



UNIVERSITY OF
LIVERPOOL

DELIVERING THE ESTATES STRATEGY 2031+

2024/25 PROGRESS UPDATE



CONTENTS

Welcome	03
Delivering the strategy	05
2024/25 highlights	06
What's next	10
Our estate	14
Our services	15
Delivering value for money	16



Foreword

We launched our long-term vision in October 2024, and I am pleased to share the progress we have made together.

In this first year, we have achieved important milestones. From major capital developments and enhanced service delivery to advances in sustainability and space efficiency, these achievements reflect our commitment to academic excellence, community, and the ambitions of the Liverpool 2031 strategy.

Located at the heart of the Knowledge Quarter, our campus continues to evolve as a place where the University, our partners, and the city come together to create drive innovation and create lasting impact.

Inside, you will find an overview of our progress, the performance of our estate, and key facts and figures that illustrate the scale and scope of our work.

We also look ahead to the next stage of delivery — projects and priorities that will further modernise our estate, expand sustainable practices, and ensure value for money, maximising the Liverpool pound for the benefit of both the University and the wider community.

Guided by our Service Excellence Framework, we will continue to place quality of service and the experience of our students, colleagues, and visitors at the heart of everything we do.

With the continued dedication of colleagues and partners, we will build on the strong foundations laid this year to deliver an estate that truly reflects the ambition of our University, and provides a vibrant, resilient, and welcoming campus experience for all.



David Furnival
Group Director of Property
and Campus Services



**A year of progress
across our estate**

Delivering the strategy

Our vision is to create a sustainable, world class campus experience. Eight objectives underpin the delivery of this vision.



1

Provide access to highly functional, effective, flexible teaching and research spaces



5

Be digital first and technologically aligned



2

Enhance the campus experience



6

Grow capacity, diversify and de-risk our student accommodation offer



3

Optimise the efficiency and effectiveness of our existing estate



7

Curate and celebrate our heritage assets



4

Deliver on our sustainable campus commitments



8

Build capacity and resilience via partnerships

2024/25 highlights

Here's a look at some of the progress we've made across our estate in 2024 – from enhancing the campus experience and creating new spaces, to delivering sustainability achievements and investing in our facilities.



School of Architecture

The new extension to the Liverpool School of Architecture reached a major milestone this year with a traditional topping out ceremony, marking the point at which the building reached its highest point.

Due to complete later this year, the extension will provide state-of-the-art facilities to support teaching, research, and collaboration, strengthening the School's position as a leader in architectural education.

Sports Facilities

Sport Liverpool is driving a vibrant, healthy campus with new facilities, record participation, and national recognition.

Highlights from 2024/25 include a new synthetic rugby pitch, refurbished Wyncote stand, and a transformed Sports Centre gym, with Padel Courts coming in 2026.

Membership has grown to **7,800**, with over **500,000** visits, nearly **5,000** Athletic Union members, **237** teams, and a **19th** BUCS national ranking.





Bertie & Bella's

Since reopening in September 2024, Bertie & Bella's has welcomed over **66,000** customers. The revitalised space has quickly become a cornerstone of student life, supporting the relaunch of the meal plan and offering a lively setting to dine, study, and socialise. Students gather here for everything from coffee breaks to sit-down meals with friends, making it a hub of community and belonging.

Staff have also embraced the venue, with Bertie & Bella's emerging as a popular lunchtime alternative to VG&M, further embedding the space into the daily rhythm of campus life.

Residential Services

Residential Services enhances the student experience across our halls with a strong programme of support, activities, and sustainability initiatives. Our induction platform prepares students before arrival, while a lively welcome programme — **22 events** over **13 days** with **3,417** attendees — helps foster connection and belonging from the start.

Throughout the year, we offer a varied programme, with around half of events alcohol-free, creating opportunities to build community, resilience, and life skills while helping students avoid isolation.



Victoria Gallery & Museum

Restoration of the historic Victoria Gallery & Museum façade and roof was completed in summer 2025, safeguarding one of the University's most iconic buildings for the future.

The project finished ahead of summer graduations, ensuring the landmark provided a striking backdrop as students, families, and guests celebrated on campus.



Sustainability Services

This year saw major progress in our drive for a greener campus. We launched the University's first Biodiversity Plan and completed new habitat surveys, while our Waste Management Plan cut general waste by **48%** and introduced the Warp It reuse platform, saving **£130k** and reducing **60 tonnes** of greenhouse gas emissions (CO₂e) .

