

# Estate Strategy 2005 - 2015

May 2005

## Estate Strategy 2005-2015

### Introduction – the College and its Estate

1. The College campus is based in Shropshire, 2 miles west of the market town of Newport. The College campus lies in the Borough of Telford and Wrekin, which encompasses the expanding new town of Telford, some 8 miles to the south-west of the College, and a number of small surrounding towns and villages. Unsurprisingly, given the fact that there are few higher education institutions in the Borough (only one other university campus in Telford and some HE provision in Telford-based FE Colleges), Edgmond has the highest ward rate for all student households in the Borough, at 3.4%, and the highest rate for economically active residents that are full time students, at 10.8%<sup>1</sup>.
2. The College occupies a campus, covering some 16 ha, which is surrounded by the College's farm and woodland. The estate is 242 ha in total. A further 93 ha of agricultural land is rented in the vicinity of the estate. Whilst the focus of this Estate Strategy is on the developed area of the College estate, at the heart of its land holdings, the widespread nature of the College's land holdings has a number of implications for the Estate Strategy, which will be explored later in this document.
3. The College site is divided by two public highways. The B5062, from Newport to Shrewsbury, separates the northern half of the campus from the southern half, and another small public road divides the campus in a north-south direction. This has implications for the contiguity of the site, the location of certain academic services and activities and the development of the College Farm. The last College Estate Strategy, covering the period 1999-2009, took account of the geography of the campus, as will be explained in more detail later in this document.
4. Harper Adams is a specialist higher education institution, with a mission to serve the needs of the land based industries. It is the only specialist provider catering for this subject base in the West Midlands, and is the largest provider of higher education in land-based subjects in the UK. As a centre for knowledge-based technologies, the College has a thriving research base and extensive nationally-recognised work with land-based and rural enterprises. The College has a number of new subject areas under development, including sustainable resource management and leisure and tourism, both intended to support land-based industries in a period of considerable change within this sector. In the last year the College has been awarded competitive funding by the DTI/HEFCE to establish one of only 22 Knowledge Exchanges in the higher education sector. The National Rural Knowledge Exchange is a consortium of 14 universities and higher education colleges and is one of only two such centres with national focus. In addition, the College was recently awarded competitive funding to create one of only 74 Centres of Excellence in Teaching and Learning, to support skills development for those planning to work in the land-based sector. It is likely that in the course of the next year, the College will take part in another HEFCE-supported initiative, the creation of a Lifelong Learning Network to assist skills development and continuing professional education for the land-based industries. The College is home to a major national initiative, the Women in Rural Enterprise Programme (WiRE) that now has branches in Yorkshire and the East Midlands, a membership of over 2,500 women rural entrepreneurs and considerable support from Government. The programme is supported by 5 RDAs, and has received substantial grant funding, from AWM, for its work in the West Midlands.
5. The College has 1,800 students, 350 staff, is rated highly for its teaching and was second in England (third in the UK) in the league table for the employment of its graduates in the latest published data for the higher education sector<sup>2</sup>. After a difficult period following the Foot and Mouth Disease crisis, student recruitment for 2005/06 is positive and the prospects for growth in the student population are improving. The College has developed a national and international reputation for its work. In particular, it has a number of links with prestigious Chinese land-based institutions. Formal associations with the China Agricultural University and Beijing Agricultural College will mean that up to 100 Chinese students will be based at the College from 2006. Joint research and third-stream work already back up these international relationships. The College is one of the first UK higher education institutions to have been awarded accreditation for the provision of continuing professional development to the Chinese Government and Ministries, which will enable influential members of the Government to take part in College-based programmes.

