring we support and enable our learners in achieving their academic potential; the estate must be designed to foster this learning. It recognises that provision of higher education is our primary purpose and as such our estate must be built to provide this. We also know that students have their own learning styles and, increasingly, technology has a role to play in supporting and enabling that learning.
- 2. FOCUSED AND REGIONALLY CENTRIC;** The University sees the delivery of most of its activity as taking place at Wrexham, the bulk of this being on the Plas Coch Campus and the rest at Regent Street or Colliers Park, with delivery continuing at Northop and St Asaph. A priority will be placed upon improving Plas Coch so it is fit for purpose as a modern and dynamic space for higher education, and which meets the needs of the community and its students.
- 3. MODERN AND EFFICIENT;** The University will develop a contemporary estate that is “future fit”. This means we will provide services on modern learning and support platforms which require the best in modern technology, and that we are modern in the “feel” of the Estate, ensuring we reflect current society and trends. It also means that we will develop an economic and environmentally sustainable, affordable Estate. We will apply good practice in our decision making around such matters as life-cycle costs, energy efficiency, building design and specification.
- 4. FINANCIALLY SUSTAINABLE;** An institutional Capital financial plan will be developed and maintained to plan and prioritise investment in line with clear academic and business cases. Financial viability is essential to development and this will include a rationalisation of non-academic assets.
- 5. COLLABORATION;** The University will work in partnership with learners, staff and the wider community. Development of the Estate must take account of the role the University has in meeting these needs, both in the process of development and in the final physical infrastructure. Our teaching and research will be undertaken together with business, industry and the professions. We expect increased participation from these sectors and their presence on-campus; and to work with our key partner, Wrexham County Borough Council and its Local Development Plan as well as being cognisant of such key drivers as the Wellbeing of Future Generations (Wales) Act 2015, the emergent Innovation and Enterprise agenda and the North Wales Economic Ambition Board.

CAMPUS 2025 PRINCIPLES & OBJECTIVES

The above principles will guide our key objectives for what is required of the new Campus 2025 Strategy, and that will enable us to meet future need. These objectives are aligned to the four key areas of the Strategic Framework:

- a) **Learning, Teaching & the Student Experience**
- b) **Partnerships, Engagement and Impact**
- c) **Research, Scholarship and Innovation;**
- d) **Sustainability & Success**



CAMPUS 2025

PRINCIPLES & OBJECTIVES

a) Learning, Teaching and the Student Experience

The identified commitments with this section of the Strategic Framework are that:

- C1** We will create an academic community which welcomes learners from all backgrounds, keeps students at the heart of what we do and equips them for life, for work and for success.
- C2** We will work in partnership with learners to understand their needs and draw upon the creativity, knowledge and commitment of our staff to create excellent learning environments that support students to successful academic outcomes.

Campus 2025 proposals that can help deliver against the above strategic commitments for Learning, Teaching and the Student Experience are in the following areas:

Student (and Staff) Learning and Teaching Experience

Provide flexible and modern learning spaces. There needs to be space that is flexible in how it can accommodate and enable different approaches to learning (traditional lectures, group learning, peer learning sets, technology enabled and remote learning and more); it is recognised that room design and layout has a pedagogical impact. These spaces will not be School specific, other than where there are very particular learning requirements such as for engineering or sports laboratories, but available for all subjects recognising increasing multi-disciplinary learning and teaching. As well as direct learning and teaching space, there must also be provision for a wide range of important student support and welfare functions.

Student (and Staff) Social Space

Provide high quality social spaces for students and staff. We know from student surveys that students' requirements in terms of social space are not being met, and the provision of such is central to achieving a high quality student

experience that attracts and retains future students. This also includes adequate facilities for the Students' Union, and maintaining and improving provision of associated and essential services such as a nursery, inter-faith centre and refreshment facilities.



