



UNIVERSITY OF
LIVERPOOL

ESTATES STRATEGY 2031+

We are projects that make headlines,
and people that make history

WE ARE THE ORIGINAL REDBRICK

Vice Chancellor's Foreword

Thank you for taking the time to read the new Estate Strategy 2031+ that outlines how we will develop the built environment and infrastructure at the University of Liverpool.

There's little doubt that state-of-the-art teaching and research facilities, welcoming student accommodation and inspiring social spaces are absolutely essential if Liverpool is to maintain its position as one of the UK's leading higher education institutions. And while we can already boast a number of world-class facilities, we must continue to invest in our estate to attract the best students and staff and ensure our continued success.

The new Estate Strategy presents a clear, long-term vision for the future of our campuses, acting as a guide for our land and building investments, which could total up to £1 billion over the next 10 years.

It has been developed over a period of 12 months in consultation with key stakeholders including Academic and Professional Services colleagues, the Senior Leadership Team (SLT), the University Council and our external Knowledge Quarter and City Region partners.

Our new strategic framework, Liverpool 2031, is at its heart. The Estate Strategy has been carefully crafted to play its part in the delivery of our ambitions – from our aim to be a top-100 university globally to our research, teaching, global and regional objectives – and, of course, our focus on our people, culture and sustainability.



The result is an Estate Strategy that I believe will enable significant transformation across the University whilst also being financially and environmentally sustainable, and sympathetic to its setting in the heart of the Knowledge Quarter.

Professor Tim Jones
Vice-Chancellor
University of Liverpool

Introduction

Established in 1881, we are the original ‘redbrick’ university – a phrase inspired by our distinctive red brick Victoria Building. This spirit of originality shapes everything we do; ideas are born here that transform industries and travel the globe, touching and improving millions of lives as they go.

With around 7,000 staff, 31,000 students and 270,000 alumni across 187 countries, our diverse, multicultural community makes us a home for all kinds of ambitions and all kinds of achievements.

We have a significant number of international research collaborations spanning diverse subject matter across our three faculties – Health and Life Sciences, Humanities and Social Sciences, and Science and Engineering. And we have also created three new research frontiers with a focus on Digital Chemistry, Fundamental Physics and Longitudinal Therapeutics.

The University, and broader Higher Education sector, continues to face challenges associated with inflationary pressures, disruption to global construction supply chains, the decreasing value of the domestic tuition fee and increasing competition in international recruitment markets. The existing asset base has also become increasingly unaffordable to operate within existing funding levels, set against the backdrop of a tightening in the regulatory environment around fire safety and other compliance related matters.

WHILST DECARBONISATION OF THE ESTATE REMAINS A PRIORITY FOR US, IT REMAINS A SIGNIFICANT SECTOR WIDE CHALLENGE DUE IN PART TO THE POTENTIAL LEVEL OF CAPITAL INVESTMENT REQUIRED, THE ABILITY TO DELIVER THIS LEVEL OF CHANGE IN THE TIMEFRAME REQUIRED AND THE MATURITY OF EMERGENT RENEWABLE TECHNOLOGIES.



But the picture is one of resilience in response to these challenges, with opportunities for the estate to drive institutional performance, improve the utilisation and function of our existing estates assets, exploit opportunities to dispose of assets beyond reasonable life and develop strategic partnerships that enable us to realise external sources of funding for major strategic developments. These developments will bring forward highly flexible, multidisciplinary, digitally enabled facilities that focus on creating engaging user experiences that underpin the student and staff experience as well as drive research intensity.

