



Swansea University
Prifysgol Abertawe



ESTATE STRATEGY 2010-16

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PRO-VICE-CHANCELLOR'S FOREWORD

This is an exciting chapter in the history of Swansea University. The integrated Estate Strategy captures a vision of the Swansea University estate as comprising of the Singleton Campus and the proposed new Bay Science and Innovation Campus.

The Singleton Campus is not large enough to provide effectively for future cluster developments and research including test facilities for larger companies. The Estate Strategy enables the University to build upon its strength. To this end, Swansea University enthusiastically embraces the Government's priorities of promoting social justice and supporting a buoyant economy.

Swansea University is determined to modernise and achieve a step change in order to deliver its Mission Statement. We are concerned to build an environment in which internationally excellent research can thrive and which will promote an outstanding student experience. The emphasis is upon creating an environment for the University community as a power for growth in the regional economy, contributing to the health and wellbeing of citizens and enhancing the community and cultural life of Wales.

Pro-Vice-Chancellor (Internationalisation and External Affairs).

Professor Iwan Davies



DIRECTOR OF ESTATES AND FACILITIES MANAGEMENT'S FOREWORD

As the UK's first campus-based University, established in 1920, Swansea University has currently the smallest pre-1992 University campus in the UK. The proposed new Bay Science and Innovation Campus enables the most significant transformational development opportunity at Singleton Campus within the last 50 years. This will free up much needed space on the 21 hectare Singleton Campus thereby maximising the outstanding natural features of the campus opposite a beach and within a park setting, which includes within its boundary an established botanical garden.

The Estate Strategy has been developed with extensive consultation feedback from a range of internal and external stakeholders. University estates within the HEI sector face a range of challenging issues, not least the seamless integration with strategic plans, building condition, compliance, backlog maintenance, funding uncertainty, student and community engagement, commercial services financial viability, sustainability and carbon reduction.

In producing this Estate Strategy, these and other factors together with the consultation feedback were taken into account to arrive at a dynamic strategy to support the Strategic Plan in a manner which is flexible enough to respond to changes required from external bodies and the University as it develops.

The Estate Strategy was approved by Council on 29th March 2010.

A handwritten signature in black ink, appearing to read 'C. Nowell', with a stylized flourish at the end.

Director of Estates and Facilities Management
Craig Nowell



Swansea University
Prifysgol Abertawe

ESTATES AND FACILITIES MANAGEMENT'S MISSION AND VALUES

Mission

To plan, manage and maintain Swansea University's physical estate professionally and deliver quality facilities and commercial services to enable the estate to achieve the University's strategic aims. This will be achieved through implementation of our values to create and sustain a safe and secure environment where teaching, research, innovation, recreation and business activities can flourish.

Values

- Safety focused
- Partnership and collaboration
- Customer service
- Value for money
- Openness and honesty
- Equality
- Continuous improvement
- Responsiveness



1. INTRODUCTION

Swansea University's vision is to be a research-led University of international quality. This will be achieved by providing an environment of research excellence, delivering an outstanding student experience and becoming a powerhouse for growth in the regional economy. In turn the University needs a modern estate which will underpin and contribute to the fulfilment of that vision.

The Swansea University Estate Strategy covers the next six years to 2016 for all existing and proposed sites. Its central purpose is to enable and support the delivery of the University's strategic objectives, deliver parity of experience and provide a consolidated, fit for purpose and sustainable estate.



Swansea University: Existing Singleton Campus

Figure: 1



2. CONTEXT

Swansea University was founded in 1920 at Singleton Park. The estate has since expanded. As well as the 21 hectare campus at Singleton, there is the student village at Hendrefoelan, sports facilities at Sketty Lane and playing fields at Fairwood.

The University now has in the region of 2,000 employees and some 12,650 FTE students based on the Singleton Campus (Park Campus). It is undergoing rapid research-led growth. Long established strengths in Engineering and Physical Sciences are complemented by the Institute of Life Science (ILS), Europe's first Centre of Nano-health and the Institute of Advanced Telecommunications (IAT). The Park Campus has limited capacity, however, for further growth and expansion. It is in need of updating and investment. Some 60 per cent of the campus was built in the 1960s and 13 per cent pre the 1960s.

Transformational changes are planned in the University estate over the next planning period to support the University's stated vision and mission in the Strategic Plan 2009-2014. The University's decision to secure a complementary campus, the Bay Science and Innovation Campus (Bay Campus) at Fabian Way,

will relieve pressure on existing facilities and provide the opportunity to upgrade the Park Campus as well as achieving a step change in the University's commitment as a powerhouse for growth in the regional economy. This integrated Estate Strategy recognises the Bay Campus as the enabling element of the consequential changes and enhancements to the Park Campus. Furthermore, this Estate Strategy is a living document and presents a direction of travel for the newly combined estate. Revisions to support any further institutional strategic change, including further integration of the Bay Campus as it evolves will be undertaken on a periodic basis.

By late 2013, the goal is for Phase One of the Bay Campus to be complete, and for the School of Engineering, the School of Business and Economics and international activities (through the International College Wales Swansea - ICWS) to relocate to new purpose built accommodation. This will be followed in

Phase Two by the move of elements of the School of Physical Sciences, (Computing Science and Mathematics) and English Language Training Services (ELTS). These moves will support the development of the Innovation Hub and its role in delivering economy led economic development and regional regeneration.

Over this time, the Park Campus will be upgraded and adapted to meet the University's agenda for change and to provide the long term base for the Schools of Arts and the Humanities, Human and Health Sciences, Law, Medicine, Physics and Environment and Society (SOTEAS.) It will also facilitate the continued development of the Innovation Hub for Life Science, building on the Life Science 1 (ILS1) and ILS2 delivery model of integration between commercialisation and business incubation linked with interdisciplinary research activity in Human and Health Sciences, Engineering and Nano-health.

3. THE EXISTING SINGLETON ESTATE

The University's current non-residential Singleton estate has a gross internal area (GIA) of just under 122,000m². The total net internal area (NIA), excluding spaces such as circulation areas, is some 81,700m². All the buildings are on the Park Campus apart from sports facilities at The Sketty Lane Sports Village. The composition and layout of the Singleton Campus is shown in Figure 1 opposite. This also houses the Life Science Innovation Hub.