CAMPUS 2025

PRINCIPLES & OBJECTIVES

a) Learning, Teaching and the Student Experience

Regional Learning Hub

Provide space that welcomes and supports regional skills needs and those of local learners. The University fulfils an important role for the regional skills agenda. This might be for individual learners, or as a businesses or regional sector bodies, all of whom want to be able to access spaces that provide for their different needs whether that is as a part-time evening class student or as a potential business meeting venue.

Health and Well-being

Provide an Estate that offers an environment which promotes well-being. The Estate must provide an environment that prioritises pedestrians on campus and provides circulation and outdoor space, as well as high quality sporting facilities available to students and staff, as well as local partners.

Accommodation

Provide high quality accommodation in-line with sector "norms". The University is planning on growth in student numbers, many of whom will come from outside the local area and who will expect to be accommodated. A targeted proportion of new student accommodation will be developed as an essential part of the Strategy.



CAMPUS 2025

PRINCIPLES & OBJECTIVES

b) Partnerships, Engagement and Impact

The identified commitments with this section of the Strategic Framework are that:

- C3** We will play a key role in the economic development of the region, driving growth in the Welsh economy and that of the UK more generally.
- C4** We will build mutually beneficial relationships with partner universities and further education colleges to meet regional needs, support our development and meet shared goals.
- C5** We will work together with business, industry and the wider communities we serve, to support greater innovation and growth and enhance student employability.

Campus 2025 proposals that can help deliver against the above strategic commitments for Partnerships, Engagement and Impact are in the following areas:

Community and partner Space

Provision of cultural and civic spaces. We recognise the important role the University plays in the cultural, intellectual and social life of the community, and we seek to provide an estate that welcomes visitors, and works with the town and community to showcase local cultural as well as academic talent through a range of different venue spaces for conferences, performances or exhibitions.



Partner Provision

Provision to provide spaces that meet specific partner needs. Given the centrality of collaborative working to the University, where there are emerging space needs for partners that will complement and enhance our own mission, we should look to facilitate and enable such. These might include health service facilities, incubation facilities (such as a part of ICE) or shared teaching spaces, as well as outreach through Techniquest Glyndŵr.



CAMPUS 2025

PRINCIPLES & OBJECTIVES

c) Research, Scholarship and Innovation

The identified commitments with this section of the Strategic Framework are that:

- C6** Our academic scholarship and research will develop the subjects we teach and through engagement and connection with business and industry, the public and voluntary sectors and the creative sector, we will drive innovation and growth.

Campus 2025 proposals that can help deliver against the above strategic commitments for Partnerships, Engagement and Impact are in the following areas:

Research Capacity

Modern facilities, such as laboratories, in key areas of research and research informed teaching. Our Strategy is explicit in identifying that our approach is informed by (industry relevant) research, and to provide this, new flexible facilities and equipment are required across all areas of the institution that will engender high quality research and facilitate applications for funding, building research partnerships and attracting research students.



Incubation and Enterprise

Spaces to foster new business growth, commercialisation and graduate enterprise. We have identified the strategic importance of knowledge exchange and commercialisation, and work with business and industry to develop our capacity, and to support this improved and dedicated space for such is required.



CAMPUS 2025 PRINCIPLES & OBJECTIVES

d) Sustainability and Success

The identified commitment within this section of the Strategic Framework is that:

- C7 We will operate in a professional and accessible manner and will embed sustainability, resilience and best practice in our work.**

Campus 2025 proposals that can help deliver against the above strategic commitments for Sustainability and Success are in the following areas:

Affordable

Development of the Estate must be financially viable and affordable. To achieve the objectives will require significant investment and this can only be achieved through a clear, agreed and affordable financial plan, supported by appropriate and robust project management capability.

Advice on such a plan will be taken and approval obtained from not only our own Governors but also from other advisors such as the HEFCW and Professional Financial Advisors.

Managed Risk

A clear and appropriate risk management policy is established to accompany the strategy. As well as overall recognition and reporting of this as a corporate risk, there will be a project risk register, with risks detailed for each phase of development and each possible option.