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<sup>1</sup> Edgmond Ward 2001 Census Profile, at: <http://www.telford.gov.uk/NR/rdonlyres/evukxsdnf2g236pdp6ihgfyqsk4m5xsmcpu6zc6jkbvbjrhjvznylbgmgnqibwizzmjnxqsxnjmc64mp6edtawacze/Edgmond.PDF>

<sup>2</sup> Destination of Leavers from Higher Education, HESA Data for 2003/04, Higher Education Statistics Agency, Cheltenham

6. All of these activities should be seen against a backdrop of rapid change in the higher education sector. The introduction of new tuition fee arrangements in 2006 will create a new 'market' for higher education to which universities and colleges must respond. Whilst the way in which students will make their future choice of institution cannot be foretold, the College believes that major influences will include the quality of the institution and the services that will be provided to students. The College estate will be a critical factor in the future success of the institution. The College must be able to compete against larger universities to provide the best possible academic, residential accommodation and communal facilities for its students, to help influence applicant choice and to ensure that student numbers, the main source of income for the College, are maintained. Much of the College's £16m per annum income has a multiplier effect on the local economy, the College works closely on many community activities and the presence of the College contributes to the strong reputation of Newport and the surrounding area for the quality of its education provision. Whilst the College faces stiff competition from within the higher education sector over the planning period it is confident that its investment programme, backed up by the quality of its academic provision and the support of the local community, will mean that the College will continue to thrive in the new higher education funding environment.

### **The College's Buildings**

7. The College's buildings were largely constructed in four main periods – the early 1900s, 1930s, 1960s and 1980s, although the last three years has seen a further period of major building development. The condition of the estate is generally good, although the south-west quadrant has a number of small agricultural buildings that require attention. The review of the estate masterplan that forms part of this strategy addresses the development of this area of the College campus as one of the College's long-term objectives.
8. The construction of the original College, now known as the Main Building, was completed in 1899. In the next decade there was little development, apart from the first hall of residence, Adams Hall, which was built in 1909. In the period covering the 1930s, the College steadily acquired additional farmland and a number of dwelling houses, and the National Poultry Husbandry Unit was created, to the south of the B5062. Adams Hall was extended in 1951 and was, thereafter, named the Jubilee Adams Building. At this stage it was used partly for student residences and partly for office space. The building was converted to academic staff offices in 2000. The first major development on the eastern part of the campus took place in the early 1960s, with the construction of Queen Mother Hall, the first phase of the Students' Union building, the Bradford and Ward halls of residence, and the Poultry Teaching building. Later that decade a library and teaching block was built and the Boughey hall of residence was opened. The teaching block was extended in the 1980s to provide laboratory accommodation, and the former library was converted to teaching accommodation in 2004. In 1976, the Agricultural Machinery Building was constructed, the Gloucester hall of residence was opened in 1990 and the Students' Union facilities were extended in the following year. The Harris hall of residence was completed in 1993, and a new Machinery hall for agricultural engineering equipment was provided in 1999.
9. Following completion of the Jubilee Adams refurbishment, work began on the construction of the Bamford Library, a major new feature at the heart of the College campus. This building was completed in 2003, and, at the same time, replacement gym facilities were provided for the Students' Union. Progress on other building schemes since 1999 is summarised in Table 1.
10. Approximately 460 students are accommodated in 5 halls of residence and in College houses on campus and in the surrounding villages. Two of the halls are relatively new and, between them, provide 180 rooms with en-suite facilities. Other rooms have shared facilities. The College's catering service provides full-board for resident students on week days in a central refectory. A cafeteria, which provides a 7-day service is located in the adjacent building. This was supplemented, in 2003, by the provision of a coffee bar in the Bamford Library building. The Students Union complex consists of bar facilities, a common room, a small shop and offices. Recreational facilities include sports fields, a sports hall, the new gym, an open-air swimming pool, squash courts and tennis courts.
11. The Colleges major buildings are broadly of similar construction, with brick walls and tiled pitched roofs, and of a similar scale. Most of the buildings are no more than three storeys high. Given the specialist focus of the College, these main buildings are interspersed with agricultural buildings, usually of a single portal steel frame construction, clad in metal or a mixture of brick and wood. The Bamford Library employs a different approach, consisting of curtain walling, render, the extensive use of wood and a clay tile roof, to mark it as a signature building on the College site. The campus nonetheless has a largely uniform rural feel to its building stock that the College is keen to retain, but at the same time, enhance with modern building finishes in key locations on its site. The provision of green spaces around and

between buildings, whilst expected in a rural setting, is another important feature of the College site. Many of these areas are designed in-house and provide natural links between College buildings, often in the form of courtyard spaces, that maintain the link between core College activities and the surrounding countryside.