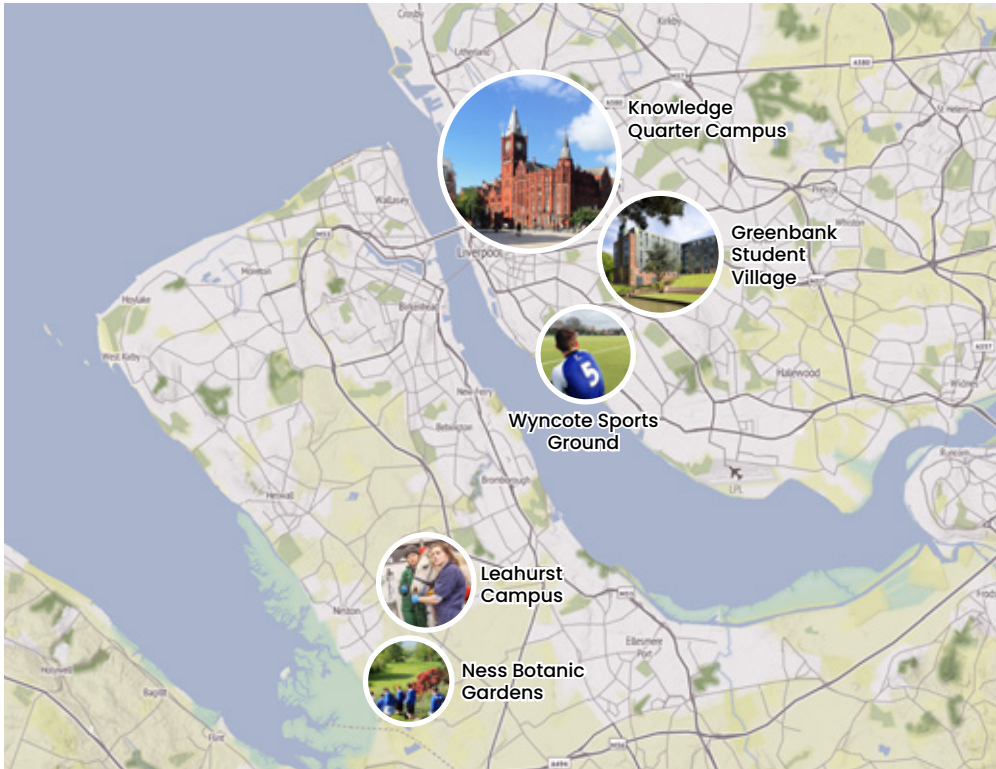


Our heritage estate also has inherent value and history that should be celebrated and curated for the benefit of our communities and play a significant role in our international profile.

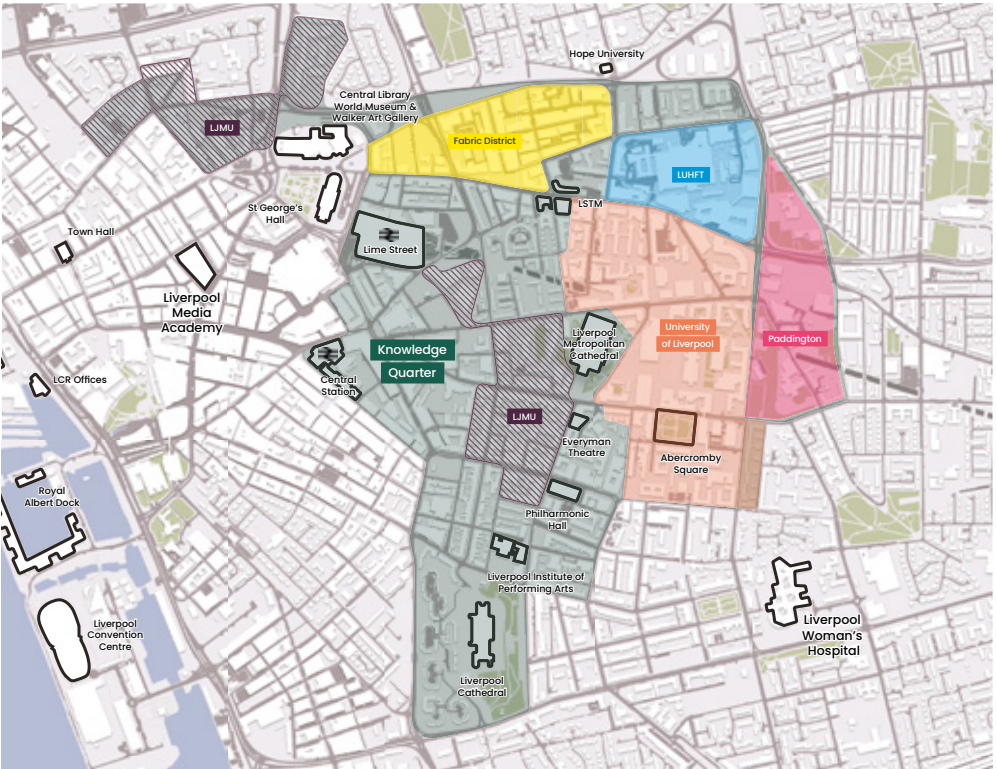
The opportunities presented in the Strategy are transformational and will significantly contribute towards the delivery of Liverpool 2031 whilst reinforcing our existing presence in the Knowledge Quarter, Liverpool City Region and beyond.

The University Estate

Our Campuses



City and Knowledge Quarter Context



The University Estate

Current Portfolio

Knowledge Quarter Campus

The Knowledge Quarter Campus represents the historic heart of the University, containing many significant heritage grade II listed buildings including the Victoria Gallery and Museum, the Waterhouse Royal Infirmary and Abercromby Square. It is our largest campus and has been the focus of historic major capital investment programmes, with developments typically delivered within the existing freehold boundary of the estate.

The campus is broadly divided into three key zones using the highways of Brownlow Hill and Oxford Street to delineate. North – predominantly occupied by the Faculty of Health and Life Sciences with adjacency to the Liverpool University Hospital NHS Foundation Trust; Central – home to the Faculty of Science and Engineering, the Liverpool Guild of Students and several central services; and South – predominantly home to the Faculty of Humanities and Social Sciences.

THE UNIVERSITY ALSO HAS LEASEHOLD
ACCOMMODATION WITH LOCAL
HOSPITALS INCLUDING ALDER HEY,
AINTREE AND THE LIVERPOOL WOMEN'S
HOSPITAL, AND RESEARCH SPACE
AT THE DARESBUY SCIENCE PARK.

Leahurst Campus

The Leahurst Campus at Neston in rural Cheshire, 12 miles south of Liverpool, is home to the School of Veterinary Science. It was the UK's first veterinary field station when established in 1941. The campus comprises a small animal hospital, an equine hospital, diagnostic services and two working farms at Woodpark Farm and Ness Heath.

Other Locations

Outside of Liverpool city centre, the Greenbank Student Village is a 15-minute journey from the Knowledge Quarter Campus via a dedicated bus service and comprises circa 1,300 student beds with a free resident's gym, outdoor sports facilities and communal spaces.