Sustainable Design

Our Estate must be environmentally sustainable and efficient to run, in line with current good practice and "future proofed" as far as is possible. Not only from an economic perspective, but as a part of our wider responsibilities, any new building or refurbishment must meet current and anticipated requirements in terms of sustainability and efficiency.







CAMPUS 2025

CURRENT ESTATE ASSESSMENT

WGU recognises that it is fundamental that an Estates Strategy must have rigour and be evidence-based. An assessment of the current estate and its performance against the sector has therefore been undertaken; and the data provided below and in the supporting appendices provides the underpinning context and assessment of the current performance of the Estate.

Building Condition

In March 2016 the University commissioned surveying consultants to carry out an updated Building Condition Survey. The survey focused on primary structural components and internal finishes that are either at the end of their functional life or have a remaining life of up to five years. A summary of the conditions report highlighted that the suitability and condition of the University's buildings have deteriorated over the past five years and that to prevent the Estate continuing to slide further into a state of backlog, an effective Planned Maintenance Programme is urgently required as a minimum. The conditions report also recognised that a long term maintenance plan for the estate needs to be developed to inform an extended 10-year cycle with sufficient funds set aside, regardless of any future developments.

Particular regard should be given to ongoing legislative compliance and the management of health and safety along with sustainability works that support the University's Carbon Reduction Strategy.

In addition to this, Mechanical and Electrical consultants have carried out a separate exercise to detail the likely works required to the mechanical and electrical services of all existing buildings.

Maintenance Expenditure

A review of the University's collective maintenance expenditure shows this has dropped consistently compared with the lower quartile maintenance costs per m2 within the peer group, with a significant reduction in expenditure linked to both planned and reactive maintenance that has been undertaken across the estate.

This has contributed to the increasing backlog of repairs and has resulted in a firefighting approach in managing day to day issues. The absence of funding linked to a planned (backlog) maintenance programme and a cyclical (preventative) maintenance program has resulted in a number of significant structural and mechanical failures across the portfolio. These items, along with overdue regulatory improvement works, have resulted in the estate deteriorating both in functional condition and operational safety.

CAMPUS 2025

CURRENT ESTATE ASSESSMENT

Running costs

The total property running costs are significantly lower than the lower quartile of the peer group, with the University's combined running costs across the estate (including insurance, service charges, energy, water and sewerage, maintenance and cleaning costs) less than half the running costs of other institutions within the lower quartile. Whilst it is accepted that a reduction in running costs has been necessary to support the financial pressures the University has seen in recent years, the low costs are purely as a result of poor maintenance rather than improved efficiencies and this cannot continue. The net effect of these reductions are unsustainable and will lead to the failure of the estate, if not addressed.

Space Management

A full up to date space utilisation exercise across the Wrexham Campus, Regent Street, Campus and Northop Campus was undertaken by the Estates Department and Academic Registry during October and November 2016. This assessment details both the frequency rooms are in use and the occupancy levels within individual rooms.

The space per student has seen an increase in recent years due to the reduction in head count. Space per FTE had previously remained constant with the peer group median. The University's current footprint has sufficient capacity to grow without having a negative impact on the spatial experience, once the quality and flexibility of the space is significantly improved and mismatches are addressed. Centralised and computerised timetabling systems have been introduced to improve the general utilisation of teaching space.



CAMPUS 2025

CURRENT ESTATE ASSESSMENT

Utilisation survey results

There are significant factors which continue to act as constraints to improving utilisation and frequency rates.

These include:

- **Mismatches between group sizes and room sizes**
- **Lack of flexibility within the rooms**
- **Differences in the range and quality of Audio Visual facilities between rooms**
- **Poor booking practises resulting in spaces being reserved for longer than needed or not released if not required**
- **Poor environmental conditions within rooms**
- **Condition of rooms as detailed within the Building Condition Report**

Energy Costs

Energy management remains a key focus for the University in order to meet the targets set out in its Carbon Reduction Policy. If the university is successful in achieving funding/grants in a number of sustainable energy projects, this will have a positive impact on carbon emissions and campus wide utility costs.