Bay Science and Innovation Campus

Figure: 2



4. BAY SCIENCE AND INNOVATION CAMPUS

The new campus will fuse economic, educational and community growth and regeneration via the integration of an Innovation Hub as shown in Figure 2 opposite.

The Innovation Hub concept at Swansea University represents skills development, academic research and resulting phased commercial exploitation of the University's research with industry in a variety of commercialisation models. The characteristics of an Innovation Hub include the following:

- An area of demonstrable technical strength sufficiently differentiated from alternatives to offer clear competitive advantage to Wales.
- An area with the potential to attract synergistic supporting investment and collaboration, whether this be from private or public resources.
- An area with the potential to create collaborative links, in both research and skills development, between Higher Education and Business.
- An area in keeping with Government policy objectives.

The Innovation Hub produces spin out activities which form part of regional Clusters. A Cluster is a group of independent firms and institutions (i.e. small and medium enterprises, research bodies and educational institutions) with common interests focused around research activity within an Innovation Hub.

The aim of the Innovation Hub is to develop and support the Clusters to provide a mechanism for knowledge economy led economic development and regional regeneration including employment of graduates. It is envisaged that Science Technology Engineering and Mathematics (STEM) Clusters would initially form across the Bay Campus, Park Campus (via the Institute of Life Sciences), Velindre, Baglan and the Swansea dock redevelopment (SA1) areas.

The Bay Campus will be established on a phased basis with Phase One comprising the construction of an Innovation Hub together with teaching and student facilities. The Innovation Hub will comprise of the School of Engineering including the Institute of Advanced Technology (IAT) and Sports Science, School of Business and Economics, linked business activities and some ancillary retail provision.

An early example of the commercialisation of Swansea University's research is the newly formed company Swansea Materials Research and Testing Ltd (SMART).

A new building will be constructed, which will provide testing facilities linked with the work that the University has undertaken with Rolls Royce over many years.

The Bay Campus will also include undergraduate teaching, student support, ICWS and other facilities including student residences. Collectively these will see the transfer of a major part of the University's business to the new campus at Fabian Way.

Phase One of the Bay Campus non-residential estate will have a GIA of just over 37,000m² (c. 30,000m² NIA). Of this, the Innovation Hub will comprise circa 28,000m² GIA (c. 23,000m² NIA) and the teaching and student facilities circa 9,000m² GIA (c. 7,000m² NIA).

These new facilities will accommodate activities transferring from the Park Campus. In turn, this will provide the opportunity to address buildings which are space and energy inefficient, not fit for purpose and in poor condition at Singleton.

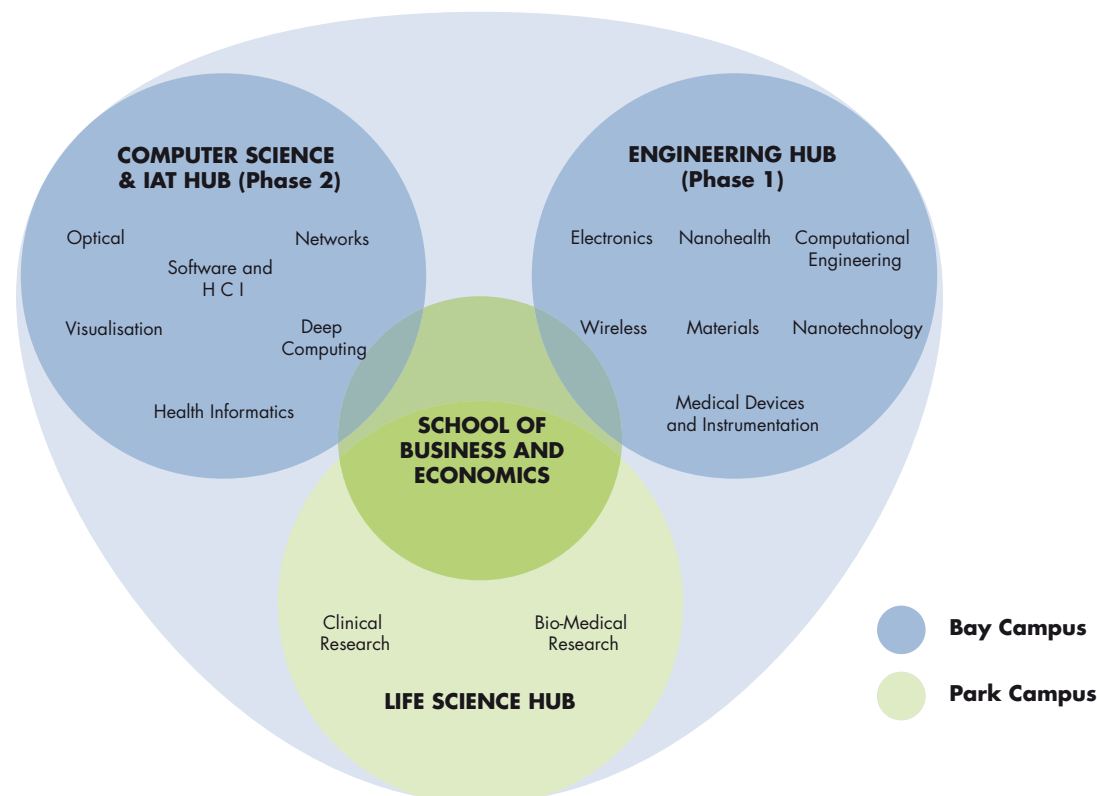
The Bay Campus responds to the request by industry for increased space so as to be able to co-locate industry research activities alongside academia.

5. AN INTEGRATED FUTURE

The parallel progression of the Bay Campus and investment in the Park Campus will help to achieve parity of experience and quality of environment and public realm across the University. It will support the delivery of integrated, versatile and fit for purpose facilities for the clusters around the School of Engineering, School of Medicine and the Computer Science as shown in Figure 3 below. This is integral to the University's ambitious new Knowledge Economy Strategy designed to support the creation of high-tech clusters in the region.