The Wyncote Sports Ground in Allerton, South Liverpool is home to participation sports including football, rugby, hockey and lacrosse pitches.

The Ness Botanic Gardens, also in Neston, were founded in 1898 and gifted to us in 1948. Traditionally commercially focused, there is now an increasing emphasis on research, conservation, and education.



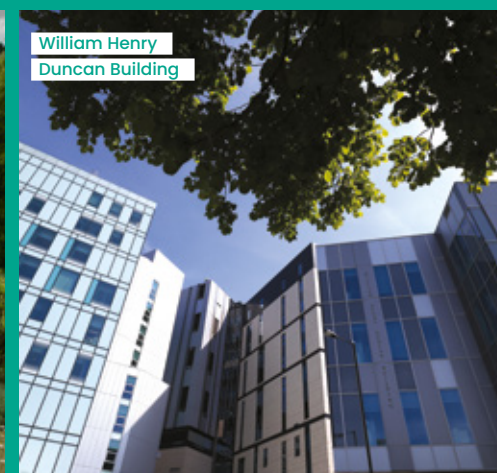
Powerhouse
Armadillo



Victoria Gallery
& Museum



Ness Botanic
Gardens



William Henry
Duncan Building



Materials Innovation
Factory (MIF)



Leahurst
Campus

The University Estate

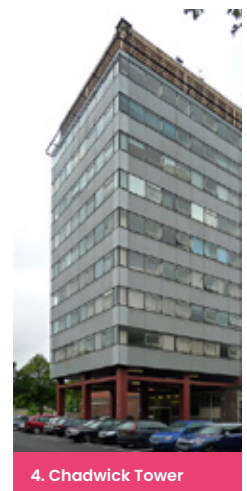
Strategic Asset Management

The following maps and images provide an overview of the asset management approach to each University property, identifying those under construction and those to maintain, refurbish, redevelop or demolish. Assets identified for potential major redevelopment/demolition due to their current condition, functionality and

in some cases low density of development include Bedford House on South Campus; Chestnut and Vine, Mulberry Court, Chadwick, Mathematics, Alsop Parade and Robert Robinson on Central Campus. On North Campus; Brodie Tower, the Sherrington Complex, CSD building and Life Sciences.

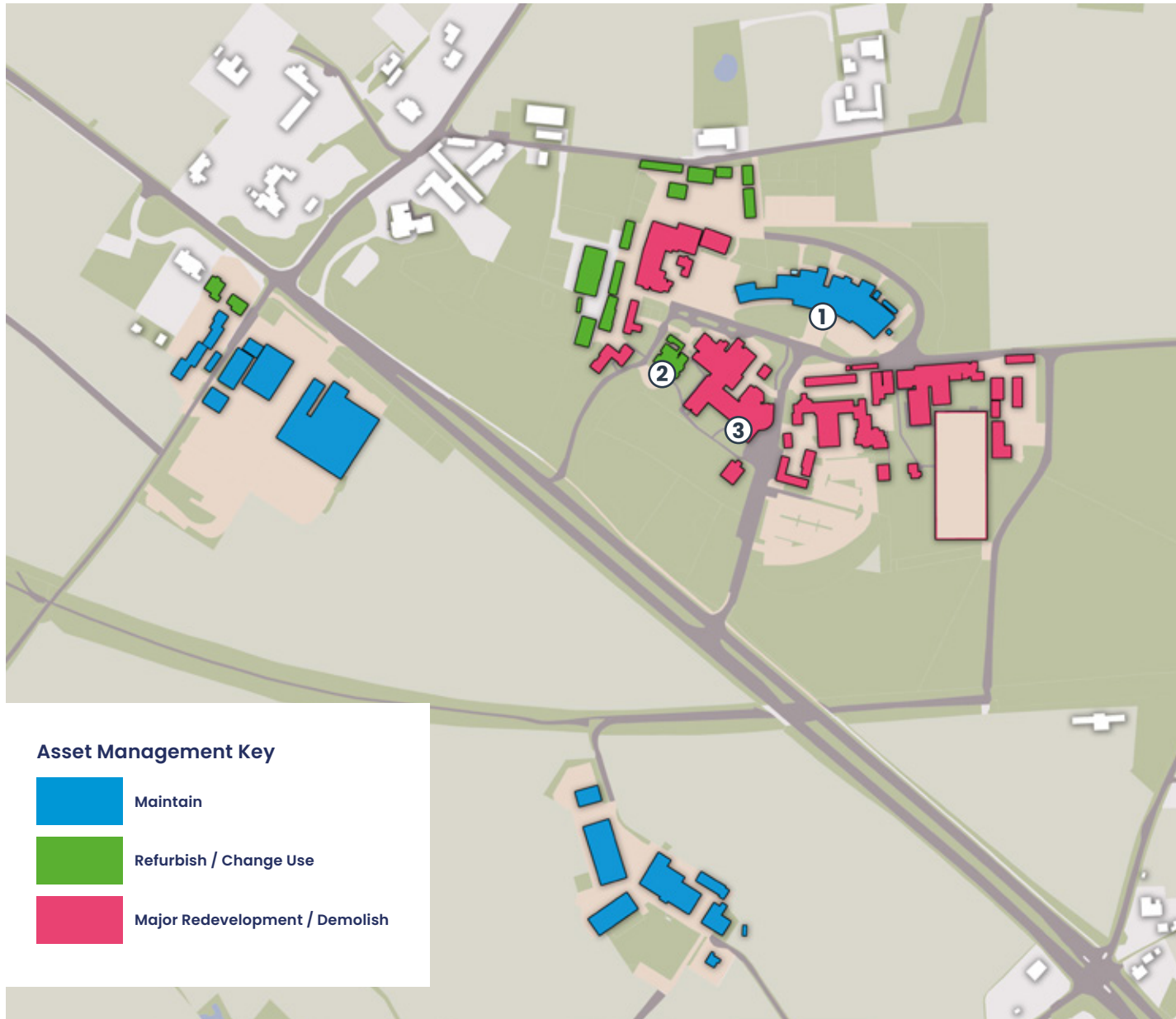
THE TIMING AND EXTENT TO WHICH THESE ASSETS ARE BROUGHT FORWARD FOR REDEVELOPMENT OR DEMOLITION IS SUBJECT TO AFFORDABILITY, LOGISTICAL CAPACITY AND PHASING WITHIN THE CAPITAL PLAN.