Functional Suitability

An assessment of all buildings across the University's sites has been completed in terms of functional suitability (the capability of the space to support its existing function) and contribution to the Learning Environment and student experience.

This reflects the lack of investment over the past five years and this will need to be addressed if the University is to achieve its objectives. The Campus 2025 strategy places a high level of importance on having a good quality learning and working environment and extensive remodelling and refurbishment projects are key to the University's future if it is to maintain its estate at an overall good standard and achieve space utilisation levels in line with the best in the sector.

Tenure and Valuation

The University owns the freehold of the land and property on all its sites, with the exception of the St Asaph site where the University has a long leasehold. There are no restrictions on use which may affect future plans for development on the Plas Coch Campus, Regent Street, Dean Road or Gatewen sites.

As part of the Site Feasibility and Viability Assessment Exercise which has been undertaken to inform the Campus 2025 strategy, a Chartered Surveyor has been appointed to generate estimated land values for the above sites.

CAMPUS 2025

CURRENT ESTATE ASSESSMENT

Strategic Gap Analysis of Current Estate

To provide a comparison of how the University's current estates provision supports the longer term strategic objectives, a gap analysis has been produced to summarise the overall estate assessment.

Strategic Objective	Does Current Provision Meet the Objective?
1) Learning, Teaching and the Student Experience	
a) Provide flexible and modern learning spaces	Most teaching spaces are configured for 'frontal' delivery and do not encourage interaction or group work. There is virtually no space for students to work independently or collaboratively outside timetabled spaces.
b) Provide high quality social spaces for students and staff	This type of space is largely absent and received low scores in the recent NSS and the recent employee engagement survey.
c) Provide space that welcomes and supports regional skills needs and those of local learners	Even though WGU is committed to delivering on the regional skills agenda, the Estate does not make that visible. There are some meeting rooms regularly made available to regional fora, but these are of no benefit to learners. Part-time students on evening programmes have a lack of suitable 'hub' space. Employer-funded PT students would also expect teaching spaces of higher standards.
d) Provide an Estate that provides an environment that promotes well-being	There is no adequate circulation plan for pedestrians or cyclists as the campus layout is car-centric.
e) Provide high quality accommodation in-line with sector "norms".	Student accommodation is end-of-life and failing to attract full occupancy.
2) Partnerships, Engagement and Impact	
a) Provision of cultural and civic spaces	William Aston Hall, Catrin Finch Centre, BBC and other spaces provide such space but will need to be maintained
b) Provision to provide spaces that meet specific partner needs	Limited provision and nothing currently available for partners
3) Research, Scholarship and Innovation	
a) Modern research facilities, such as laboratories, in key areas of research and research informed teaching.	Current space on main campus not fit for purpose in size even for current numbers. Equipment is outdated except at Optic and Broughton sites, therefore not benefiting the majority of learners or aspiring researchers
b) Spaces to foster new business growth, commercialisation and graduate enterprise	Limited and dispersed space only for graduates (Plas Coch - Regent Street). No adequate incubation space or dedicated space to meet industry clients.
4) Sustainability and success	
c) Development of the Estate must be financially viable and affordable	No development possible as no available sources of capital without proposed disposals
d) A clear and appropriate risk management policy is established to accompany the strategy.	Risk strategy reflects current estate
e) Our Estate must be environmentally sustainable and efficient to run, in line with current good practice and "future proofed" as far as is possible	Currently in bottom quartile in UK for energy costs. Running costs per student place WGU well within bottom UK quartile. Maintenance costs indicate it is an expensive estate to run.

CAMPUS 2025

CURRENT ESTATE ASSESSMENT

A collaborative approach

Consultation with stakeholders was an important part of the development of the Campus 2025 Strategy and the options moving forward. Consultation meetings provided opportunities to engage and debate about space implications of learning and teaching and other academic objectives. It has also allowed for discussions on wider partnership opportunities and how the vision for the campuses supports wider collaborations and potentially financial efficiencies.