12. The College Farm lies adjacent to the main College academic complex, which, given its important role in core academic activities, is an ideal site. The location has, however, presented problems in maintaining biosecurity, managing farm and student traffic and planning the future development of the Farm in such a way as to maximise surrounding farmland. At present, the farm is 'boxed-in', and capacity for growth, needed to deal with trends, for the foreseeable future, in the agricultural sector, is limited by the availability of building space and the growing travel distance of some enterprises, notably the dairy herd, to the major areas of the College's agricultural land.
13. The College has continued to take the approach, adopted in its last Estate Strategy, of ensuring that the College Farm remains a major feature of the campus and that its planning is integrated with the long-term development objectives of the other academic facilities available on the College site. A number of development opportunities are available to provide a more coherent, and high profile link between the Farm and other academic buildings, which are considered later in this document.

### **The Estate Strategy and the College's Planning Framework**

14. The Estate Strategy 2005-2015 forms an essential part of the College's strategic planning framework. The College's Strategic Plan 2005-2010 recognises the importance of the effective management and development of the estate not only for the conduct of its core academic activities, but also for recruitment of students and staff, the hosting of external events, the demonstration of new technologies in farming and other rural businesses, and the College's contribution to promoting sustainable development. The Estate Strategy has clear links with the College's Learning & Teaching Strategy. The estate is used not only for 'traditional' academic activities, but as a major resource for teaching the land-based disciplines for which the College is highly regarded as a specialist higher education institution. The same is true of the College's research programmes, which need to be supported not only by an effective farm estate, but also by buildings and laboratory resources that are fit for purpose. Some of these, particularly in the farm environment, are specialist, high cost, facilities rarely found in other university institutions. The College's third stream activities contribute to our learning and teaching and research programmes, and, at the same time, gain from these programmes. This 'virtuous circle' of academic activity is very much supported by the College estate, from accommodating third stream staff to enabling the demonstration of new rural building methods and technologies to visiting rural business people. At all times, the estate has to be maintained at a high standard to deliver the support required to other College activities, and this is a major challenge given the limited resource base on which the College operates.
15. In addition to the core academic strategies, the Estate Strategy must be integrated with supporting strategies in Finance, Human Resources, IT, Marketing and Sustainable Development, as well as the College's Risk Management plans. In the latter case, the College's Risk Analysis and Action Plan requires the Finance & General Purposes Committee to monitor significant risks associated with the estate, and the Disaster Recovery and Business Continuity Plan contains several key elements that are related to the management of the estate. The relative isolation of the College campus means that facilities and estate infrastructure have to be considered both in terms of the protection and adequacy of supply, as well as their effect on the surrounding natural environment.
16. This document, Part 1 of the Estate Strategy, will therefore set out the way in which the College's estate will be managed and developed to help deliver the College's core activities, and strategic objectives, over the planning period. Part 2 of the Strategy, which will be developed over the 2005/06 financial year, and will build on the Part 1 strategic overview, will comprise:
  - An updated Long Term Maintenance (LTM) programme
  - The College's planned minor works programme
  - A comprehensive schedule of accommodation holdings and use
17. The Finance and General Purposes Committee will be responsible to the Board of Governors for overseeing the development and implementation of the Estate Strategy. The Estates and Facilities Manager will manage the operational implementation of the Strategy, under the direction of the Director of Corporate Affairs. The College Executive, Finance & General Purposes Committee, and the Board of Governors receive a regular briefing on estate developments and progress with major building projects. The Academic Planning and Resources Committee also receives reports on the future direction of major estate investments, particularly in academic facilities.

