



LIVERPOOL HOPE  
UNIVERSITY

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Liverpool Hope University

# Estates Strategy

2025-2028

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# Estates Strategy 2025-2028

# Foreword

**The Estate Strategy for Liverpool Hope University is one of five interdependent supporting strategies, which will help deliver the University Strategic Plan 2023-2028.**

The Strategic Plan incorporates five interlinked pillars; Ethos and Community; Education; Research, Scholarship and Knowledge Exchange; Partnership and Voice; and Sustainable and Future Ready.

This Estates Strategy is aligned to both the University's strategic goals and the broader higher education sector trends. It will support the University through a period of major change. It will help deliver the University's growth targets, whilst addressing the challenges in sustainability and financial planning.

Spanning a period from 2025 to 2028, the Estate Strategy sets out the strategic objectives to be considered in the development of the estate, with a focus on key themes critical to supporting the University's longer-term successes.

The University has a diverse and complex estate covering over 64 acres, with over 44 individual buildings of differing ages, complexity and physical condition and use. The physical estate ranges from Grade II\* listed heritage assets to brand new state-of-the-art learning and teaching spaces, with a total gross internal area of 83,267m<sup>2</sup> spread across four campus locations.

Within its three Liverpool campuses, the University owns and operates accommodation assets that provide for 1,190 student bedspaces.

The University's residential outdoor education centre, Plas Caerdeon Campus, is located within the Snowdonia National Park in North Wales. Set in 18 acres of private secluded woodlands, the centre overlooks the Mawddach Estuary - often described as one of the most beautiful in Britain.

The estate has been growing steadily for many years and we are proud of the many excellent buildings that we have created. However, there is a need to always balance investment in new facilities, with the ongoing maintenance of our existing estate.

Whilst accepting this is true, we will always strive to develop our facilities in support of an inclusive and respectful campus environment, for the benefit of all staff, students and visitors. In a way that is appropriate for a modern workplace and accessible by design. With study environments designed to meet the needed activities, which embrace the role of technology and collaboration, stimulate a healthy environment, whilst continuing to support the University's mission and ethos of being an anchor institution in our region.

In general terms, the University's estate has the capacity to facilitate growth without the need to construct new buildings. The

key challenge is to ensure that the facilities we have, continue to be relevant for their intended purpose, are maintained in good condition, and are future ready to support the University's strategic outcomes.

A core and underlying theme of the Estate's Strategy is Liverpool Hope University's commitment and target to reach net zero.

**The estate strategy will:**

- Continue to enhance and provide excellent study, research, work and social facilities.
- Facilitate growth of academic income and diversification of income received from the University's built assets.

- Deliver growth in an environmentally and financially sustainable manner by optimising space usage and occupying buildings responsibly.
- Continue to deliver on our commitment to decarbonise the University estate and improve our environment by embedded sustainability into all of our decisions and practices.
- Continue to adapt to address both the changing economic conditions, and the developing student, academic and research needs. Whilst we continue to plan for longevity, we must remain flexible to our changing environment.



# Vision, Mission and Values

## Vision Statement

Liverpool Hope's vision for its estate to 2028 is:

*"To develop a sustainable, dynamic, and flexible estate that fosters academic excellence and growth, supports diverse student and staff needs, and engages the broader community."*

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## Mission Statement

*"Our mission is to enhance the University's teaching, learning, research, knowledge exchange and community engagement by developing an estate that is functional, adaptable, sustainable and future ready. Supporting the growth of student numbers and the needs of academic offerings and commercial activities."*

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## Values

The following values guide the University's estate planning, ensuring alignment with the institutional purpose, mission and ambitions:

- Sustainability
- Excellence
- Innovation
- Inclusivity
- Collaboration
- Community Engagement
- Responsiveness
- Opportunities for positive change.

# Strategic Objectives

The Estates Strategy sets out five strategic objectives for the development of the University estate. These objectives are those we believe will have the greatest impact on helping the University achieve its broader strategic goals. Each of these objectives has an equal and important role to play in delivering our vision for the future.