Internal and external stakeholders who have been consulted with include:

- **Heads of Schools and their supporting teams**
- **Heads of Professional Services**
- **Board of Governors**
- **Students' Union**
- **Individual students**
- **Maintenance staff**
- **Department of Architecture and Built Environment**
- **Local Planning Authority**
- **Local Highways Authority**
- **Local MP, AMs, & Councillors**
- **HEFCW**
- **Potential Partners including FAW, BCUHB, Techniquest Glyndŵr,**

Site Feasibility and Assessment Reports

WGU has conducted a comprehensive appraisal of options on each of the sites and their possible retention, use and future development in order that evidence-based decisions can be made to inform the University's Campus 2025 Strategy.

The reports bring together work from the University as well as technical and professionally specialised contributions from external consultants which allow a clear assessment of each site from a wide range of perspectives (strategic, academic, financial, and planning) and present options for each of these sites. This method of appraisal allowed the University to select a preferred option as the basis for its Campus 2025 Strategy with the aim of achieving an optimum balance between what is desirable, affordable and feasible.



CAMPUS 2025

CURRENT ESTATE ASSESSMENT

Options for the Future

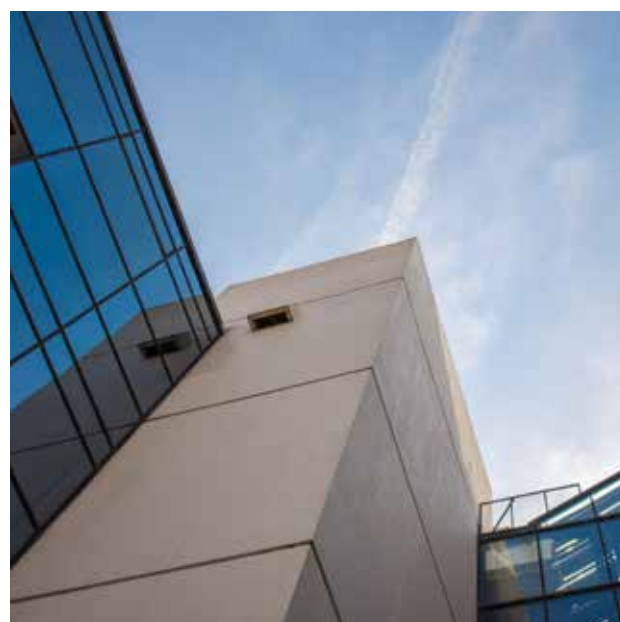
Whilst Campus 2025 is largely driven by the University's Strategic framework and the need to expand student numbers whilst continuously improving the student experience, it is recognised that the delivery of the Campus 2025 strategy is dependent on a range of funding sources and the ability to secure the finances in line with the University's priorities and timelines. It is highly likely that a number of financing options will be employed and full consideration will be made of the appropriate mix of both short and long term funding packages. This will include the disposal and rationalisation of the Estate in a way that maximises the value to the university.

Other outline options available to the University with regards to its academic stock have been identified as follows:

- **Option A 'Standstill – non compliant'**
Do nothing other than emergency /reactive maintenance repairs on existing properties which will increase over time.
- **Option B 'Fit for Purpose'**
Catch up on historic back log maintenance issues on existing properties.
- **Option C 'Comprehensive Redevelopment'**
Catch up on historic back log maintenance issues on existing properties combined with a series of refurbishment, key new building and infrastructure projects.

Preferred Options

Following detailed assessment and analysis of all the sites owned by the University against a range of criteria, it is clear that the current estate and learning environment does not enable the University to deliver effectively its Strategic Framework and does not meet the underlying principles of Campus 2025 itself. On the basis of this analysis the Campus 2025 Steering Group had recommended a number of outline options to the Strategy and Finance Committee, and it is on the basis of this that this Committee has itself made recommendations to the Board of Governors concerning preferred options for each of the sites under review.