Knowledge Quarter Asset Management Strategy



The University Estate

Leahurst Asset Management Strategy

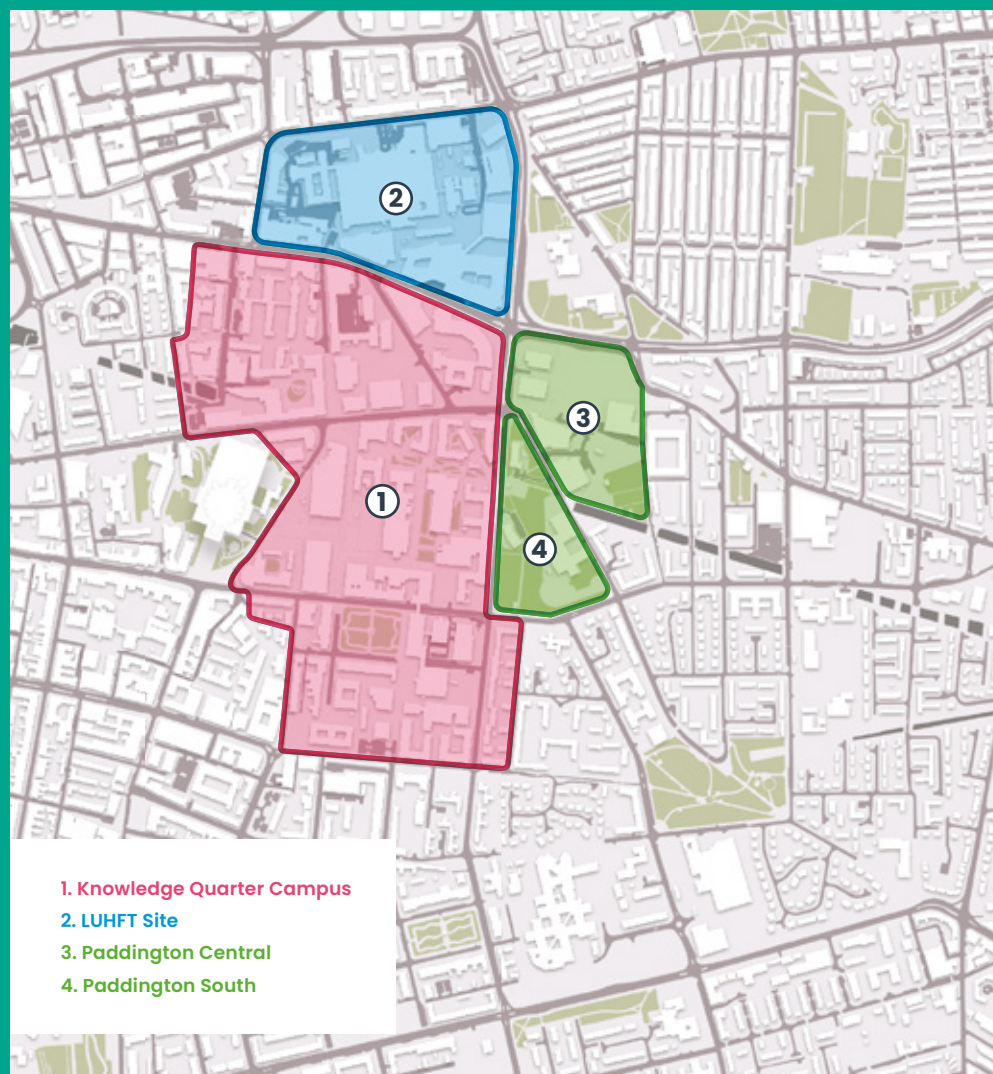


The University Estate

Development Opportunities

The following map provides an overview of site development opportunities adjacent to the existing University estate.

Site Development Opportunities



Liverpool University Hospital Foundation Trust (LUHFT)

LUHFT has started structural demolition work on the site of the former Royal Liverpool University Hospital following the delivery of the new 640 bed hospital in October 2022. The demolition work is an early enabler of their site masterplan, which has an emphasis on training, education, research and innovation. The Academic Health Science Campus (AHSC), delivered in partnership with the University, will be an anchor facility within the LUHFT masterplan.

