

**SHEFFIELD HALLAM UNIVERSITY**

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**ESTATES STRATEGY 2011/12 TO 2021**

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**INTRODUCTION**

The Estate Strategy and the associated Estates Capital and Development Plans provide a long-term strategy for developing and managing the estate in a sustainable way in relation to the University's business needs, covering a ten year period from 2011/12 to 2021.

This Estate Strategy has been developed in support of the Corporate Plan refresh, and has focused specifically on the key objective of *providing a high quality estate that supports the development of our academic activities, enhances the student and staff experience and projects our academic identity.*

This strategy aims to provide a long term development and management plan for the estate which underpins the Corporate Plan and institutional vision. It outlines estate strategic aims and objectives and performance assessments and presents key challenges and the steps to be taking to meet these at a time of substantial change with the external environment. The strategy is broken down into the following key sections:

- Section 1 - University Strategic Aims and External Context (Page 2)
- Section 2- Where do we want to be? (Page 5)
- Section 3 - How do we get there? (Page 11)
- Section 4 - How do we deliver? (Page 12)

## SECTION 1 - UNIVERSITY STRATEGIC AIMS AND EXTERNAL CONTEXT

### INTRODUCTION

The coalition government has embarked on radical reforms to the funding and structure of higher education, health, schools and teacher education and local and regional government. It is also reforming immigration procedures with a view to putting a cap on immigration. All of these measures will have a significant impact on the University, which had already been addressing cuts to University funding which had been put in place by the previous government.

Over the next five year period, the external environment will have changed in a number of ways which will impact on the University:

- The full impact of the Government's higher education reforms will be embedded. HEFCE income will become a small percentage of our income and graduate contributions will provide the bulk of our income.
- Funding for research and knowledge transfer will reduce, focussing on world class research and critical mass.
- Funding for health related programmes and teacher education programmes will decline and commissioning is likely to move to new partners under the new funding regimes.
- International income has the potential to increase, but patterns of provision will have become more diverse.

This changing external environment will be challenging for all Universities, not least because there remains considerable uncertainty about the impact of the Government's funding and policy changes. This Estates Strategy is therefore required to present a sustainable framework for the delivery of our Estates Development Plan which creates the flexibility needed to enable the institution to respond to the potential dramatic changes to our student profile and business opportunities.

### OUR VISION

The University's Vision is set out in the Corporate Plan and states:

*By 2015 we will be an established top 50 University known for the quality of our teaching and learning and with a particular commitment to education for employment.*

Our vision thus challenges us to think about how the physical estate and related services support the institutional aspirations of being a top 50 institution whilst recognising the challenges in the external environment described above.

The introduction to the enhancing our estate enabler within the corporate plan states:

We regard the successful management of our estate as a core component in achieving our mission and vision. It is essential that our estates infrastructure continues to meet the needs of our students, staff and the wider community, as well as adapting to meet new standards, statutory compliance and advances in ways of working.

This Estates Strategy therefore sets out a number of objectives that will help us achieve the estates aim:

*To provide a high quality sustainable estate that supports the development of academic activities, enhances the student and staff experience and projects our academic identity.*

Alignment to and support of the Corporate Plan is the key driver for this strategy. Developing the estate is presented in two main sections which demonstrate how this strategy supports the academic aims for:

- Learning, Teaching and the Student Experience
- Research and Innovation

## **OUR PLACE IN THE CITY**

Sheffield has a good national and international reputation for being the greenest City in the country, one of the safest and relatively accessible: making it a very attractive place to live, work and study. Sheffield Hallam University is able to both enjoy this reputation and contribute to it, which helps ensure sustainability of both the City and the University and is recognising this as part of its Estate Strategy and development.

These assets and the attractiveness of the City is no accident and has grown to this position due to local governance which presents in the forms of policies and strategies. Recently, these have been (or are currently being) reviewed to ensure that future developments are sustainable and build on the successes. Examples include: a sustainability appraisal mechanism being introduced into the Planning process to screen future development for its impact on the local community, air quality, and climate change mitigation, use of renewable materials, energy technologies and biodiversity.