STEM (Science Technology Engineering and Mathematics) Innovation Hub Integration

Figure: 3



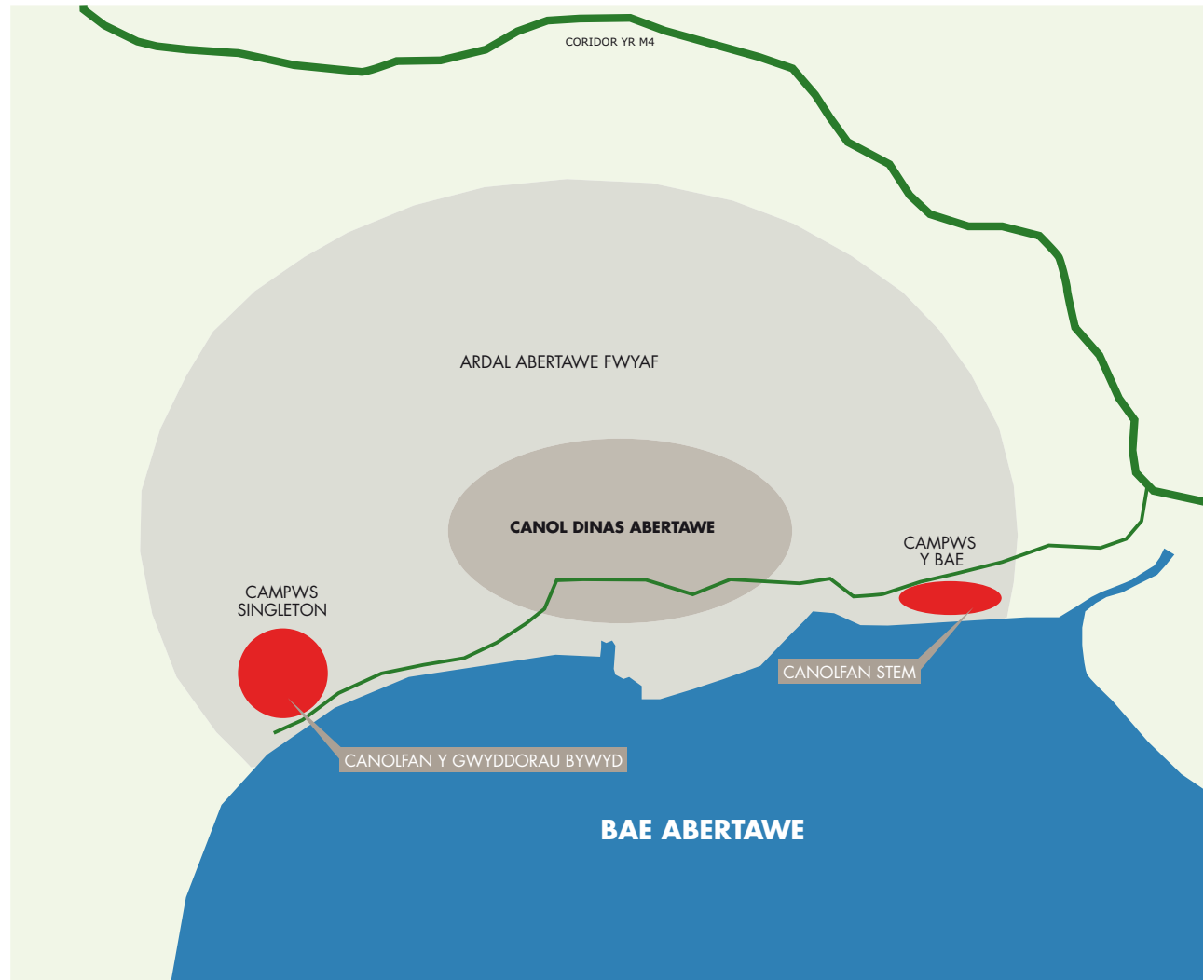
Park and Bay Campus location plan

Figure: 4

Following the implementation of this strategy and the completion of Phase One of the Bay Campus, the combined estate will comprise circa 123,000m² GIA (c. 98,500m² NIA). The remodelled Singleton Campus will comprise circa 85,800m² GIA (c. 68,600m² NIA reduced from c. 81,700 m² NIA), while the Bay Campus will comprise circa 37,200m² GIA (c. 29,800m² NIA).

The Bay Campus linked to a renovated Park Campus will provide a high quality open innovation environment facilitating the growth of high-tech clusters in Swansea Bay and the South West Wales region and enhancing the experience of students, staff, partners and the community.

The Park and Bay Campuses are some three miles equidistant from Swansea City centre resulting in a six mile journey between the Campuses as shown in figure 4. It is envisaged that transport between the campuses will be serviced by a new public transport route.





6. ESTATE STRATEGY OBJECTIVES

Within this context, the objectives for the new strategy for the estate as a whole, and for the Park Campus in particular to complement and support the development of the Bay Campus, are to:

- Support the delivery of the University's Strategic Plan 2009-14.
- Foster high quality learning, research and support environments.
- Help to deliver a sustainable estate which is fit for purpose and in good condition.
- Address forthcoming funding and legislative requirements to reduce the University's carbon footprint.
- Help to attract students and staff and make a positive contribution to the University's identity locally, nationally and internationally.
- Address current needs and have flexibility to respond to changing demand over the strategy period.
- Provide a framework for the effective use, management and development of the estate.
- Be feasible and affordable.
- University as the driver for regional economic regeneration.
- Co-location of industry and academia for mutual gain.
- Delivery of Innovation Hub model.

A central challenge for the strategy is to identify key themes and core estate issues which will direct the future of the Park Campus and be robust enough to accommodate the regular review and updating of academic and business plans which the University undertakes as part of its continued successful development and in response to rapid changes in the external environment.