On energy, solar generation increased sevenfold, a geothermal study with the Royal Liverpool Hospital began, and key plant upgrades strengthened campus heat networks. We also ran the CO₂a supply chain initiative, delivered Sustainability Living Labs projects, and secured an **£850k** energy rebate on our energy bill.

Culture Change

The Culture Programme has made strong progress, with several core actions now complete, particularly in communications, leadership alignment, collaboration, and stakeholder engagement. Key frameworks for recognition, feedback, and workspace design are in place, creating a solid foundation for cultural change.

Other areas remain in progress and will be a focus for the coming year. This includes the full rollout of workspace changes, progressing the 'WoW Awards' recognition system, and the embedding of role model behaviours.

Work on Performance Management is advancing, with feedback mechanisms and guidance development initiated, and reporting processes to follow. Finally, engagement and continuous improvement actions are ongoing, ensuring that feedback continues to shape improvements.



ADHD Garden

The ADHD Garden opened on campus in August this year, creating a dedicated space to celebrate and support neurodiversity. The garden is located in south campus, near the Yoko Ono Lennon Centre and Brett Building.

The sensory-rich space offers students and colleagues a place to pause, reflect, and connect with nature, enhancing wellbeing and contributing to a more inclusive campus experience.



2



C-GULL

The C-GULL study is a pioneering birth cohort, funded by the Wellcome Trust and the Liverpool City Region Combined Authority (LCRCA), dedicated to enhancing the health and well-being of children and families in the city region, both nationally and internationally.

The project has been successfully completed, delivering **705m²** of modern, flexible space on schedule and under budget at **£2.65M**. It has enhanced the functionality and quality of the facility, providing a space ready to support the client's phased occupation plans.



3



Digital Twin

The University has successfully delivered its first fully operational Digital Twin of the Foundation Building. It is a virtual replica of the building that uses real-time data from sensors and other sources to dynamically monitor and optimise performance efficiencies.

Building on this success, this capability is being rolled out across other university buildings. For example, optimisation of the Air Handling Units (AHU's) in the Materials Innovation Factory (MIF) has seen a **15-20%** reduction in energy consumption and a saving of **£343k** per annum.



5



Looking forward

Here's a look at some the key areas we're investing in to enhance facilities, services, and student life across campus.



Chemical Sciences Innovation Building

The business case to develop the first phase of the Chemical Sciences Innovation Building was approved in July 2025. The project aims to drive innovation, diversify and enhance income streams and solidify Liverpool's position at the forefront of research and industry partnerships in this field.

This milestone moves the project from vision to design, with the next stage focusing on the appointment of the design team to produce the RIBA Stage 2 - Concept Design. These designs will form the foundation of the next business case gateway.

Paddington South

Liverpool's **£1bn** Knowledge Quarter is entering its next phase with the redevelopment of Paddington South. This 9-acre site, jointly owned by the University and Liverpool City Council, will create a vibrant, sustainable neighbourhood that drives the city's research and innovation ambitions.

Future plans include enhanced green spaces with a 10% biodiversity uplift, new active travel routes, and improved cycle connections, building on the success of Paddington Village — already home to the Spine, Liverpool International College, a low-carbon energy centre, and the Novotel hotel. Paddington South will shape the next generation of campus life, blending world-class facilities with a sustainable, connected community.





Health Innovation Liverpool

The Health Innovation Liverpool project will transform the Knowledge Quarter into a world-leading hub for health and life sciences. Next steps include progressing the Academic Health Sciences Campus beside the new Royal Liverpool University Hospital and Clatterbridge Cancer Centre, and advancing plans for the Bio-Innovation Campus at University Square.

Together, these flagship facilities will drive research, innovation, and training, supporting the Liverpool City Region's Life Sciences Investment Zone ambition to attract over **£800 million** of investment and create **8,000** new jobs.

User experience surveys

We're committed to enhancing the experience of everyone who studies, works, or visits our campus. By putting people at the heart of what we do, we make our services responsive, inclusive, and continuously improving—creating a welcoming, high-quality environment across all University spaces.

To support this, we've launched a 12-month pilot of the *Happy or Not* feedback tool, capturing real-time insights on service quality and campus satisfaction across four key zones: the Sydney Jones Library, Central Teaching Hub, Sports Centre, and Bertie & Bella's café. Feedback will help us understand how users experience our spaces and help us to shape measurable user experience targets.