The City, Transport and Green and Open Space Strategies are setting out the agreed vision for Sheffield over the next decade: the key aims of them all both recognise the value of the University (e.g. in its role as an enabler to help the population to fulfil potential through learning and enterprise: and playing its part in ensuring the neighbourhoods that it directly impacts upon are successful) and demonstrates determination for the City to build on its green reputation in establishing excellence in such as transport systems and connectivity to and from the City, low carbon economy development, improving overall health in the city (by reducing poor air quality and using open space to reduce inactivity) and continuing the vision for high quality design for buildings and public realm, the latter of which is particularly important to the University in navigating to and around our estate.

Planning gain contributions will continue to be applied to consents, in the form of payments being made by developers for such as infrastructure development, affordable housing, open spaces and public art, which help to ensure the continued attractiveness and sustainability of the City.

Management of and the future development of the University estate will be subjected to these external drivers which from time to time will present significant challenges. However, the long established partnership working relationships that Sheffield Hallam University and the City has developed will continue to ensure that our development is mutually beneficial.

## **ESTATES MASTERPLAN**

The University commissioned DEGW in 2008 to produce a Masterplan Framework for the University. This is a comprehensive document in four parts:

- **The University's future space requirements** - outlined the anticipated growth in student and staff numbers, and described the way that learning spaces are changing, and how this will impact upon the future demands of space

- **Analysis of existing estate** - looked at the University's existing estate and assessed its ability to deliver and accommodate both existing and future need
- **Strategic capacity options** - sought to match demand for space to the potential supply. This included the need for future acquisition and disposals
- **Masterplan Framework** - offered four potential frameworks that could satisfy the capacity requirements and learning landscape ambitions

With respect to teaching and learning the Masterplan identified the following factors which should inform future estates developments:

- More collaborative, active learning with hands on experiences
- Integrated, multidisciplinary
- Blended, learning takes place anywhere/anytime, mobile technology with social activity
- Immersive with simulated or real-world experiences
- Hybrid, online with face-to-face mixed reality
- The development of the institutions learning landscape (see figure 1 below)



Figure 1 Source: DEGW Masterplan 2009

The Masterplan forms the cornerstone of this strategy and its objectives, the impact of which are described in Section 3.

This Estate Strategy has been prepared following a review of progress made against the Masterplan which highlighted the following issues:

- There remains a lack of space for existing student numbers
- The University estate lacks "expression"
- The current approach to "way finding" is not fit for purpose
- The growing demand for group social/informal learning/teaching space is not being met
- The estate does not support the provision of executive learning environments

The University's Estates Master Plan was produced in 2008/9 following a period within which the University had undertaken major consolidation of its teaching campuses and residential sites. Our estates performance is amongst the best in the sector with figures of £523 per FTE total property cost compared to the sector median of £1,258 (2010 figures).

## SECTION 2 - WHERE DO WE WANT TO BE?

### INTRODUCTION

The 2021 Estate Strategy will address a range of factors which affect the student experience, the delivery of estates related performance targets and the ability of the University to understand the impact of estates developments on its long term financial plans.

The key drivers include:

- rising student expectations around entitlement including contact hours
- potential reduction in student and staff numbers
- changes in teaching and learning pedagogy
- outcomes of academic portfolio reviews
- implications of external policy and funding changes regarding the future of professions allied to medicine and teaching education
- changes to the management arrangements for IS&T and Professional Services arrangements
- maintenance of statutory compliance and responding to changes in legislation
- nature of future provision of data centre services
- carbon reduction commitment and the University's Sustainability Policy
- improving Environmental Management Standards, waste management and recycling
- reduction in HEFCE Capital Funding
- changes to student funding

Estate capital investment will be focused on modernising and improving the quality and efficiency of both existing and newly acquired accommodation to meet the service and environmental needs of all users and maintaining statutory compliance. It needs to optimise the use of the Estate and support the delivery of relevant corporate plan targets. In short, the 2021 Estate Strategy must support the delivery of the University's vision:

***By 2015 we will be an established top 50 university known for the quality of our teaching and learning and with a particular commitment to education for employment.***

This Estate Strategy seeks to deliver an estate which supports the vision by the following strategic aims presented below.