Paddington Central

Paddington Village is a flagship development site that will act as the fulcrum of the recently awarded Investment Zone designation in the Knowledge Quarter. It comprises the Spine building, Novotel hotel, Kaplan International College and a multi-storey car park.

We have a small presence in the Spine building and there is scope to increase this further through expanded leaseholds. Hemisphere Phase 1 and 2 are also in the development pipeline, potentially bringing an additional 20,000+m2 of grade A office and laboratory space online.

Paddington South

The plot has significant potential capacity. There is scope to develop over the next 10+ years in collaboration with our Knowledge Quarter partners to meet emerging academic and broader Investment Zone requirements.



Strategic Alignment

Our Vision and Values

The University of Liverpool is a remarkable place, combining academic excellence with the attributes of our famous maritime city: a spirit of creativity, originality, welcoming to all and committed to social responsibility.

With a history of innovation that spans life-changing discoveries through research, ground-breaking global education partnerships and a steadfast commitment to opening up higher education to all, we have always believed in doing things differently and in partnership with others. Outward-looking, and built upon our distinctive strengths and characteristics, Liverpool

2031 sets out how we will develop the confidence and sustained excellence to break into the top-100 ranked universities worldwide. We are a values-led organisation. Our five values reflect the character of our University and the things our people believe are most important to creating an environment in which individuals and the University can thrive.



AMBITIOUS

We dream big and make things happen.

We have the confidence to make bold decisions to achieve success.

COLLABORATIVE

Together, we achieve more.

We create impact through partnerships, releasing the power of collective expertise and shared endeavour.

INCLUSIVE

Shaped by diversity, powered by difference.

We champion a culture in which all are valued and supported to thrive.

INNOVATIVE

Original thinking with an independent spirit.

We create, reimagine and break new ground.

RESPONSIBLE

A focus on doing the right thing.

We create positive change that improves lives.

Strategic Alignment

Research and Impact

The University of Liverpool is a place of discovery and creativity where researchers, increasingly working in multi-disciplinary teams and environments, make breakthroughs that enhance society's ability to understand and address even the most complex of challenges.

Through our strategic framework, we aim to enhance our research capability for the maximum benefit of our staff, students and the world that we collectively aim to help make a better place. **The Estate Strategy will support this vision as follows:**

Enabling Facilities

To create a thriving and inclusive research culture, facilities and infrastructure will be required to support our new high profile research Frontiers and the Interdisciplinary Centre for Sustainability Research (ICS). A drive into a more entrepreneurial culture with a greater number of successful spin-out companies and an increasing focus on commercialisation, will require business incubation and collaboration spaces to engage with external partners. Enhancements in physical resources, working environments and research infrastructure form part of the PhD offer to recruit prospective talent from across the world.

We recognise that research performance and partnerships are enhanced through shared access to facilities, including for example the Liverpool Shared Research Facilities (LIV-SRF) initiative which is open to researchers across the University, and external partners from academia, the NHS and industry.

Multi-Disciplinary Collaboration

An enabler to encourage and convene multi-disciplinary research is the establishment of a physical location for a cross-Faculty research centre. Although this may be complemented by a virtual community, an on-campus presence will provide a visible, collaborative environment for in-house and visiting researchers to come together.

**OUR RESEARCH ESTATE SHOULD BE
SHOWCASED, VISIBLE AND ENGAGING,
AND DEMONSTRATE THE VITAL PART
THAT RESEARCH PLAYS WITHIN OUR
UNIVERSITY COMMUNITY.**



Strategic Alignment

Education and Experience

For our wonderful, diverse community of students, supported by our outstanding educators and student-focused services, our research connected curriculum is the cornerstone of a University of Liverpool experience that aims to embed a unique blend of opportunities, enjoyment and preparation for future success.

Our ambition is to enable every student to achieve their own potential. **The Estate Strategy will support this vision as follows:**

Flexible and Digital Learning

We will combine the best of in-person and interactive online learning methods to provide more flexibility in how and when students want to study and open learning opportunities to a broader range of students. This may require a realignment of our teaching spaces to provide more individual and group informal and formal learning environments, and potentially fewer large lecture theatres. This will also include exploitation of digital technologies through integration of artificial intelligence, and virtual and augmented reality in our teaching programmes. This might include digital twins of the physical campus that can enhance the learning experience by providing virtual meeting spaces for staff and students.

Inclusive Student Experience

We will provide the highest-level of support to ensure all students achieve personal and academic success by developing each student's ability to

manage their wellbeing and feel welcome in a caring, respectful community and campus setting. This is not only delivered through academic and pastoral care but reinforced through a sense of connection and belonging at community, institution, Faculty and School/Institute level through the physical configuration of our estate.

Access to key student-facing services in visible, accessible locations is essential to providing wrap around care for our students. This will be further supported with spaces for students to mix, socialise and relax at a time that suits them via a 24/7 all-year round campus operation. We also recognise that the international student community may have different campus requirements to domestic students.

Research Connected Teaching

Our research activities will be integrated within our undergraduate teaching programmes and postgraduate studies. Reducing physical barriers between teaching and research is a key enabler of this interaction and will be a fundamental design principle as new facilities are delivered, particularly in Health Science and STEM subject areas.