Alongside this, we are engaging with the student-led Campus Experience Index (CEI) survey, designed to gather detailed feedback on teaching, study, and social spaces. Comparing our results with peer institutions highlights priorities for improvement and helps our estate teams plan targeted projects that reflect student needs and expectations.

Travel Plan



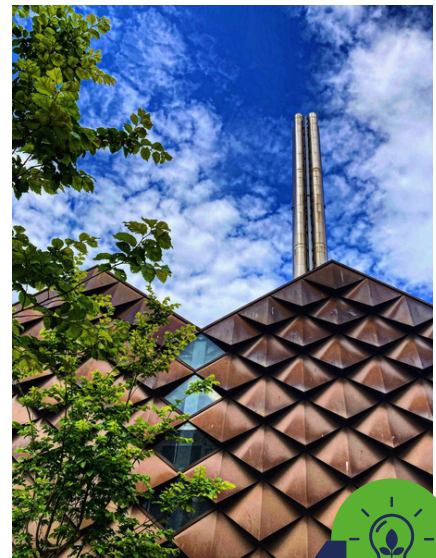
Drawing on two years of staff and student travel survey data, we are developing a new University Travel Plan, to launch in 2026. The plan will help reduce the environmental impact of commuting, improve campus accessibility, and promote a wide range of sustainable travel options.

A key focus will be strengthening the University's role locally and regionally — working with Liverpool City Council, the City Region Combined Authority, and transport providers — to influence the future of sustainable, affordable transport for the benefit of our staff, students, and wider communities.

Energy Strategy

The Energy Strategy underpins Liverpool 2031, the Climate Plan, Sustainability Strategy, and Estates Strategy 2031+, while also strengthening the University's position in regional partnerships and national sustainability rankings.

Our vision is clear: from 2030 and beyond, the University of Liverpool will lead in delivering energy as a service. We will run resilient infrastructure and systems designed around research and teaching needs, while innovating in how we procure, generate, and supply clean, affordable heat and power. This approach will help us manage risk, build resilience, and cut carbon emissions. The strategy is currently progressing through approval, with launch expected in early 2026.



Biodiversity Plan

This summer, we carried out habitat surveys across the estate. Their findings will guide our early biodiversity priorities, shaping KPIs and practical actions for core teams such as Grounds Maintenance to help protect species, enhance habitats, and enrich the green character of our campuses.

We are also supporting the Capital Projects team to embed Biodiversity Net Gain in major developments, while working with colleagues at Ness Gardens and Residential Services to deliver local biodiversity initiatives and reduce wildlife impacts.

A man and a woman are walking outdoors, smiling and looking at each other. The man is on the left, wearing a grey turtleneck sweater and a backpack. The woman is on the right, wearing a dark blue coat. Above them are several colorful umbrellas in yellow, orange, red, and teal. The background is filled with trees with bright yellow autumn leaves.

**Delivering a world-
class campus
experience**

Our estate

An at-a-glance view of our estate, buildings, and capital investment, highlighting the scale of our campus and the resources dedicated to its development.



239 buildings



83 Ha / 205 Ac
Size of our Estate



515,000m²
total building
footprint



32 Grade II listed
buildings



£1.8 billion
building assets owned



£1 billion in
investment potential
over the next 10 years



Our services

From maintaining safe, welcoming campuses to delivering capital projects, our services underpin every aspect of University life. We work in partnership with colleagues, students, and the wider community to provide high-quality, sustainable, and responsive services that help our campuses thrive.



136,000+ calls handled
by Campus Support

*Jan-Aug 2025



3,417 students welcomed at
Residential Services events
in 2024/25



11,580 reactive
maintenance requests
reported

*Aug 2024- Jul 2025



11,960 reactive maintenance
requests completed

*Aug 2024- Jul 2025



193,000 hot drinks
served



239,000 hot & cold meals
served



Delivering value for money



29 projects delivered across all investment projects in 2024/25



Total capital investment in land and buildings £46.1m



£15M invested in strategic projects



£10M invested in minor works programme



£20M invested in asset improvement programme



c£95m Annual revenue + capital budget





UNIVERSITY OF
LIVERPOOL

DELIVERING THE ESTATES STRATEGY 2031+

2024/25 PROGRESS UPDATE