7. STRATEGY DEVELOPMENT

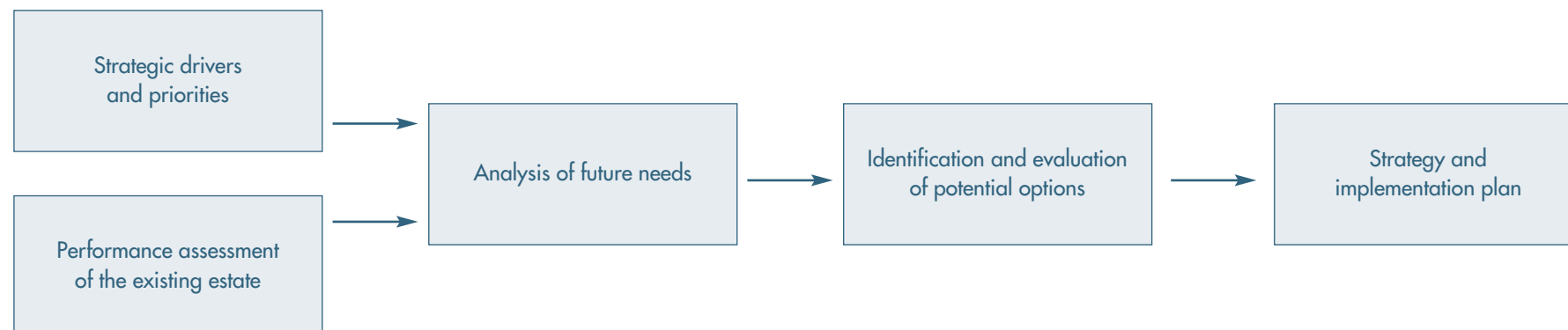
Swansea University has worked with the Higher Education Funding Council for Wales (HEFCW) to prepare an Estate Strategy which will be used as an exemplar for the sector. The strategy period of six years is in line with two HEFCW strategic planning periods. In accordance with Funding Council advice, the strategy was developed through the following stages:

- Reviewing the University's strategic objectives, priorities identified in consultations and likely future changes to legislative and funding requirements to assess their broad implications for the estate.
- Reviewing and benchmarking the performance of the existing estate.
- Analysing the gap between performance of the estate and what is needed to secure the University's objectives and to deliver a fit for purpose estate.
- Developing a series of options to meet future needs and deciding which option would be the best basis for the strategy in the light of factors such as quality, cost and feasibility.
- Setting out the key elements of the strategy and its implementation plan.

The links between the stages are shown in Figure 5 below.

Estate Strategy development process

Figure: 5





8. A COLLABORATIVE APPROACH

Wide ranging consultations were carried out with 30 stakeholder groups during strategy preparation including Schools, Services, the Students Union and the City and County of Swansea. These informed the identification of key estates aspirations for the future and highlighted priorities for action. Progress on strategy development was reported to, and guided by, the Estate Strategy Working Group. A schedule of consultees is included in Appendix 1.

9. DRIVERS AND PRIORITIES

The Estate Strategy is driven by the Strategic Plan 2009-14, which sets out the vision and mission for Swansea University in the years up to 2014.

In summary, the key strategic priorities for this Estate Strategy are to:

- Upgrade the Park Campus in parallel with the development of the Bay Campus to create a parity of experience across the University and support regional regeneration.
- In particular, adapt and modify the campus to deliver a good fit with the profile of academic and support activities planned to remain at Singleton post relocations.
- Create zones within the campus to deliver co-location of academic Schools where possible and supporting the continued development of the Innovation Hub for Life Science.
- Facilitate inter-disciplinary activity through the shared and collaborative teaching and research areas.
- Provide a good standard of working environment for staff and research students, including areas for collaborative working.
- Create scope for additional, shared research facilities and for graduate social and collaborative space.
- Provide improved facilities for student social and support services in a convenient and accessible location.
- Address poor condition to enhance the student and staff experience and complement the natural setting and historic characteristics of the campus.
- Improve reception facilities and site circulation to create a welcoming environment.
- Ensure that the estate is financially sustainable in terms of both its capital and recurrent cost base.
- Provide open innovation space whereby industry and academia can work side by side.

Figure: 6



10. PERFORMANCE OF THE SINGLETON ESTATE

An assessment of the performance of the estate highlights the following:

- The size of the Singleton non-residential estate will increase from some 81,700m² to just under 86,000m² with the completion of ILS2 planned for 2011.
- There are relatively few recently constructed buildings on the campus, however, and the 2009 condition survey highlighted the poor condition of much of the estate. Most of the buildings are classified as Condition Code C (where major repair or replacement of elements will be needed in the short to medium term). The performance assessment of individual buildings identified the following as priorities for action as a result of their poor condition, functional suitability and/or the amount of space likely to become vacant within them post relocations to the Bay Campus:
 - The Mosque
 - Vivian Tower
 - Union House
 - Talbot
 - Fulton House
 - Taliesin Annexe
- The number of listed buildings across the campus constrains future flexibility, particularly Fulton House in view of its large size and central location.
- Capacity for additional development is limited given that the campus is developed to a relatively high density over the much of its area, with substantial parts of the remaining open area subject to protective planning designations. Development constraints are illustrated in Figure 6 opposite.
- Given these limitations, it will continue to be important to make effective and efficient use of the estate.
- Sustainability, energy efficiency and carbon management will play an important role in the future across a range of estates planning and management issues. The disposal of Hendrefoelan Student Village linked to the construction of the new residences on the Bay Campus provides an opportunity to contribute to funding the delivery of the University's strategic objectives for the estate.



11. CORE ISSUES FOR THE FUTURE

A series of core issues arise from assessment of estates needs of Swansea University's strategic priorities and the conclusions on the estate's performance. These have implications for the development and appraisal of options for the future.

Building condition

The 2009 condition survey highlighted that considerable areas of the estate fall into Condition Code C, and set out a long term maintenance plan for the estate over the next ten years.

Meeting the maintenance plan costs presents a significant challenge, particularly in the context of the parallel development of the Bay Campus. However, areas of buildings will be vacated through moves to the Bay. This will create an opportunity for rationalisation and consolidation of activities at Singleton, which in turn may mean that not all existing buildings will be needed in the future. As a corollary, there could be reduction on the condition and compliance costs which would otherwise be incurred depending on the timing of the rationalisation.

Carbon Management

There are a number of changes planned in the next few years to the current legislative and funding frameworks within which the University operates which could have a significant impact on its costs and funding.