## **1. Student Recruitment and Supporting Growth:**

Enable the University to accommodate a growing student population, ensuring that all campuses remain fit-for-purpose for a modern workplace while supporting student expansion.

## **2. Support an enhanced Staff and Student Experience:**

Provide spaces (indoor and outdoor) that enhance learning, engagement, community, health and well-being; while reflecting evolving student expectations, academic needs and delivery models. Developed in conjunction with the University's Learning, Teaching and Assessment Strategy; and the Research, Scholarship & Knowledge Exchange Strategy and associated business plans.

## **3. Enhancing the Campus Experience:**

Provide and maintain high standards of safety, cleanliness, security, and compliance across all campuses in support of our diverse and inclusive community and external engagement opportunities.

## **4. Financial Sustainability:**

Continue to ensure that the estate can be managed efficiently, with new income streams and opportunities to optimise space usage and maximise revenue.

## **5. Environmental Sustainability:**

Deliver sustainability goals. Achieve net zero carbon emissions within targeted timescales and integrate sustainability into all aspects of the estate, supporting the University's environmental agenda.

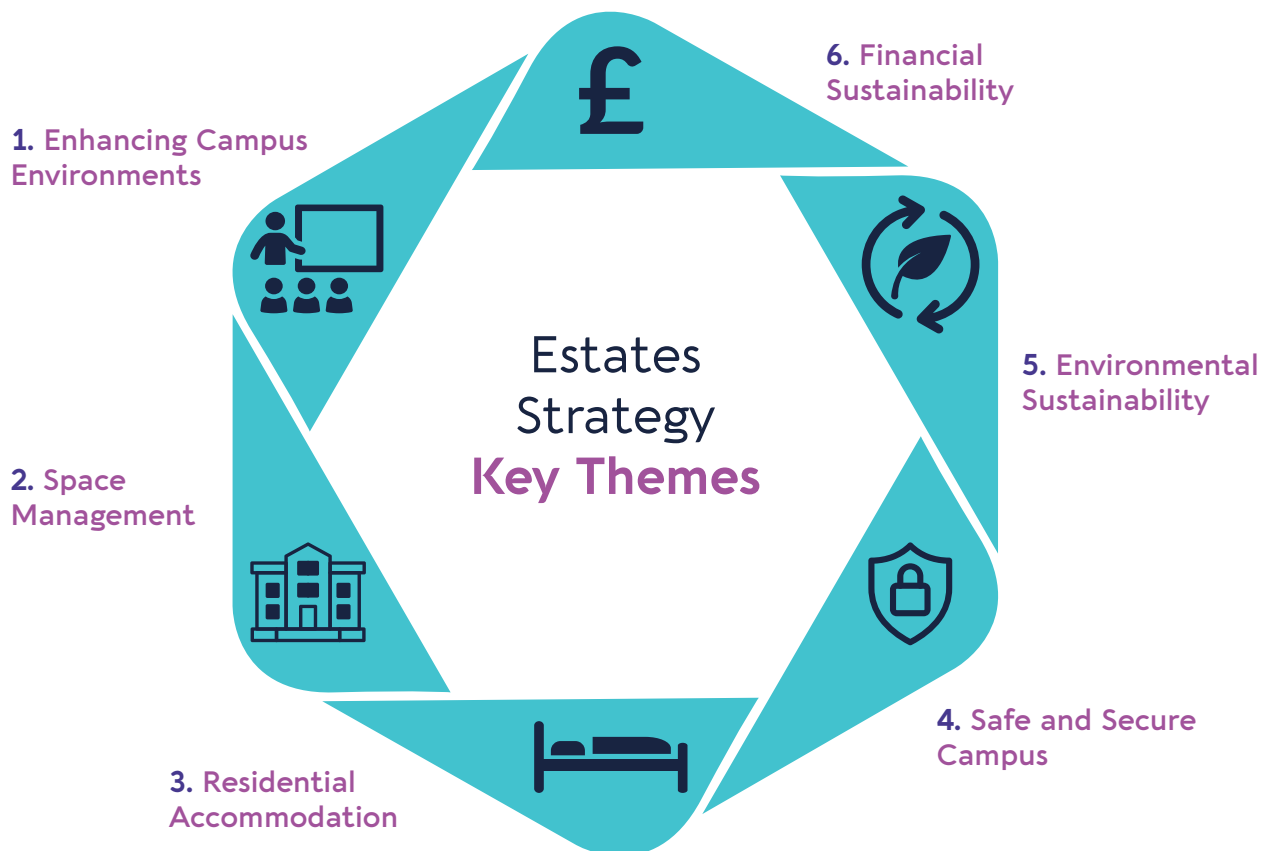
# Key Themes

The five strategic objectives outlined above are underpinned by six key interconnected themes, see below.

Each of these themes has been detailed into a number of more specific

key objectives, which will guide the development of our campus and associated Estates Business Plan.

It will provide a framework against which to evaluate our options to ensure alignment with the University's overall vision.