CAMPUS 2025

CURRENT ESTATE ASSESSMENT

In making these recommendations it is understood that this would be, currently, an “in principle” agreement accompanied by agreement to proceed with planning applications. A successful outcome to these planning applications, alongside additional information particularly concerning the financing options, would then allow governors later in 2017/18 to make further and informed decisions about the precise nature of development on each site and in what order such development should take place.

The Board of Governors subsequently selected the options on the following pages:



Learning Gateway Building - Proposed Visual



COLLIERS PARK

(Current and planned strategic and academic function)

Retain and invest with partner to provide sports coaching facilities of a national standard that contribute towards the development of new academic area, and retain a community asset



Additional circa 40 acres in joint ownership with Coleg Cambria

NORTHOP CAMPUS

(Current and planned strategic and academic function)

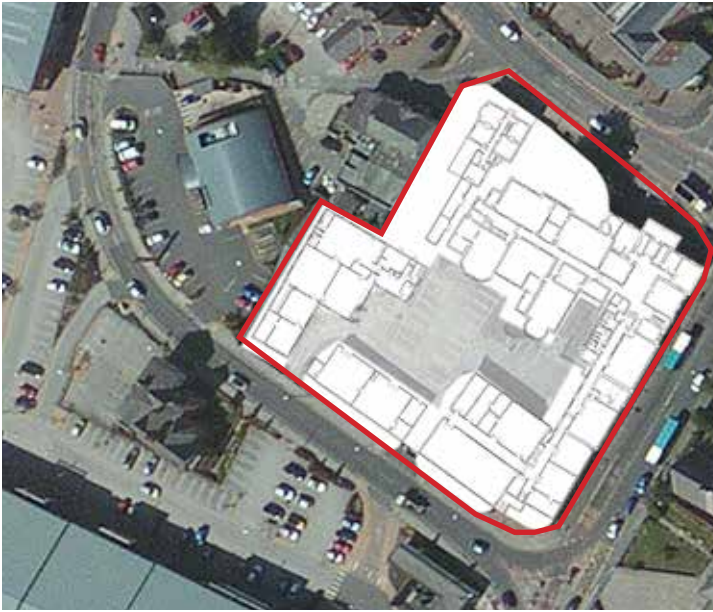
Retain and invest to ensure continued delivery of academic provision and support strategic relationships with Flintshire and Coleg Cambria combined with investigating future development potential



St. ASAPH

(Current and planned strategic and academic function)

Retain and invest to further its important role in providing focus for research and innovation and support the strategic relationships with Denbighshire



REGENT STREET

(Current and planned strategic and academic function)

Retain and invest to further develop its important presence as a recognised School of national standing and in contributing to important local agenda of nascent Arts Quarter within Wrexham, with potential to include additional student accommodation and replacement craft workshops



PLAS COCH

Academic (Current and planned strategic and academic function)

As the main site for academic delivery significant modernisation and refurbishment required to bring up to standard the provision of teaching and learning, and the overall student experience. This includes a complete upgrade of infrastructure with the option for additional engineering facilities and a new Learning Gateway for Students and the Region.



PLAS COCH

Residential (Current and planned strategic and academic function)

Develop new student accommodation and a private rental residential scheme (released through the disposal of a part of the current campus) that meets local housing needs, to include affordable key worker accommodation.

CAMPUS 2025

CURRENT ESTATE ASSESSMENT

When considered together these will provide an estate and learning environment that is modern and fit for purpose, in line with the principles of Campus 2025 and supporting the Strategic Framework. In taking forward these approved options there remains flexibility in the detail as to what will be developed and when; as these become clear the Campus 2025 Strategy will be updated accordingly.

The early stages have concentrated on identifying costs in relation to (i) the ongoing maintenance of the existing estate; (ii) the costs of bringing the physical infrastructure to an adequate standard (backlog maintenance); and (iii) identifying the costs associated with delivering a funding strategy and master plan.