HEFCW has indicated its intention to link future funding of HEIs to carbon management performance. To date it has suggested, with the support of the Welsh Assembly Government (WAG) that it will be looking for HEIs in Wales to reduce their absolute gross carbon emissions by three per cent year on year if their funding is not to be affected.

Due to the size of its annual energy bill, the University will also need to join with the Government's forthcoming mandatory Carbon Reduction Commitment (CRC) Energy Efficiency Scheme and to actively start participating in 2011-12 when carbon allowances are expected to be set at £12 per Tonne of carbon.

While current projects such as the campus-wide heating upgrade will positively impact on carbon emissions, achieving year on year carbon emission reductions, particularly in the context of the parallel development of the Bay Campus, is going to be a significant challenge. As with the building condition issues outlined above, the opportunity for rationalisation and consolidation on the Park Campus presents potential opportunities to reduce emissions.

Potential for consolidation at Singleton – links to the Bay Campus

This new strategy is predicated on the planned completion of the first phase of the Bay Campus in late 2013. Relocations from Singleton to the Bay will then take place on a phased basis.

Phase 1: In Phase One, the following activities will relocate from the Park Campus in 2013:

Innovation Hub activities

- Engineering
- Sports Science
- IAT
- Business and Economics

Other activities

- ICWS

Phase 2: Although the timing for the implementation of Phase Two is yet to be determined, the intention is to relocate the following departments to provide further support for the Innovation Hub in delivering economic regeneration post 2013:

Innovation Hub activities

- Mathematics
- Computing Science

Other activities

- ELTS

Potential areas to be vacated at Singleton Campus following Phases One and Two total of some 18,600m² of net internal space. There may also be further opportunities through the relocation of support and administrative activities to the Bay Campus.

A core issue for the new strategy, therefore, is whether and how far the non-residential estate on the Park Campus can be rationalised to fit the future profile of activities which the University intends to retain at Singleton in the longer term.

Key factors are the scale and type of planned future activity and the scope to relocate and consolidate uses across the campus in order to free up individual buildings for demolition with potential savings on condition expenditure, carbon emissions and premises running costs.

The Bay Campus will also include new student residences. Following their completion, it is the University's intention to dispose of the Hendrefoelan Student Village, possibly in 2014 subject to the timing of the new development and market conditions and opportunities for maximising the disposal proceeds.

Future needs and meeting strategic priorities

Strategic level indicative space analysis was undertaken based on methods developed by the UK HE Space Management Group and the Association of University Directors of Estates (AUDE). Using these projections gives a Park Campus guideline space requirement of some 62,000-68,000m² NIA at the Park Campus post Phase One, reducing to some 56,000-61,000m² post Phase Two compared with an available 86,000m² following the completion of ILS2. It should be noted, however, that:

- These are guidelines only, not specific predictions.
- Account should be taken of the fact that some allowance is needed for a degree of bad fit in existing buildings.
- The guidelines do not explicitly include elements considered as priorities by many consultees, such as graduate facilities, additional social learning space and collaborative and social spaces to foster inter-disciplinary activity.
- As there is no date for the implementation of Phase Two as yet, it would be imprudent to plan for rationalisation at Singleton beyond Phase One in this strategy.
- The School of Medicine will occupy a significant amount of space on campus relative to its number of students due to a high proportion of incubation activity.

In the light of all these factors, the effective space planning and management and the efficient use of space across all types of facilities will be essential in the future.

In order to assist the delivery of the Strategic Plan, the aim will be to provide the following additional and improved facilities:

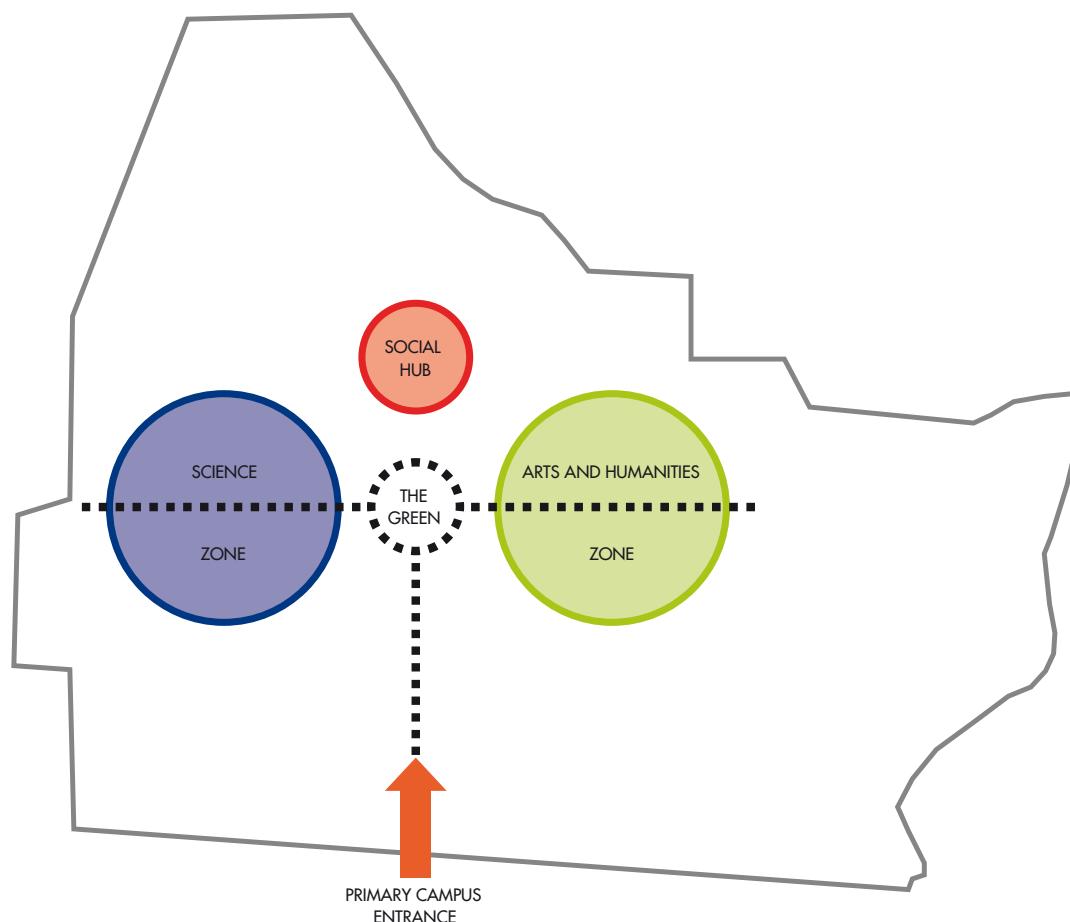
- Space for Research Institutes for the School of Arts and Humanities and for the School of Human and Health Sciences within or near to their core accommodation.
- Cluster to support the continued development of the Innovation Hub for Life Science, focused on ILS1 and ILS2 and linked to Human and Health Sciences.
- Space for a Graduate Centre, comprised predominantly of social and support space, in a central and easily accessible location within the campus.
- Upgraded student social and support services, focused on Fulton House.
- Improvements to the Mosque to facilitate the internationalisation agenda.
- Enhanced main entrance and reception to the campus and to individual buildings.
- Improved site circulation and links within the campus.