# 1. Enhancing Campus Environments

## Context

To ensure our campuses and sites are well maintained and developed and used to support our strategic priorities creatively and effectively.

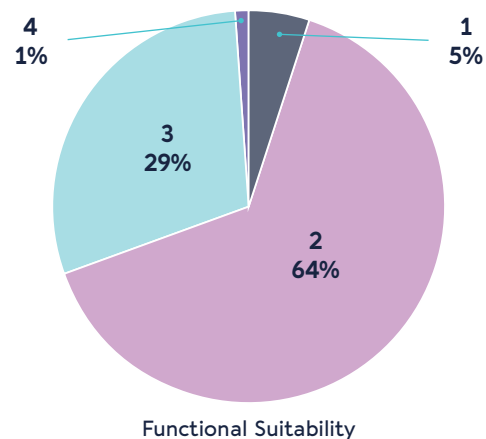
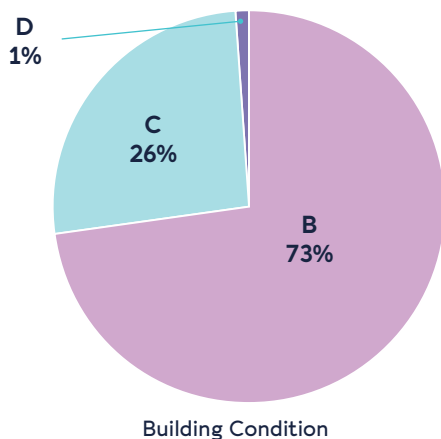
## Current Estate Condition

Assessed quinquennially and last surveyed in 2023, 73% of the University estate is in Higher Education Statistics Agency (HESA) condition B (sound, operationally safe, and exhibiting only minor deterioration) or above. 26% of the estate is in condition C (operational but major repair or replacement needed within ~3 years) and 1% in condition D (inoperable or serious risk of major failure or breakdown).

## Functional Suitability of the Estate

Assessed quinquennially and last surveyed in 2023, this metric considers the building/room environment, layout/plan, location, flexibility, servicing requirements & user perception. Rated 1 being the best and 4 being the worst.

64% of the estate is in HESA functional condition 2 (Good, with shortfalls in certain areas that only have a minor effect on current functions), with the rest in condition 1 (Excellent) and 3 (Fair, but with a number of shortfalls).



## Key Objectives:

- **Student Recruitment:** Address the implications of the University's recruitment targets, especially regarding international student numbers. Ensure campus facilities meet the needs of new markets and are flexible to adapt to increasing demands.
- **A Modern Workplace with Flexible Digital Infrastructure:** Develop additional agile shared spaces, linked to the Digital Strategy, for the benefit of both staff and students, adapting to the changing nature of working practices and AI based technologies.