Strategic Alignment

Global Engagement

Our international role is intrinsically linked to Liverpool, contributing to the City Region's international profile, boosting its economy and creating meaningful connections between the region, alumni and partners worldwide.

The connection between our local and international roles also extends into our research. For example, in infectious diseases, our understanding of some of the world's greatest challenges, together with our longstanding partnerships with the NHS and government organisations within and beyond our City Region, enabled the University to play an influential role in responding to the COVID-19 pandemic and establishing Liverpool's globally connected Pandemic Institute. **The Estate Strategy will support this vision as follows:**

Student Diversification

Growth in international students is central to Liverpool 2031. Much of this growth is planned in postgraduate provision and will be delivered by reducing single-country dependency and broadening recruitment worldwide. As a global university we recognise that our core academic, central support and student accommodation facilities must be of a standard that attracts an increasingly diverse intake of international students in a competitive recruitment market.

Nuanced approaches to the cultural diversification of onsite catering and events, the student accommodation offer and postgraduate-focused spaces will be required.

Strategic Partnerships

To increase global impact and reputation, and deliver impactful research, strategic partnerships with other world class institutions are required. This will include the leveraging of key University assets, such as our sector-leading Digital Innovation Facility and Materials Innovation Factory. It is essential we continue to develop and operate high quality, cutting-edge research and educational facilities that enable us to secure strategic partnerships with significant impact.

Our campus should also be developed in a way that reflects our institutional identity and place in Liverpool, and that projects a sense of confidence in ourselves and our place in the world.



Strategic Alignment

Place and Innovation

Our main campus sits at the heart of Liverpool's Knowledge Quarter, a 450-acre world-leading urban innovation district located a short journey from Liverpool's city centre, port and major cultural assets.

Complemented by our rural Wirral campus at Leahurst and Ness Gardens, our presence at the Sci-Tech Daresbury campus in Halton and at a number of local NHS trusts, we are determined that our influential role in science, innovation, education, public policy and culture, and as a major employer, supports the wellbeing and prosperity of communities across the region. **The Estate Strategy will support this vision as follows:**

Investment, Jobs and Innovation

Key priorities have been identified around establishing a Materials Innovation Supercluster, building on longstanding partnerships with Unilever and NSG, creating a health and life sciences innovation campus and supporting the development of the City Region's Investment Zone through actions that unlock private sector investment and attract businesses. This will also include securing significant external funding for flagship developments in our key innovation areas.

Mobilising Our Placemaking Assets

We will increase our partnerships and participation in the arts and cultural activities to promote wellbeing via our assets including the Tung Auditorium, the Victoria Gallery and Museum, and our unique collections and archives.



Image credit: Christian Smith

Strategic Alignment

People and Culture

People and Culture is one of two overarching themes in our strategic framework, recognising that our ambition to be a Top 100 university can only be realised through the talents, expertise and endeavours of our people.

The University's vision is to foster an inspirational, welcoming and inclusive culture in which every colleague – academic, technical and professional services staff and postgraduate researchers – is valued, respected, and able to thrive and reach their full potential. We will involve our diverse community of staff and students in decisions and future plans, recognise and celebrate their many strengths and successes, and build collaboration, engagement and high-quality support into all that we do. **The Estate Strategy will support this vision as follows:**



Be an employer of choice

The estate and campus experience has a role to play in attracting and retaining a diverse range of great people globally, nationally and locally. This includes their immediate working environment, access to highly functional teaching, research and support facilities that allow our people to do their job effectively, and places that create communities and a sense of belonging.

Create an inclusive, accessible and healthy campus

We are committed to providing an inclusive, accessible campus environment that incorporates equality, diversity, health, safety and wellbeing throughout our design and planning processes. This includes maximising the accessibility of our buildings, recognising the role access to high quality sports and recreation facilities has in promoting a healthy lifestyle, the introduction of biodiversity into our external and internal spaces and reducing vehicular movements throughout campus to improve pedestrianisation.



Strategic Alignment

Sustainability

Sustainability is a priority for the University, important to every aspect of our work. Recognising both the global value of our academic role and our local impact as a large organisation, our vision is to drive forward environmental and social equity through our education, research, and operations, making a positive impact within and beyond our boundaries.

Aligned to the Sustainability Strategy 2031, the Estate Strategy will support this vision as follows:

Climate Plan

In November 2022 the University published its first Climate Plan, which reinforces the commitment set out in Liverpool 2031 and the Sustainability Strategy to achieve net zero carbon. The plan includes principles to achieve a net zero carbon estate across scopes 1 and 2 via decarbonisation of our heat network and implementation of a sustainable construction framework which will contribute to improved energy efficiency of our buildings and reductions in water and waste. In addition, we are tackling scope 3 emissions associated with our supply chain and travel. A net zero roadmap is being developed to outline how we will reach our net zero target and will support planning and investment decision-making for capital projects.

Biodiversity Plan

In June 2024 the University published its first Biodiversity Plan. The plan outlines the scope of impact on biodiversity and natural assets arising from the University's varied activities and indicates the University's commitment to leveraging its role as a key anchor institution in the City, and a leader in research to help tackle the global ecological crisis. The plan establishes the University's commitment to improving the quality and provision of natural blue and green assets on its campuses, increasing the proportion of species-rich habitats, managing landscaping and groundworks in a sustainable way, and ensuring that campus developments meet current and new regulatory requirements for achieving 10% Biodiversity Net Gain, introduced in England in January 2024.