### LEARNING, TEACHING AND THE STUDENT EXPERIENCE

#### INTRODUCTION

In this section we bring together the elements of the Estates Strategy that supports and builds on the institutions excellent reputation for the quality of its learning and teaching and for the character of the student experience. This is a dominant theme for the University and it is critical therefore that our forward estate and service development plans embrace this. The quality of the spaces provided by the University not only assists in recruiting students, it also contributes positively to retaining students by creating a sense of identity to which students can relate. These Estate Aims will require all students to have access to study space in the University and facilities sufficient to their needs, including specialist equipment.

Estate projects going forward will provide exciting new informal, social and creative environments for teaching and learning, recognising that for many students effective individual and collaborative learning takes place in a social environments as well as the

class room. Delivery innovative spaces that can be used flexibly for teaching and learning will be supported by a working group that will identify best practice and incorporate this into future estates projects. This will require input from the academic community and where appropriate innovations will be piloted and performance improvements measured at an academic subject or corporate level as appropriate.

## **ESTATES AIMS - TEACHING, LEARNING AND THE STUDENT EXPERIENCE**

1. To create innovative space that can be used flexibly and can be adjusted to meet the changing needs of the University including advances in technology and collaborative working.

We will achieve this by:

- Providing buildings and spaces of different types and sizes that can be adapted to suite changing requirements
- Identifying space and resource implications of new ways of working, the outcomes of which can be measured by improvements in our sector benchmarking indicators
- Establishing specific pilot projects that build upon best practice which have clear measurable targets and learning outcomes
- Proactive use of the outcomes of a range of student feedback relating to their experience of the institution's learning and teaching facilities which can be evidenced in specific changes to future capital development briefs.

2. To develop a sense of 'place' and identity across the estate using designs which reflect our vision and actively promote the University.

We will achieve this by:

- Implementation of the Wayfinding and Expressions Strategy across Sheffield Hallam University;
- Creating a sense of place with a coherent urban design and landscape structure, a complementary mix of uses and a unified character
- Creating well-designed places which enhance activity and interactivity
- Exploring ways of celebrating the University's achievements and making these manifest in the fabric of the buildings
- Providing a network of movement routes connecting outdoor spaces and indoor facilities within the campuses as well as linkages with the adjoining communities

3. To optimise the utilisation of space balancing both efficiency and effectiveness to support the delivery of the student experience.

We will achieve this by:

- Identifying and appraising the options available for the delivery of additional teaching space resources
- Accommodating an appropriate range of different building typologies and servicing arrangements required by different users
- Anticipating future student choices and preferences and to develop a flexible and inclusive approach which provides appropriate support at key transition points in the student lifecycle.

- Setting new standards for sustainability, innovation, design and facilities management

4. To deliver a sustainable estate in terms of our carbon emissions, environmental and energy management standards and our relationships with the community.

We will achieve this by:

- Developing the University as an exemplar of sustainable development
- Delivering and implementing a revised Sustainability Policy and Strategy
- Developing an Energy Strategy to achieve the institutions carbon reduction targets and gaining ISO 16001 (Energy Management) and ISO 14001 standard (Environmental Management)
- Fostering good community relationships in partnership with the Students Union taking forward joint ventures, collaboration and networking
- Developing infrastructure to support sustainable staff travel plans

5. To provide a residential portfolio that supports the recruitment retention and satisfaction of our students.

We will achieve this by:

- Delivery of a robust annual review of the residential portfolio
- Improved partnership working with providers and Sheffield City Council to improve the student experience
- Implement a more streamlined application process and an annual review of the 3As (Application/Allocation/Arrival)

6. To ensure effective engagement with the University community in designing and delivering estates and support services strategic development plans.

We will achieve this by:

- Implementation of the Facilities Directorates Business Relationship Framework
- Inclusion of Student and Learning Services in the Strategic Estates Planning Group
- Cross University representation at the Capital Expenditure Board
- Strategic and tactical planning meetings with Faculties and Directorates
- Facilities Directorate attendance at Faculty and Directorate planning and leadership groups.
- Supporting the University's commitment to developing an inclusive culture which permeates the provision of services and facilities

## RESEARCH AND INNOVATION

### INTRODUCTION

The University's vision is to be known for the quality of its research and to explore new ways of working and supporting innovation through knowledge transfer. Research and innovation is supported by the estate through the provision of both office and specialist dedicated space. The University is signed up to the QAA postgraduate research programmes protocol. This state, "institutions will only accept research students into an environment that provides support for doing and learning about research". Research specialist space provision is designed and maintained to meet the outcomes of each research centre and where possible resources are shared to ensure efficient use of space and reduced operational costs.