Where possible, the aim will also be to ensure that as and when uses are relocated post the occupation of the Bay Campus, Schools and Services will be based in locations to facilitate inter-disciplinary activity through the creation of zones and social and collaborative areas within the campus including:

- Arts and Humanities zone within the eastern area.
- Human and Health Sciences linked to the Innovation Hub for Life Science on the western side of the campus.
- Social and collaborative spaces focused on the axis through the centre of the site linking the zones, incorporating Fulton House, the Library, Research Institutes and Graduate Centre as shown in Figure 7 below.

Campus Zones

Figure: 7



Flexibility for the future

While this Estate Strategy is driven by the University's 2009-14 Strategic Plan, it is recognised that where possible the flexibility of the Park Campus should be maximised to accommodate longer term plans and developments in strategic thinking in response to factors such as the economy, the national agenda and changes in demand.

This is especially important given the limitations on flexibility on parts of the estate posed by the listed status of certain buildings, the protected status of some open areas of the campus and the comparatively high density of development with little potential area for future development.

The capacity of the existing estate will be maximised through effective space management and allocation measures and through the creation where possible of sites for future development and expansion linked to the demolition and rationalisation of uses post relocations to the Bay Campus.

In order to maximise capacity in the short to medium term, the University will also explore the scope for acquiring the whole of the Digital Technium for University activities. This would have the advantage of providing some scope for accommodating growth during the period of planned continued expansion before the Bay Campus comes on stream combined with access to high quality space in a recently constructed building in a central and prominent location within the campus.



12. OPTIONS FOR THE FUTURE

A series of options was developed to test how far each would address the core issues affecting the future of the estate. The options ranged from only doing the minimum to the Park Campus through to consolidating uses post relocations to the Bay, demolishing buildings which would be vacated and remodelling and upgrading space to be retained.

The options were appraised on the basis of their individual profiles of:

- Capital and condition costs
- Recurrent property costs
- Net present values
- Carbon performance
- Performance in terms of qualitative criteria linked to Strategic Plan objectives and consultees' priorities.

The purpose of the appraisal was to select a preferred option as the basis for the strategy which was the optimum balance between what is desirable, affordable and feasible.