- **Business and Community Engagement:** Identify the need for additional facilities that foster engagement with businesses and local communities.
- **Enhancement of Existing Estate:** Areas of the estate in poor/bad condition require targeted refurbishment and upgrades, especially in high-use academic spaces. Continue to create spaces that will attract students on to campus and encourage them to stay, (i.e., magnet or sticky spaces).

To continue to review, and where applicable, enhance facilities across the estate in compliance with the Supreme

Court judgment to ensure accurate and compliant understanding and application of the Equality Act 2010, particularly concerning the definitions of “woman” and “sex”.

**To achieve this, we will:**

- Prioritise and develop essential facilities identified from business plans and estates space audits. Undertake essential upgrades of facilities based on condition assessments. Prioritise aging/poorly functioning/underutilised facilities, focusing on academic space needs, communal areas, and student hubs.
- Focus on creating dynamic, adaptable and flexible multi-use spaces that serve the diverse needs of study, collaboration, community and that of a modern workplace. With study environments designed to meet the

needed activities, which embrace the role of technology and collaboration, stimulate a healthy environment, whilst continuing to support the University’s mission and ethos of being an anchor institution in our region.

- Continue to review and build further resilience and future ready capacity into the electrical supply infrastructure, (in support of the net zero agenda) and the fibre/data network infrastructure across all campus locations.
- Review the provision of facilities on our campuses in light of the Supreme Court Judgment on definitions of ‘woman’ and ‘sex’ in the Equality Act 2010.



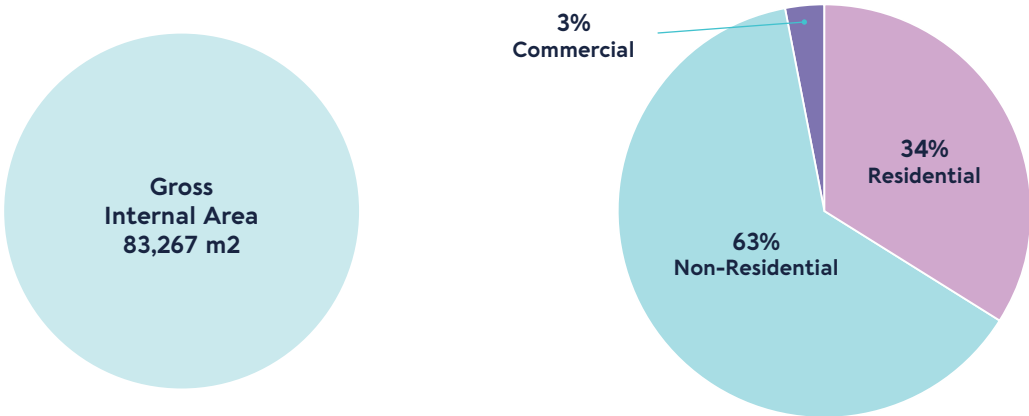
# 2. Space Management

## Context

To streamline and implement improved space management processes to optimise the use of campus facilities in a financially and environmentally sustainable way. To identify space opportunities to consolidate and support growth, especially with respect to international students, research, and commercial activities.

## Gross Internal Area (GIA)

83,267m<sup>2</sup>, of which 63% is non-residential, 34% is residential, and 3% is commercial. 19% of the estate consists of Heritage Assets.



## Key Objectives:

- **Optimise Space Utilisation:** Ensure space is optimised for both academic and non-academic functions, especially during low-occupancy periods.
- **Condensing Activities:** Consolidating out-of-hours activities within dedicated spaces/buildings that are the most energy efficient.
- **Identify Poorly Utilised Space:** The identification of underutilised spaces will present opportunities for consolidation or repurposing to support growth linked to broader University strategic priorities.