There are currently no known estates implications for the future developments at a corporate level in this area of activity.

### ESTATES AIMS RESEARCH AND INNOVATION

7. To create innovative research space that can be used flexibly and can be adjusted to meet the changing needs of the research community.

We will achieve this by:

- Identifying research space and resource implications of new ways of working, the outcomes of which can be measured by improvements in our sector benchmarking indicators
- Establishing research specific pilot projects that build upon best practice which have clear measurable targets
- Creating spaces to enable collaborative working and business engagement activities
- Creating places and networks for interaction within the University community as well as with the greater academic community

8. To enhance the commercialisation of research and enterprise

We will achieve this by:

- Ensuring that Faculty plans are assessed with respect to research and innovation
- Establishing clear identities for the institution's research activities by the implementation of the way finding and expression strategies.
- Creating specialist working environments that encourage innovation, collaboration and staff and research student retention

9. To optimise the utilisation of research space balancing both efficiency and effectiveness.

We will achieve this by:

- Identifying through appropriate estates developments the opportunities for creating flexible research space that supports business engagement and collaborative working
- Identifying and appraising the options available for the delivery of research spaces



- Revising of the Space Management Policy which will incorporate space norms for research

## TOWARDS AN EXCELLENT 2021 ESTATE

The over-riding objective for the estate is that it should be fit for purpose. Nonetheless, how well this is achieved is dependant on the resources available to invest in the estate. But whatever the level of these investments it is important that the estate performs at the highest levels within these constraints. The aim of the Estate Strategy is to achieve this.

Factors which interact with the estate and affect its performance and inform its contribution to the performance of the institution are set out in Table 11 below under the categories of Efficiency, Capacity, Quality, Affordability and Timeliness.

**Table 11: Factors which influence the Performance of the Estate Efficiency Capacity Quality Affordability Timeliness**

Efficiency	Capacity	Quality	Affordability	Timeliness
<ul style="list-style-type: none"> <li>•space rationalisation</li> <li>•permeability &amp; connectivity*</li> <li>•adaptable/flexible*</li> <li>•high usage of space</li> <li>•fire strategy</li> <li>•sustainable*</li> <li>•sustainable technology*</li> <li>•interaction*</li> <li>•minimising waste and development impact*</li> </ul>	<ul style="list-style-type: none"> <li>•changing academic demand</li> <li>•flexible usage*</li> <li>•timetabling principles</li> <li>•infrastructure</li> <li>•academic workforce planning</li> <li>•module/course design</li> <li>•incubation and mentoring*</li> </ul>	<ul style="list-style-type: none"> <li>•identity*</li> <li>•student experience</li> <li>•fit for purpose*</li> <li>•sustainability*</li> <li>•design excellence*</li> <li>•sense of place*</li> <li>•consistent space standards</li> <li>•Accessibility*</li> <li>•innovation*</li> <li>•best practice*</li> </ul>	<ul style="list-style-type: none"> <li>•capital availability</li> <li>•surplus revenue to reinvest</li> <li>•borrowing capability</li> <li>•leasing v purchase</li> <li>•funding changes</li> <li>•sustainable technology*</li> </ul>	<ul style="list-style-type: none"> <li>•physical estate able to meet users needs when required*</li> <li>•meet student needs*</li> <li>•availability of capital and revenue funding</li> <li>•value for money</li> <li>•flexible*</li> </ul>

Table 11 \* identified in the Estates Masterplan

## KEY PERFORMANCE INDICATORS

As part of the implementation of the Estate Strategy, each KPI will be reviewed in detail and an action plan devised to improve its performance within the objectives of the corporate plan. KPMG identified in their 2009 VFM study on the Facilities Directorate the following KPI's as been relevant to the University monitoring our estates related performance.