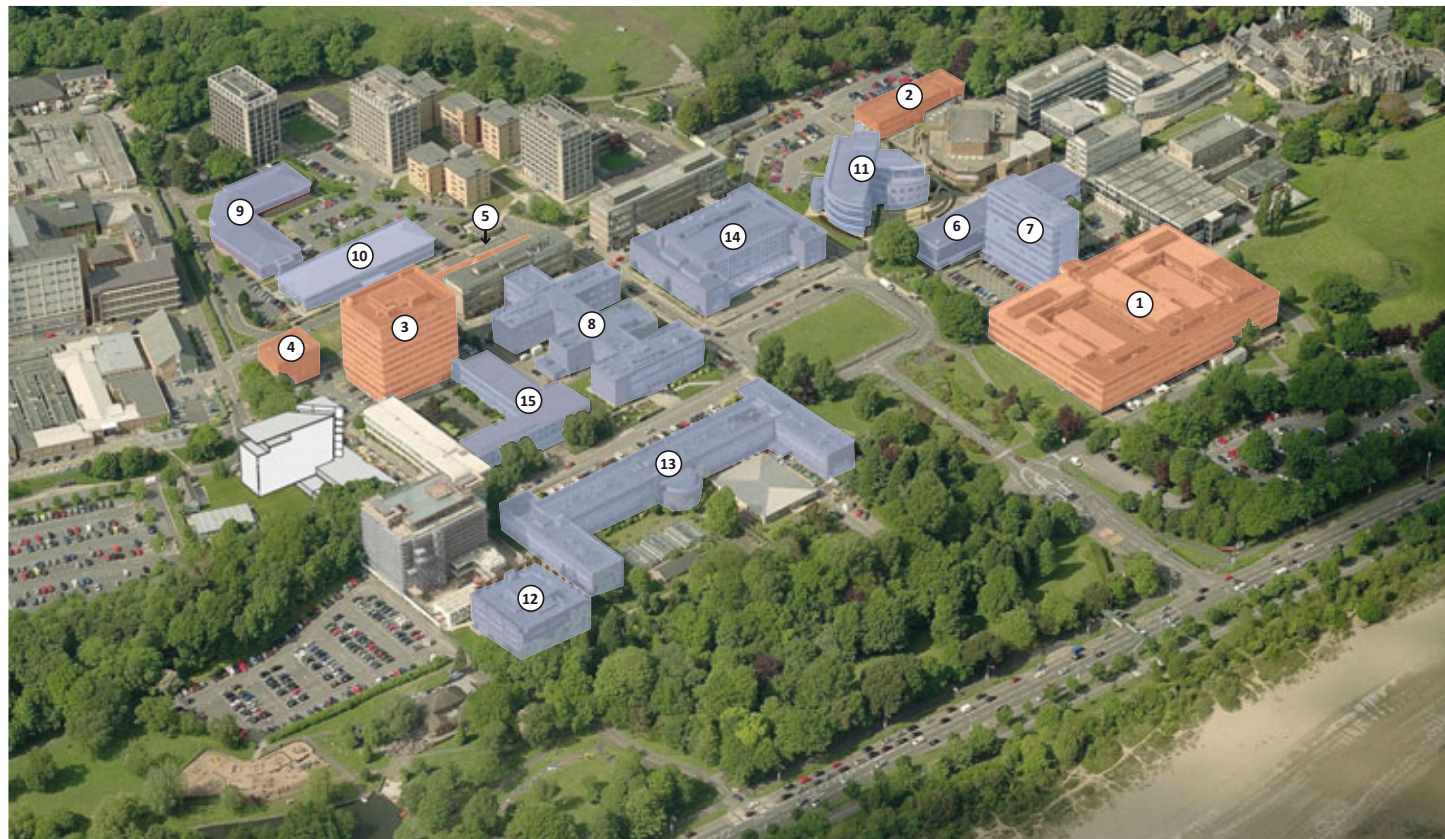


13. FUTURE STRATEGY

The 2010 Estate Strategy focuses on consolidating and upgrading the Singleton estate as shown in figure 8 below. It is a strategy designed to support environmental and financial sustainability, while upgrading the campus to make it fit for purpose to meet the University's strategic objectives and priorities.

Park Campus proposed demolitions and partial refurbishments.

Figure: 8



- BUILDINGS PROPOSED FOR DEMOLITION LEAVING REDEVELOPMENT SITE IE:**
 - 1 TALBOT BUILDING
 - 2 TALIESIN ANNEXE
 - 3 VIVIAN TOWER
 - 4 SPORTS MOTION LABORATORY
 - 5 AMY DILWYN BUILDING
- BUILDINGS TO BE PARTIALLY VACATED AND RE-MODELLED IE:**
 - 6 FARADAY BUILDING
 - 7 FARADAY TOWER
 - 8 GROVE BUILDING
 - 9 RICHARD PRICE BUILDING
 - 10 HALDANE BUILDING
 - 11 DIGITAL TECHNIUM
 - 12 MARGAM BUILDING
 - 13 WALLACE BUILDING
 - 14 FULTON HOUSE
 - 15 GLYNDWR BUILDING

The strategy is based on six inter-related principles.

Principle 1: Consolidation to fit the future University profile at Singleton.

The strategy proposes the demolition of buildings with poor performance in terms of condition costs, carbon emissions, functional suitability and/or which will be largely vacant following relocations to the Bay Campus. At this stage, these include:

- Talbot
- Taliesin Annexe
- Vivian Tower
- Amy Dillwyn

The combined net internal area of these buildings is some 18,200m².

This will in turn enable investment in upgrading condition to be focused on the core elements of the estate and to avoid expenditure on buildings which are no longer fit for purpose or with very low levels of use post the occupation of the Bay Campus.

In order to deliver this principle, a linked series of relocation and remodelling projects will be required to enable the buildings to be emptied and to make best use of space in core buildings elsewhere on the campus. Key elements to be accommodated together with potential solutions are shown in Table 1 below and include:

Table 1: Relocation and rationalisation proposals

Relocation required	Potential scenario
Relocation of Mathematics from Talbot.	Interim accommodation in Faraday Tower pending relocation to the Bay Campus in Phase Two.
Relocation of Physics from Vivian Tower.	Potential relocation to Margam following upgrading and consolidation of accommodation in Wallace for Environment and Society and the relocation of ICWS to the Bay Campus in Phase One.
Relocation of Human and Health Sciences from Vivian Tower.	Potential relocation to Haldane and Richard Price plus some accommodation in Grove following the relocation of Engineering and Business and Economics to the Bay Campus and the relocation of Law.
Relocation of Law from Richard Price.	Potential relocation to Digital Technium subject to the acquisition of WAG's interest and following the relocation of IAT to the Bay Campus in Phase One (and subject to confirmation of feasibility in planning and other terms.)

Individual feasibility projects will be carried out to test these scenarios and the ability to achieve each proposal as soon as possible post the first phase of relocations to the Bay Campus.

Principle 2: Accommodating strategic priorities

Where possible, the aim will also be to ensure that as and when uses are relocated post the occupation of the Bay Campus, Schools and Services will be based in locations to facilitate inter-disciplinary activity through the creation of zones and social and collaborative areas within the campus including:

- Arts and Humanities zone within the eastern area
- Human and Health Sciences linked to Innovation Hub for Life Science and the science area on the western side of the campus.
- Social and collaborative spaces focused on the axis through the centre of the site linking the zones, incorporating Fulton House, the Library, Research Institutes and Graduate Centre.
- Enhanced main entrance and reception to the campus and to individual buildings.
- Improved site circulation and links within the campus.

Within this framework, the objective is to remodel existing buildings to create space to meet the University's strategic priorities. Proposals are shown in Table 2 below and include:

Table 2: Remodelling proposals

Research Institute for Arts and Humanities	Within available space near to the existing location of the School, such as within the Digital Technium.
Research Institute for the School of Human and Health Sciences	Within available space near to the existing location of the School, such as within Grove or in the area of Haldane and Richard Price.
Graduate facilities	The opportunity to provide shared social and support space for graduate students will be explored. Potential locations are in the area of the Digital Technium or the Faraday Tower.
Student centre and support services	Fulton House will be remodelled and upgraded to create high quality student and support facilities in the heart of the campus.
Facilitating the development of the Innovation Hub for Life Science	Completion of ILS2, complementing and building on the success of ILS1, and encouraging the expansion of interdisciplinary activity within the science zone of the campus.
Supporting internationalisation.	Creation of expanded facilities for ICWS and ELTS pending their relocation to the Bay Campus and upgrading of the Mosque.
Supporting inter-disciplinary and collaborative space	Provided within additional upgraded shared academic space, research institutes and social learning areas across the campus.

Principle 3: Upgrading condition

This is a key element of the new strategy. Swansea University is committed to increasing investment in the estate infrastructure through improving condition and reducing the backlog of maintenance. The aim is to achieve a good and consistent standard of condition for all buildings which are planned to be retained on the campus in at least the medium term.