## To achieve this, we will:

- Implement a space utilisation audit to review/inform decisions on space allocation and usage patterns under the newly aligned organisational structure.
- Explore opportunities for shared spaces and space allocations across campuses,

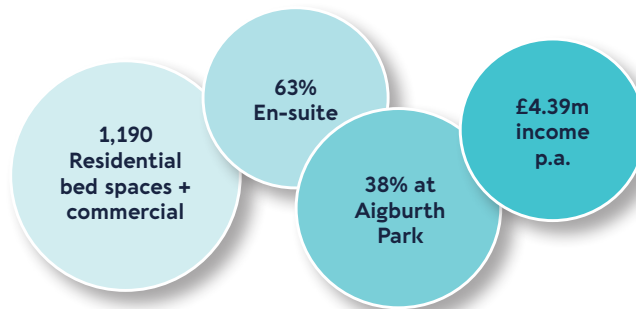
particularly with reference to the new Faculty structure and space utilisation audit outcomes.

- Develop a Space Management Policy to ensure space use is optimised, particularly during off-peak/out-of-hours, and linked to the energy efficiency of the built assets. A key link to our environmental goals of ensuring energy resources are used efficiently and buildings are occupied responsibly.
- Regularly monitor and audit the use of space across all functions to provide data for decision makers on utilisation of space. Anticipating and evaluating the effects of changing policies and working practices, such as agile working, changes in pedagogy, staff and student working preferences and organisational policy.
- Ensure any additional space needs are included within future campus masterplans for each location to guide development decisions.

### 3. Residential Accommodation

#### Context

Across its three Liverpool campuses the University owns and operates accommodation assets that provide for 1,190 student bedspaces, with a mix of en-suite and shared facilities. 38% of University managed halls are located at Aigburth Park Accommodation Campus.



#### Key Objectives:

- **Demand and Expectations:** Continually assess the provision of University managed halls with bedspace demand, within a remit of maximising occupancy. Assess the need and expectations from new markets for University accommodation, particularly from international and postgraduate students.
- **Accommodation Options:** Consider the provision of a more diverse accommodation offering, including contract options, accommodation styles and affordability. Ensure University managed provision continues to align with student and new market expectations. Providing safe, comfortable and truly affordable accommodation, minimising student living costs while affording the best in pastoral care.
- **Supporting Growth of Commercial Activities:** Support the implementation of commercial opportunities to derive income from student accommodation when not being utilised by students.
- **Review the Three-Campus vs. Two-Campus Strategy:** A longer-term consideration within the Liverpool region, appraise the strengths, weaknesses, opportunities and threats of a three vs. two campus strategy. Consolidating to a two-campus strategy could optimise efficiency,

however this could not be delivered without expansion of residential capacity elsewhere based on existing student demand.

#### To achieve this, we will:

- Conduct an accommodation needs analysis to determine future accommodation requirements.
- Review accommodation contract options to support student growth markets and continue to benchmark against external competitors and PBSA providers.
- Review commercial income opportunities derived from third party usage of student residences including conferencing activities and via externally facing self-service platforms.
- Review and implement an improved software solution to administer University managed halls, creating significant efficiencies and an improved student experience. This initiative will also support the growth of commercial activities.
- When appropriate, invest in new, modern facilities with a focus on sustainability and student well-being.
- As appropriate, explore private sector partnerships to meet demand without placing excessive pressure on University resources.

# 4. Safe & Secure Campus

## Context

Provide and maintain high standards of safety, cleanliness, security, and compliance across all campuses in support of our diverse and inclusive community and external engagement opportunities.

## Key Objectives:

- **Compliance and Safety:** Continue to address statutory compliance requirements, especially in areas such as fire safety, asbestos, gas, water hygiene, and electrical safety.
- **Security Systems:** Enhance security systems, including CCTV and access controls, visitor and contract management, to maintain a safe environment and to adapt to changes in legislation.
- **Facilities Services:** Set clear KPIs for Estates Services including Campus Services, Domestic Services, Maintenance, and Gardening teams to ensure the highest standards of service are maintained.

## To achieve this, we will:

- Implement regular audits of safety protocols.
- Ensure all staff wellbeing and development is supported in line with the requirements outlined within the People Strategy. Monitor performance against measurable KPIs.