- HEI Income per M2 net internal area
- Total Property Cost as percentage of HEI Income
- Total Property costs per m<sup>2</sup> (net internal)
- Total non-residential area m<sup>2</sup> (net internal) per Student FTE
- Total Property Costs per student FTE
- Maintenance costs per m<sup>2</sup> (net internal)
- Cleaning costs per m<sup>2</sup> (net internal)
- Energy consumption kW/h per m<sup>2</sup> (net internal)

The following are examples of performance targets to illustrate the level of change that is expected to result from the first five years (unless otherwise stated) of this Estates Strategy.

- Proportion of non residential estate in conditions A and B is 90% by 2013.

- Academic space per onsite student FTE from 2.2 m2 to 2.8 m2
- Learning Centre space by onsite student FTE from 0.4 m2 to 0.5 m2
- Flexible teaching and learning spaces from 5.2% to 10%
- Improved timetabling experience for undergraduates as measured by a reduction of undergraduate teaching after 6 pm and Wednesday afternoons. (% target to be finalised once new teaching capacities confirmed and proposed changes to the academic calendar confirmed)
- Improved NSS results under organisation and management. Q.13 with a target improvement from 71% to 85% satisfaction
- Student satisfaction results for support services to feature in the upper quartile
- Improved teaching space per onsite student FTE from 1.4 m2 to 1.8 m2
- Reduce overall CO<sub>2</sub> emissions from University owned/leased buildings by 30% by 2020
- Reducing the kwh/m<sup>2</sup> energy consumption of University buildings by a minimum of 15%
- Reducing normalised water consumption by 10% in non residential building.
- Reducing waste (refuse) created by the University by 15%
- Measure CO<sub>2</sub> emissions and then reduce emissions by 5% from University fleet and grey fleet vehicles by 2012/13
- Reducing CO<sub>2</sub> emissions by 30% in future construction and refurbishment of our buildings
- Implement an externally recognised environmental management system and energy management framework
- Maintain the University's status as a Fair Trade (FT) organisation

The annual HESA return for Estates Management Statistics together with the qualitative data supplied by a range of student and staff feedback will inform the monitoring of performance against this strategy.

The Facilities Directorate will be applying a benefits management regime to periodically review the target benefits and to identify actions to improve delivery of benefits arising from estates capital projects. The principles for this are outlined in figure 2 below. This will ensure estate projects:

- Remain aligned to supporting the delivery of the corporate plan aims
- Are on course to deliver the improvements expected
- Identify new benefits over time to ensure the return on investment is maximised
- Are regularly evaluated by project sponsors and reported on

### Measuring workplace performance



Figure 2 Source: DEGW Sheffield Hallam University Masterplan

## SECTION 3 - HOW DO WE GET THERE

### INTRODUCTION

The Masterplan presented a framework within which estates developments will be planned.

This covered four interrelated areas, namely:

- **A development framework** - providing a flexible, plot based approach to development and building density, responsive to changing needs and users over time. It also includes a series of development guidelines that pertain to each plot and to the campuses as a whole. The development framework is used to inform future estates related developments, acquisitions and disposals.
- **A spatial and landscape framework** - that sets out the public realm infrastructure of open spaces and linkages. This also includes a strategy for the public realm.
- **A movement framework** - which embraces the University's Integrated Transport Policy and sets out a strategy and guidelines for "green" mobility, permeability and linkages, building entrance and servicing relationships. General guidelines are also provided for wayfinding and branding the University.
- **An environmental framework** - that sets out the Sustainability Policy, aims and targets for the University. This covers approaches to energy consumption, water usage, waste generation, recycling, construction policies, health and wellbeing.

In support of the delivery of the Estates Masterplan the University has a process which provides clear and accountable corporate governance in respect of capital investment decisions covering land and property transactions, building infrastructure (including IT), refurbishments, minor works and equipment.

### INTEGRATING ACADEMIC AND RESEARCH DEVELOPMENTS WITHIN THE ESTATE

The delivery of an effective and integrated approach to estates expenditure is required to ensure resources for teaching, learning and the work in general of the University are approved in light of an appropriate level of information. This will ensure that decisions are made in the context of statutory, legal requirements, and strategic fit and the effective management of major risks or responses to commercial opportunity or competitive advantage. To ensure compliance the University has created a body titled the Capital Expenditure Board (CEB). This now plays a key role in supporting the identification, rigorous assessment, rationalisation, project management and reporting of all aspects of the estates capital programme.