Delivering the Strategy

Objectives

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

Objective 1: Provide access to highly functional, effective, flexible teaching and research spaces.

Objective 2: Enhance the campus experience.

Objective 3: Optimise the efficiency and effectiveness of our existing estate

Objective 4: Deliver our environmental sustainability commitments.

Objective 5: Be digital first and technologically aligned.

Objective 6: Grow capacity, diversify and de-risk our student accommodation offer.

Objective 7: Curate and celebrate our heritage assets.

Objective 8: Build capacity and resilience through partnerships.



Delivering the Strategy



Objective 1:

Provide access to highly functional, effective, flexible teaching and research spaces – that will enable growth in our research capacity and overall student numbers.

We will achieve this by:

- Delivering flexible research laboratory space that is capable of being repurposed, responsive to external funding and is open to collaboration with industry and external partners.
- Enabling a high-quality student experience through realigning the location, quantity and quality of our teaching spaces to enable our academic curriculum and support new methods of delivering education more effectively.
- Designing non-department specific facilities that enable inter-disciplinary collaboration and break down barriers.
- Investing in our library, informal learning and communal spaces to encourage students to stay on campus and be active members of the university community.



Objective 2:

Enhance the campus experience

– and create a welcoming and distinct campus identity that brings our community together, establishes a sense of belonging and ultimately acts as an expression of our academic excellence.

We will achieve this by:

- Creating a series of high-quality entry points into the main campus with clear zoning, branding and wayfinding.
- Providing indoor and outdoor spaces that create vibrancy, room to collaborate and help build communities.
- Continuously engaging with the users of the estate to inform design, adaptations or enhancements needed to meet their needs.
- Providing excellent front-line estate related services that complement the broader student and staff experience.
- Using distinctive food and drink outlets, that provide diverse, healthy, sustainable and affordable options, to create an experience in transient spaces and encourage students to stay on campus.



Objective 3:

Optimise the efficiency and effectiveness of our existing estate

– and make better use of what we already have through improved space management.

We will achieve this by:

- Maximising income generation opportunities from our space and monitoring value for money.
- Disposing of unsuitable buildings that have significant liabilities and reduce our ability to invest in our core retained assets.
- Prioritising building re-use and adaptation where possible to maximise the use of existing assets.
- Developing new space management policies and guidelines, informed by sector benchmarking, to apply to space planning activities.
- Completing a comprehensive functionality and utilisation assessment of all teaching, learning, research and office spaces across the estate.
- Reducing the proportion of the estate currently assigned to offices through the adoption of new workplace standards.



Objective 4:

Deliver on our sustainable campus commitments – by embedding sustainability throughout all our estates planning and operations to achieve our Net Zero ambitions.

We will achieve this by:

- Developing a Net Zero Roadmap that will focus on optimising the sustainability performance of existing buildings and infrastructure.
- Aligning future campus developments, public realm, and external landscaping works with the Biodiversity Plan and Climate Plan.
- Embedding the Sustainable Built Environment Investment Framework (SBEIF) to pursue excellence in sustainability performance through our capital projects and major initiatives.
- Developing a sustainable campus travel plan that provides travel choices for staff, students and visitors to our campuses and seeks to reduce vehicular movements across the estate.
- Maintaining our accredited ISO 14:0001 Environmental Management System to capture the extent of our environmental impact.

Delivering the Strategy



Objective 5:

Be digital first and technologically aligned – through integration of digital technologies into our building infrastructure and service operations to support a digitally enhanced campus experience.

We will achieve this by:

- Incorporating digital infrastructure into all new major developments and construction projects from the early design stages.
- Establishing a Smart Campus plan that utilises emergent technology and Internet of Things (IoT) devices to gather real time building data, enabling the estate to adapt and respond to the changing needs of our stakeholders.
- Developing a Digital Twin of our estate through collaboration with the Digital Innovation Factory (DIF) and their research into smart cities.
- Undertaking a range of digital pilot studies to inform a roadmap and business case for change, in collaboration with external partners.
- Implementing an ISO 5501 Asset Management System to integrate our estates systems, data capabilities and insights to inform decision making.



Objective 6:

Grow capacity, diversify and de-risk our student accommodation offer – bringing online bed spaces at a range of price points to provide students with choice.

We will achieve this by:

- Securing a greater number of short-term nomination and low-yield leasehold agreements to meet demand over the next 3–5 years.
- Developing strategic partnerships with third-party purpose-built student accommodation (PBSA) providers to develop additional bed capacity in the long term.
- Bringing online affordable accommodation at a lower price point to provide students with options.
- Maintaining a clear focus on the affordability of rents and undertake regular benchmarking against regional operators and comparator universities.



Objective 7:

Curate and celebrate our heritage assets – by recognising the value of the heritage and history of our estate to our competitive advantage, promoting our cultural assets locally, nationally and globally

We will achieve this by:

- Working constructively with our community, the local planning authorities and Heritage England in continued development of the heritage estate for the benefit of our community.
- Celebrating the heritage of academic discovery through signage, public realm design, curated art installations and open events.
- Determining the future use of heritage buildings with poor functional suitability, particularly those with laboratory/workshop spaces, and the feasibility to convert back into their original use e.g., Oxford Street and Abercromby Square properties.
- Actively working in partnership with colleagues in Museums and Galleries to promote our special collections.