The University is in the rather unusual position of having a sub optimal level of reserves and yet has no long term borrowing. This means that funding for the development of any capital investment will have to be raised from other sources.

An initial high level affordability appraisal has been undertaken by the consultants developing the Strategy and it appears to indicate that there are possibilities for raising the necessary capital sums through a combination of funding methods:

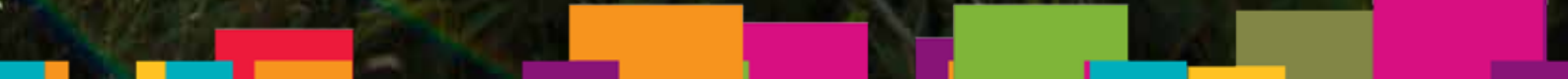
- **Asset disposals**
- **Institutional investment linked to student and possibly key worker residential accommodation**
- **Borrowing**
- **Possible grant funding assistance**

Obviously, the extent of funding required will be determined by the scale of final agreed developments to be undertaken as part of the Estate redevelopment. The plan assumes that the phasing and prioritisation of works will necessarily be led by the availability of funds, alongside other strategic issues.





PRIFYSGOL
Glyndwr
UNIVERSITY





CAMPUS 2025 IMPLEMENTATION STRATEGY

Planning Application Strategy

In developing the strategy for securing the various planning approvals to deliver the preferred options, it should be recognised that all sites together make up the University and the emerging planning application strategy will need to take a holistic and coherent look at all of them, particularly when those sites that fall within Wrexham County Borough Council are linked.

It is therefore important when working towards a successful planning outcome that the redevelopment proposal is brought forward as a complete package rather than as separate applications. External planning advice indicates that approval of individual plots would be compromised by not creating a wider 'enabling development' planning argument regarding the University's future. The applications are stronger together and more capable of attracting political support as a considered overall strategy. More value can also be extracted from University land assets if a multiple 'enabling development' application is made.

To date, several meetings have been held with the Local Authority Planning Department to discuss this 'enabling development' strategy which the Authority has confirmed its positive support for.

Governance Framework for Estates related Projects

Once the decision regarding the overarching Campus 2025 strategy has been taken, normal project management oversight for the delivery of the strategy will apply. A governance framework for the Campus 2025 Strategy and related Estates Projects has been developed to provide assurance that robust project management practises are in place and that lines of delegated authority are clearly articulated and understood.

Procurement Strategy

An Estates Procurement Strategy will consider the best vehicle for securing contracted works. This will include ensuring that competitive best value is achieved within the University's financial strategy, regulations and procedures. The procurement strategy will also map out a structure for disposing of the various sites that will generate capital receipts.

Risk Management

Within a new set of corporate risks that are being developed, a new risk around the implementation of Campus 2025 is identified. Whilst improved risk management processes and reporting are being developed, the current template for identifying and managing risks has been completed.

CAMPUS 2025 IMPLEMENTATION STRATEGY

Communications

A comprehensive strategy for communicating about, and engaging with, Campus 2025 is being developed that will ensure increased and clear understanding about what is being planned and what the impact upon and benefits to all stakeholders will be. Key Stakeholders will include our learners, staff, the local community (with particular groups to be identified), the local council and businesses, and we will (where required) follow statutory consultation timescales as well as undertaking a variety of methods and approaches to share information and increase engagement.

Promotion of Welsh Language and Culture

In developing the Estate, and accompanying learning infrastructure, consideration will be given (as outlined in the Welsh Language Regulations 2017) as to how the Welsh Language will impact upon what is being proposed, including consideration of any options that would have the potential to enhance and support the Language. As the requirements of the Regulations become clearer so further detail for this will be developed.





PRIFYSGOL
glyndŵr
Wrecsam

Wrexham
glyndŵr
UNIVERSITY



Teaching
Excellence
Framework