The Strategic Estates Planning Group (SEPG) is responsible for analysis of demand for new space and requests for change of use of existing spaces. This group, chaired by the Director of Estates and Facilities is responsible for overseeing the development of academic, directorate and corporate estates related proposals for consideration by the CEB. The SEPG supports the development of business cases and feasibility studies which are then reflected in the Estate Capital Plan. The process ensures that each proposal is assessed against relevant criteria including:

- Clear academic drivers which support the Corporate Plan
- Excellent teaching and learning facilities to support the student experience
- Compliance with the estates Master Plan

- Improving the efficient and effective use of space
- Financially sustainable
- Environmentally sustainable
- Deliver of statutory compliance

The Facilities Directorate has a well established process for meeting with Faculties and Directorates on their future space and service needs. This approach is part of the University's annual planning process. The University's immediate known needs are being addressed by the current estates capital plan which will be delivered over the next two years. This plan focuses on improving the student experience and includes investments in:

- The University's Learning Centres
- Additional teaching spaces
- Research and Knowledge Transfer facilities
- Wayfinding and Expression
- Science Laboratories

Beyond 2012/13 the impact of the current changes to HE funding on the student profile is not yet known. Therefore in looking forward, future estates proposals need to embrace the need for flexibility. The Estates Development Plan which will follow the approval of the Estates Strategy will articulate the University's expected programme of estates capital investment over the next ten years. It will consider the key milestones for decisions concerning future major estates projects and option appraisals. The plan will articulate the linkages between each of the projects which may impact of the logistics of delivering interrelated moves and changes.

Details of the governance arrangements for the plan are presented in section 4. Appendix 1 lists the properties currently occupied by the University including those on a leased basis.

## **MANAGING AND DEVELOPING OUR PEOPLE**

The University's People Strategy reflects our belief that business and people principles must go hand-in-hand if Sheffield Hallam University is to be seen as an attractive employer which is able to successfully recruit, retain and develop its staff in an increasingly competitive market.

It is essential that we provide work spaces that encourage collaborative working, inclusivity, efficient ways of working, appropriate environmental conditions and different types of space to support local business needs. This will be achieved through close collaboration with customers on the briefing of their requirements and by applying design resources appropriate to the scale of each project.

A cross University working group is tasked with identifying best practice in new ways of delivery work spaces that are future proofed in terms of flexibility, productivity and staff wellbeing.

## **SECTION 4 - HOW DO WE DELIVER?**

### **INTRODUCTION**

The Estates Masterplan provides the long term development framework within which all future estates projects are set. The Estate Strategy Aims create the linkages with the Corporate Plan, the support for which is evidenced by the delivery of the Estate Objectives. The Director of Estates and Facilities is responsible for the development of the Estates

Capital Plan and the supporting Estates Development Plan which provides the supporting narrative.

## ESTATES CAPITAL AND DEVELOPMENT PLANS

The above plans are subject to an annual review as part of the institution's business planning process and a major strategic review every three years. The plans form part of the long term financial plan for the University. The plan is made up of individual projects and capital sums allocated to particular corporate change programmes which have estates related implications. Whilst the plan is presented to the Board of Governors for approval, individual projects are subject to separate approvals.

## CAPITAL GOVERNANCE

The governance arrangements for estates capital have recently been remodelled and approved by the University Executive Group. The high level approvals process is shown below:-

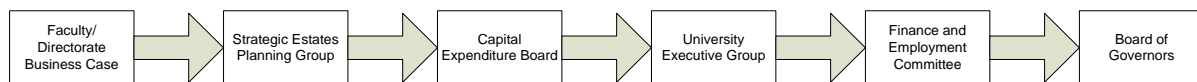


Figure 3

Each business case is required to show measurable benefits which will be monitored post implementation to ensure the capital investment has achieved the desired outcome and to ensure that the institution can build relevant learning into future projects. This evaluation will be undertaken by the CEB.

## MANAGING RISK

The Corporate Risk Register consists of ten strategic risks/opportunities, associated with the 2008-13 Corporate Plan themes and objectives. If we are unable to develop and maintain our estate, our capacity to deliver positive experiences for students, staff and stakeholders may be jeopardised. This could also have a significant impact on the development of the University's International Strategy.