The following buildings are in particularly poor condition and will require significant investment to improve their condition and clear backlog maintenance issues;

- Talbot
- Vivian Tower
- Fulton House
- Taliesin Annexe

By targeting these buildings for demolition or refurbishment within the strategy, the University will address both poor condition and backlog maintenance liabilities in a cost effective way.

As far as the poor condition of other buildings on site is concerned, the University has, out of necessity, taken a risk management approach. While this means that residual risks remain of building failures in the short term, these have been managed by balancing cash flow with risk and first targeting buildings with legislative non compliance issues and those in particularly poor condition with imminent risks of failures.

Principle 4: Maximising effective use of the estate

Additional space management policies will be developed to ensure consistency in allocations of space; that where possible space is versatile and can be shared by different users; and that central timetabling is extended to all teaching space to deliver effective utilisation. These measures, combined with a variety of approaches to teaching delivery, will help to accommodate forecast student numbers both in the period leading up to relocations to the Bay Campus and in the period of consolidation thereafter.

In order to maximise the capacity of the estate in advance of 2013, the University will seek to acquire and make use of the whole of the Digital Technium. This will enable growth and expansion to be accommodated in the short to medium term in a central and highly accessible location within the campus.

Principle 5: Embedding sustainability

This principle will build on existing practice to embed further sustainability in estate management and development through:

- Compliance with funding and legislative carbon reduction targets and other environmental legislation.
- Achieving ISO 14001 accreditation.

- Reducing carbon emissions on the Park Campus by up to 35 per cent by 2017 from the actual recorded emissions in the agreed base year of 2005.
- Sustainable construction and procurement, including compliance with relevant standards for new buildings, such as BREEAM standards where applicable.
- Sustainable modes of travel, through transport management and travel planning.
- The sustainable use of resources, such as energy, water and waste and plans to reduce consumption and increase recycling.
- Ensuring that the estate is financially sustainable over the long term and that efficient and effective use is made of the estate as a resource.

The first of these issues is particularly significant as future University funding and costs will be linked to its carbon performance. A number of initiatives in this area have already been successfully implemented, such as the campus-wide Combined Heat and Power (CHP) scheme which successfully offset the additional emissions created by the development of ILS1. Others are planned with the current district heating upgrade project likely to offset the additional carbon emissions of the ILS2 project. The strategy builds on this work by targeting poor performing building stock to further reduce carbon emissions on campus.

Principle 6: Maximising flexibility for the future

This principle stems from the recognition that there is comparatively limited expansion potential within the Singleton estate, and that while the University has sought as far as possible to identify its strategic estates needs at this point in time, it is likely that over the strategy period additional priorities will arise which will also have an impact on the estate given the need to respond to changes in policy and demand. For these reasons, it will be important to maximise flexibility where possible through:

- Reviewing space allocations between Schools, Services and third parties on a regular basis.
- Ensuring that where buildings are upgraded, they are designed with flexibility in mind and that shared uses are encouraged wherever feasible and appropriate.
- Maximising development potential opportunities created through the demolition of buildings such as Talbot and Vivian, and potentially in the longer term in the northwest quadrant of the campus.
- Liaising with the City and County of Swansea on the emerging the Local Development Plan.

The integrated estate of the future

Following the implementation of this strategy and the completion of Phase One of the Bay Campus, the combined estate floorspace is shown in Table 3 below and will comprise:

Table 3: Combined estate floorspace

Bay Campus – Phase 1		Park Campus - Option 3a Implementation	
Innovation Hub	NIA (m ²)	Floorspace Analysis	NIA (m ²)
School of Engineering (inc IAT and Sports Science)	16,000	Existing Singleton Non-Residential NIAm2 (2009-10)	81,704
Business and Economics	2,880	Demolished buildings	
SMART (inc Ancillary Retail)	3,840	Talbot	-10,849
		Vivian (inc Sports Science Motion Lab)	-6,437
Teaching and student facilities		Amy Dillwyn	-155
BP Legacy Building:		Taliesin Annexe	-713
Central Teaching facilities	2,520	Sub-total	63,550
Student facilities	2,520	Add	
ICWS	2,036	ILS2	4,200
Bay total	29,796	Digital Technium	890
		Sub-total	5,090
		Singleton total	68,640

Demolition of these buildings provides an opportunity for significant future redevelopment of the Park Campus as shown in figure 9 opposite.

Swansea University: Proposed Singleton Plan

Figure: 9





14. APPENDIX 1

The Estate Strategy was prepared under guidance of the Swansea University Estate Strategy Working Group. The group's members were:

Iwan Davies (Chair)	Pro-Vice-Chancellor, Internationalisation and External Affairs (including Estates and Facilities Management).
Ian Cluckie	Pro-Vice-Chancellor (Science and Engineering)
Noel Thompson	Pro-Vice-Chancellor (Academic Development, Singleton Campus)
Craig Nowell	Director of Estates and Facilities Management
Ian MacPherson	Deputy Director of Estates and Facilities Management
Fiona Nixon	Deputy Director of Estates and Facilities Management
Pat Price	Head of Planning and Strategic Projects Unit
Lisa Cowie	Strategic Projects Manager
Sian Kilner	Kilner Planning

This role of the Estate Strategy Working Group was complementary to the Bay Executive Group comprising:

Richard Davies (Chair)	Vice-Chancellor
Raymond Ciborowski	Registrar and Head of Administration
Iwan Davies	Pro-Vice-Chancellor, Internationalisation and External Affairs (including Estates and Facilities Management).
Phil Gough	Director of Finance
Craig Nowell	Director of Estates and Facilities Management
Pat Price	Head of Planning and Strategic Projects Unit
Lisa Cowie	Strategic Projects Manager

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9	Digital Technium and Incubation Space	Mike Day and Nia Edwards
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24	Planning and Strategic Projects	Pat Price
25	Postgraduate Faculty	Faron Moller
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27	Research and Innovation	Jan Nielsen
28	Sport	Gwyneth Diment
29	Student Services	Simon Wright and Gareth Atkinson
30	Students Union	Luke Young, Stuart Rice and Simon Wright
31	Taliesin and Egypt Centre	Sybil Crouch, Carolyn Graves-Brown and Andrew Knight