- Ensure all external contractors and external suppliers are accredited through the SafeContractor Safety Schemes in Procurement (SSIP) Certification Scheme supported by contractor/visitor management software.
- Invest in proactive compliance management software to improve efficiencies with real-time compliance tracking, instant alerts, and proactive health and safety risk management.
- Invest in modern security technology and continue to develop our Business Continuity Planning (BCP) in light of Martyn's Law (the Protection of Premises Act) to build further resilience to ensure the University can continue to effectively respond to and recover from disruptions.

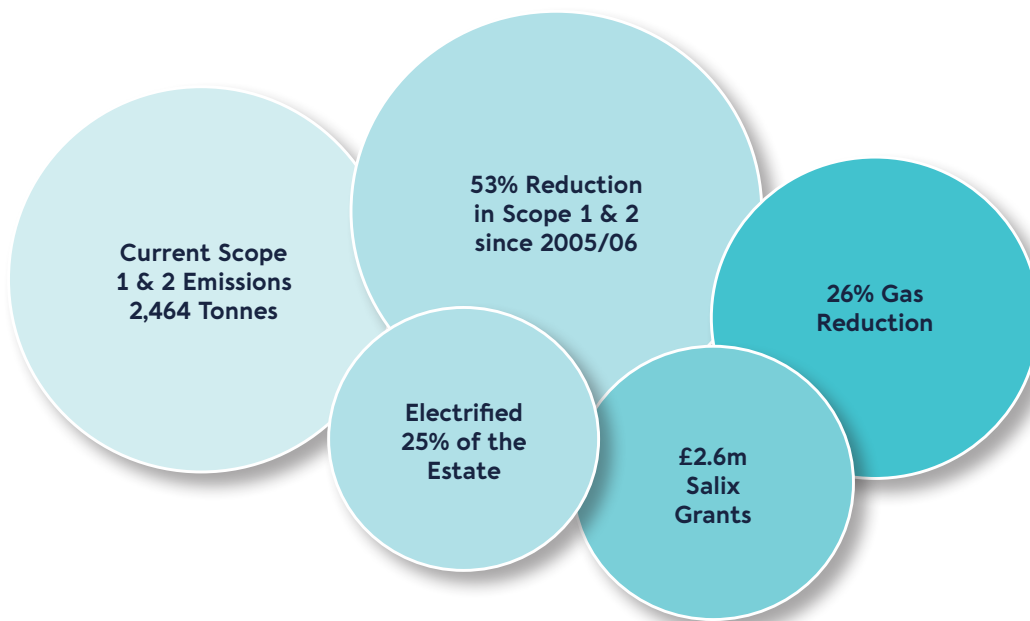


## 5. Environmental Sustainability

### Context

Ensure that we are a sustainable and future ready institution. To embed and deliver on our net zero targets across our portfolio of activities. To steward our local environment and reduce and mitigate our footprint on the natural world.

Scope 1, 2, and 3 emissions are categories of greenhouse gas emissions used in corporate sustainability reporting. Scope 1 covers direct emissions from a company's operations, Scope 2 includes indirect emissions from purchased energy, and Scope 3 encompasses all other indirect emissions in the value chain.



### Key Objectives:

- **Embed and Deliver:** Continue to embed and deliver on our carbon net zero targets across our portfolio of activities.
- **Targets:**
  - Scope 1 and 2 emissions net zero by 2040.
  - Scope 3 emissions net zero by 2050.
  - Interim target 25% reduction of scope 1&2 by 2027/28 from a 2022/23 baseline.
  - Achieve a top 50 position (2:1 Class) in the People & Planet University League by 2028.
- Deliver projects (technological and behavioural) to advance carbon emission reductions.
- Baseline and set targets for the reduction of University's Scope 3 emissions.
- Continue to balance the decarbonisation of the estate, particularly the transition from fossil fuels in line with the University's Heating Decarbonisation Plan.
- Facilitate environmental sustainability within the formal and informal curriculum through partnerships and initiatives with academic departments.
- Maximise the effectiveness of estate Building Management System (BMS) systems and introduce SMART campus technologies where appropriate.