The management of this risk is the responsibility of the Director of Estates and Facilities. The University's Risk Management Group monitors the measures being deployed on a quarterly basis.

The management of risk is incorporated into all estates capital projects covering areas such as health and safety, financial risks, risks to business etc. These risk registers are monitored on a monthly basis through the Facilities Directorates Major Projects Group; Estates Project Boards and the Capital Expenditure Board. Areas of high risk are reported to the Finance and Employment Committee and the Board of Governors through the Estates Development Paper.

## FUTURE PROOFING

All Universities are facing increasing competition with each other and private sector providers for both staff and students. Sheffield Hallam University has set a clear target to become a UK top 50 institution. This will require the continued provision of excellent facilities, infrastructure and environment playing a crucial role in supporting the University in recruiting staff and students. Future estates developments must be able to adapt to make sure those high expectations are consistently met in ways that are affordable, timely and environmentally sustainable.

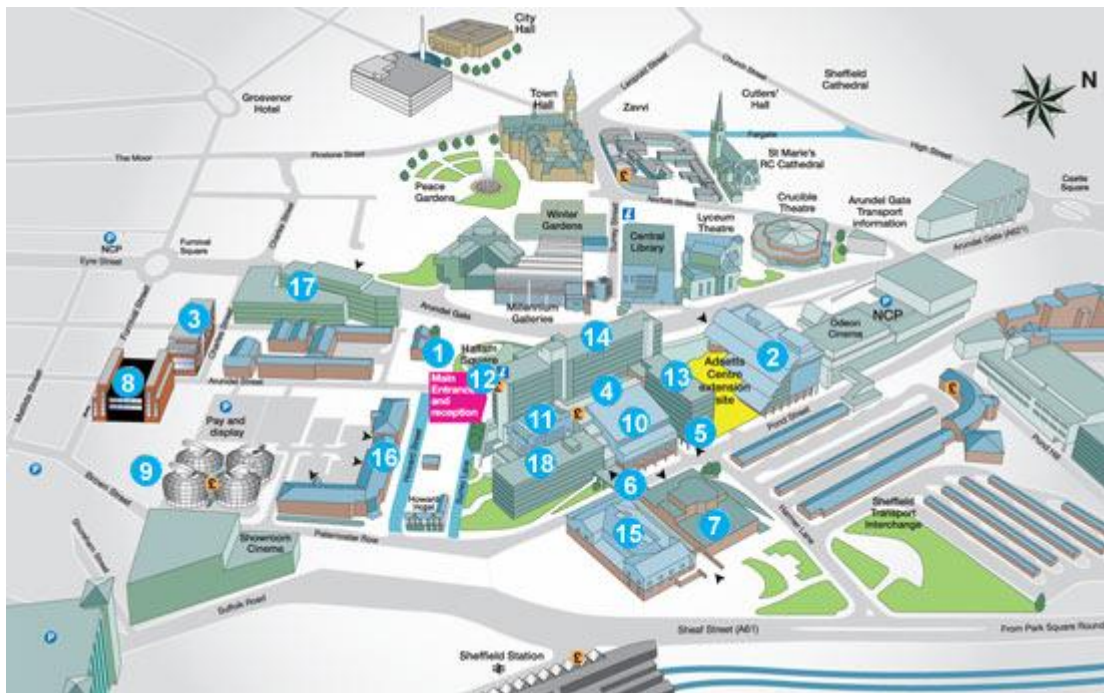
Mark Q. Swales  
Director of Estates and Facilities