Objective 8:

Build capacity and resilience via partnerships – and acknowledge that that such relationships are essential in enabling the successful delivery of effective services, change initiatives and major developments.

We will achieve this by:

- Collaborating with partners in the Knowledge Quarter, via the spin-out property development company Sciontec, to bring forward developments in Paddington Village (e.g. Spine and Hemisphere) and the broader innovation district.
- Diversifying our commercial, retail and food and beverage offer on campus through partnership with third parties.
- Working closely with our city and community partners to fulfil our civic commitment and bring forward developments for our collective benefit.
- Securing partnerships with suppliers that have environmental, social and governance (ESG) credentials that align with our own.
- Implementing a flexible service target operating model that will transform our ability to partner effectively with our internal and external stakeholders.

Delivering the Strategy

Development Investment Priorities

The following key projects and programmes of activity are identified as strategic investment priorities via our 'Plans for Growth' institutional planning that underpins Liverpool 2031.

Academic Facilities

- **Architecture** – Construction of the building extension is currently onsite and will provide additional capacity to enable and sustain the school to achieve top-10 national ranking and subject-level TEF Gold.
- **Health Innovation Liverpool** – New academic health science facility on the former Royal Liverpool University Hospital site to accommodate medical, dental, nursing and allied health professions, enabling new opportunities for interprofessional learning and clinical research.

Delivery of new biosciences innovation facilities to enable ground breaking teaching and research across the full spectrum of life sciences including biochemistry, pharmacology and infectious diseases.
- **Chemistry and Materials Supercluster** – Redevelopment of the Robert Robinson and Donnan estate to develop state of the art facilities that support the delivery of high quality teaching and impactful research.
- **Electrical Engineering and Electronics, and Computer Sciences** – Delivery of improved facilities that drive academic teaching and research growth, particularly in Computer Sciences – one of the fastest growing degree subjects in the UK.
- **Environmental Sciences** – Investment in existing facilities to grow student numbers, increase teaching income generation, research outputs and improve international reach.
- **Investment Zone** – Access to highly functional specialist space to grow high impact, high profile initiatives such as the Centre of Excellence for Long-acting Therapeutics (CELT), the Civic HealthTech Innovation Zone (CHIZONE) and Microbiome and Infectious Disease (MaID).
- **General** – Localised realignment of academic buildings and space to support the key aims of Liverpool 2031 including for example Veterinary Sciences, Engineering, Management School, Mathematics and Communications and Media.



Delivering the Strategy

Campus Experience

- **Libraries** – Additional, functional library space will be created in the Sydney Jones Library to support student number growth through to 2031 and beyond.
- **Sport & Active Health** – Our existing sports facilities will be redeveloped to support the delivery of Liverpool 2031.
- **Student Living** – Delivery of additional purpose-built student beds within close proximity of campus to accommodate student number growth.
- **Travel Hub** – Development of a travel hub to facilitate the closure of surface car parking, reduce vehicle movements around campus and improve pedestrianisation.
- **Public Realm** – Continuation of public realm investments to create usable, external spaces aligned to our Biodiversity Plan and Climate Plan, including landscaping of car parks and potential adoption of highways within the boundaries of the existing campus.



Sustainable Campus

- **District Heat Network** – Assess our options to secure renewable energy sources for our utility infrastructure, subject to technology availability and readiness.
- **Energy Reduction** – Interventions at building level will include building envelope and thermal efficiency improvements, and engagement with building users to eliminate wasteful energy consumption.
- **Photovoltaic Efficiency and Expansion** – In addition to improving the efficiency of existing assets, feasibility will be investigated for increasing capacity for onsite PV generation, particularly rooftop areas and/or larger areas of land not demarked for development.
- **Waste Infrastructure** – We will explore opportunities to maximise efficiencies in waste and recycling management. This will include the creation of a high-quality network of bin stores on campus to ensure compliance, as well as giving the opportunity to segregate, reuse and recycle as much of our materials as possible.



Delivering the Strategy

Measures of Success

Six measure of success will be monitored by the Capital Investment Planning Group (CIPG) and Senior Leadership Team (SLT) to track the impact of the Estate Strategy.

They are:



User Experience

Our student and staff community will report excellent levels of satisfaction with our campus environment and services.



Financial Sustainability

We have intensified the use of our estate and its income generation potential by proportionally reducing its overall footprint where necessary.



Energy Efficiency

We have delivered sustainable projects and initiatives to increase the operational energy efficiency of our buildings that contribute to reducing our overall energy demand.



Space Efficiency

We have improved the utilisation of space across our estate, particularly of our office workplace environments, to release space for core academic teaching and research purposes.



Backlog Affordability

We have improved the affordability of our overall backlog maintenance liability by redeveloping or disposing of our dilapidated assets.



Property Costs

We have reduced our overall revenue costs associated with operating our estate, as a proportion of our overall footprint.



We are big ideas and bold,
independent thinkers.

Individual triumphs
and world firsts.

Lively debates and
life-changing research.

Flashes of inspiration and
hard-earned breakthroughs.

liverpool.ac.uk/strategy