### To achieve this, we will:

- Continue to enhance our Sustainability Policy and associated documents.

## 6. Financial Sustainability

### Context

Liverpool Hope has always had a strong financial foundation. However, the challenges within the sector will require the University to adapt and evolve. The University is well positioned to do this and the longstanding mission and values of the University will continue to underpin the plans for the future.

### Key Objectives:

- **Managed Growth:** Ensure the estate and its future development is creatively and entrepreneurially achieved without the requirement of excessive financial strain. Being mindful of the excellent facilities the University estate currently provides and how these can be used in a flexible and adaptable manner.
  - **Diversifying Income:** Explore new ways to generate income through partnerships, commercial activities, and leveraging the potential of Plas Caerdeon Campus.
  - **Targeted Investment:** Streamline and implement better processes and systems to improve effectiveness in what we do.
  - **Efficient Delivery:** Ensure the efficient use of resources from a financial and environmental standpoint. In addition, to streamline and implement better processes and systems to improve effectiveness.
  - **Adequately Maintain our Existing Estate:** A key financial risk associated with backlog maintenance, linked to the Office for Students (OFS) financial data return.
- Undertake process reengineering and implement digital solutions to enhance the administration of both accommodation and estates compliance.
  - Continue to review and monitor contracts to ensure that they continue to deliver best value. Many of the largest supply contracts fall within the estates remit and have a big impact on the University's procurement activity and Scope 3 emissions.
  - Curtailing the real terms value of infrastructure / facility investment needed to bring or maintain the estate to a 'good' standard as reported within the OFS Financial Data return. This is achieved by continuing to adequately maintain our existing estate.
  - Improving the HESA Estates Management Record (EMR) financial metric of academic income per square meter of total GIA.
  - Opportunities to bid for funding grants will be monitored and pursued where appropriate.
  - Support the commercial teams to investigate and implement new opportunities to derive increased income from the estate and its facilities in a managed and sustainable way.

### To achieve this, we will:

- Contribute, review, prioritise and implement business cases objectives which relate to estate Capital investments that facilitate growth and a return on investment.

# Overview

The estate has been growing steadily for many years and we are proud of the many excellent buildings that we have created. However, there is a need to always balance investment in new facilities, with the ongoing maintenance of our existing estate and the financial pressures within the sector.

Whilst accepting this is true, we will always strive to develop campus facilities in an inclusive manner, for the benefit of all staff, students and visitors. In a way that is appropriate for a modern workplace and accessible by design. With study environments designed to meet the needed activities, which embrace the role of technology and collaboration, stimulate a healthy environment, whilst continuing to support the University's mission and ethos of being an anchor institution in our region.

The University has an excellent estate resource which has the capacity to facilitate growth and support the University's broader strategic outcomes. During the life of this strategy, it will be necessary to dynamically balance competing demands as the University's growth plan develops. The key challenge is to ensure that the facilities we do have, continue to be relevant for their intended purpose, are maintained in good condition, and are future ready to support the University's strategic outcomes.

The estate strategy will help with the optimisation of the existing estate, and in so doing, provide opportunities to repurpose space, diversify income and support growth initiatives in a way that are financially and environmentally sustainable.

## The estate strategy will:

- Continue to enhance and provide excellent study, work and social facilities.
- Facilitate growth of academic income and diversification of income received from the University's built assets.
- Deliver growth in an environmentally and financially sustainable manner by optimising space usage and occupying buildings responsibly.
- Continue to deliver on our commitment to decarbonise the University estate and improve our environment by embedded sustainability into all of our decisions and practices.
- Continue to adapt to address both the changing economic conditions, and the developing student, academic and research needs. Whilst we continue to plan for longevity, we must remain flexible to our changing environment.



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