Property Name/Alias	Freehold /Leasehold	Gross Internal Area (m2)	Main Use of Premises
<b>CITY CAMPUS</b>			
20 Furnival Street	Lease	1846.1	Support - Offices
38-40 Howard Street	Freehold	323.8	Accommodation Support - Offices
44 Howard Street	Freehold	116.5	Support
42 Howard Street	Freehold	118.1	Research
48 Howard Street	Freehold	133.2	Support - Offices
50-52 Howard Street	Lease	0.0	Car Park
Adsetts Building	Freehold	12718.8	Learning Centre - Support
Arundel Building	Freehold	3043.2	Teaching & Offices
Arundel Gate Court	Freehold	1377.2	Teaching
Blackwells	Freehold	162.9	Let to Others - Bookshop
Charles Street/Arundel Street Site	Freehold	0.0	Development Site
Church House	Freehold	428.0	Teaching - Offices
Deaf Advisory	Lease	126.6	Support
Eric Mensforth Building	Freehold	4618.1	Teaching
Furnival Building	Freehold	9555.2	Teaching & Offices
Harmer Building	Freehold	8448.1	Teaching & Offices
Howard Building	Freehold	3813.4	Support - Offices
The Hubs	Freehold	5191.0	Student Union - Bars/Offices
Matilda Street	Freehold	599.0	Support
Norfolk Building	Freehold	6076.2	Teaching & Offices
Oneleven	Freehold	5554.9	Support - Offices
Owen Building	Freehold	20049.9	Teaching & Offices
Sheaf Building	Freehold	9634.9	Teaching
Stoddart Building	Freehold	9339.8	Teaching & Offices
Surrey Building	Freehold	5256.8	Teaching & Offices
The Atrium	Freehold	3290.9	Support
The Science Park	Freehold	3473.1	Teaching - Offices
<b>COLLEGIATE CAMPUS</b>			
23 Broomgrove Road	Freehold	439.0	Support
25 Broomgrove Road	Freehold	452.4	Teaching
7 Park Lane	Freehold	57.0	Support - Offices
37 Broomgrove Road	Freehold	289.8	Vacant
39 Broomgrove Road	Freehold	279.4	Support - Offices
43 Broomgrove Road	Freehold	280.7	Support
45 Broomgrove Road	Freehold	264.4	Vacant
48 Collegiate Crescent	Freehold	57.3	Residential
Broomgrove Hall Teaching	Freehold	885.4	Teaching
51-53 Broomgrove Road	Freehold	534.4	Teaching - Offices
Broomgrove Hall	Freehold	3574.7	Vacant
College House	Freehold	974.0	Teaching -Offices

Collegiate Hall	Freehold	4134.6	Teaching & Offices
Collegiate Learning Centre	Freehold	4183.7	Learning Centre - Support
Heart Of The Campus	Freehold	1937.6	Support
Main Building	Freehold	1843.5	Teaching
Main Hall	Freehold	955.0	Support
Marshall Hall Residences	Freehold	1812.3	Vacant
Mercury House	Freehold	464.2	Teaching - Offices
Montgomery House	Freehold	370.3	Teaching - Offices
Mundella House	Freehold	588.4	Teaching - Offices
Oaklands	Freehold	665.8	Teaching
Oak Lodge	Freehold	256.7	Teaching - Offices
Parkholme	Freehold	333.0	Teaching - Offices
Pearson Building	Freehold	1957.7	Teaching
Saunders Building	Freehold	577.0	Teaching
Southbourne Hall	Freehold	1872.3	Teaching & Offices
Robert Winston Building	Freehold	7921.3	Teaching & Offices
The Lodge	Freehold	363.1	Teaching - Offices
The Mews	Freehold	882.1	Teaching
The White House	Freehold	402.6	Teaching & Offices
Woodville Hall (Residence)	Freehold	3802.7	Halls of Residence
Woodville Hall (Teaching)	Freehold	448.4	Teaching
Yorkon Building	Freehold	324.8	Support
<b>OTHER LOCATIONS</b>			
Changing Rooms - GSPDC	Lease	66.8	Changing Rooms
Club House - GSPDC	Lease	1101.4	Teaching
Cricket Pavillion - GSPDC	Lease	46.5	Vacant
A Block - Hallamshire Business Park	Lease	5066.5	Let to Others
B Block - Hallamshire Business Park	Lease	2358.4	Support - Offices
15 Hemsworth Road	Freehold	0.0	Rented to Private Tenants
17 Hemsworth Road	Freehold	0.0	Rented to Private Tenants
Norton Playing Fields	Freehold	0.0	Sports Grounds
Ackley Bank	Freehold	0.0	None
Land at Totley	Freehold	0.0	None
295 Derbyshire Road	Freehold	0.0	Rented to Private Tenants
297 Derbyshire Road	Freehold	0.0	Rented to Private Tenants



City Campus



Collegiate Campus





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6	Concourse	6	The Mews
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9	Hallam Union Building of Students (HUBS)	9	College House
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