18. The College's Strategic Plan 2005-2007 contains five principal strategic aims. Amongst these is the aim to:

*'Develop the College's estate and educational resources to improve our environment for learning'*

The overall aim of the Estate Strategy is:

*'To provide a high quality physical environment that is cost effective, environmentally sustainable and safe for students, staff and visitors'*

19. These aims will be achieved by:

- Establishing an estate masterplan that provides for the long-term development of the College campus, in harmony with the Local Development Framework established by the Borough of Telford and Wrekin
- Pursue an estate development plan that will involve new works and renovation to provide the highest possible quality of accommodation and facilities within available funds
- Maintain existing accommodation and facilities in a good state of repair
- Optimise the use of all accommodation and facilities to support the core objectives of the College in teaching, third stream activities and research

20. The College's Strategic Plan covers a 5-year period. The Estate Strategy will continue to take a longer view, in this case to 2015, so as to take into account the planning of major building developments and the implementation of elements of the estate masterplan that depend upon the long-term strategic position of the College within the higher education sector.

### **Progress with the Estate Strategy 1999-2009**

21. The College's last Estate Strategy highlighted a number of key factors that were to be addressed in the planning period, including several major building developments. The starting point for this strategy is a short review of progress made on earlier development plans, because these have had major implications for the College's thinking on the development of its estate master plan and major project programme for the next ten years. Table 1 provides a summary of the major strategic objectives noted in the last Estate Strategy, and their status as at early 2005. A variety of sources of funding have been used to finance the developments set out in Table 1. These include College generated funds, including borrowing, industrial sponsorship, private donations and HEFCE grants, allocated either in competitive bidding rounds or, more lately, by formula allocation. In every case, the College has tried to 'add value' to each project by ensuring that it can be used, in some way, to support a range of core academic activities and to contribute to the College's plans for sustainable development.

22. A feature of the last Estate Strategy was the shift in the academic heart of the campus to the area north of the B5062, where the library, IT facilities, academic staff offices and teaching accommodation are located in close proximity. This move has largely been completed. It was accompanied by a major review of the curriculum and the structure of the academic year, which was taken into account in the planning of new teaching accommodation in the Foulkes-Crowther Building, and is also being addressed in current plans for the development of the residential parts of the College's estate.

23. The utilisation of College buildings, and other measures of performance, has been monitored through the HEFCE Estates Monitoring Statistics (EMS) programme. Further work on the use of College buildings has recently been undertaken to support the College's implementation of Full Economic Costing (FEC). The introduction of AutoCad software in the last 2 years has greatly improved the ability of the College to plan small-scale schemes and to conduct more efficient estate masterplanning. Other procedural aspects of estate work have been codified or reviewed, including guidelines for the management of major building projects, tendering procedures for building projects and audit exercises relating to disabled access and the asbestos regulations. The Estates team plays a major role in helping the College address health and safety requirements and is represented on the relevant College committees. Close liaison is also maintained with the Students' Union, to ensure that estate matters are taken into account in the planning of its activities and the development of its services for students. Regular internal audit reviews of the estates and facilities function have been undertaken to ensure that internal control systems in this area are satisfactory.

**Table 1: Progress with major elements of the Estate Strategy 1999-2009 (as at April 2005)**

Planning objective	Reference in Estate Strategy 1999-2009	Progress to date
Consolidation of Office Accommodation	Page 4 (paragraphs 25-26)	<b>Complete.</b> Poor Estate initiative funding was obtained from HEFCE, enabling the Jubilee Adams complex to be refurbished and academic staff to be moved from the opposite end of the campus. The complex opened in September 2000
Provide a Lifelong Learning Centre to replace outdated library and IT facilities	Page 5 (paragraph 27)	<b>Complete.</b> Poor Estates initiative funding, and funding from other external sources, was obtained to help build the Bamford Library. The building opened in September 2003
Provide additional residential accommodation	Page 5 (paragraphs 28-31)	<b>In progress.</b> Plans for the development of an additional 150 en-suite self-catering rooms have been developed and the project is scheduled to begin in the summer of 2005
Provide enhanced student communal and social space	Page 5 (paragraph 32)	<b>Partially complete.</b> A new student gym was completed in January 2004 and Students' Union facilities were refurbished in the summer of 2004. A new all-weather playing surface, with additional changing rooms, is planned for the summer of 2005. An extension to dining room facilities will be complete in the summer of 2005. Early-stage plans have been developed for a major building project to complete the provision of facilities for the student community, and the College's Development Trust is engaged in raising funds for this scheme.
Improve research and technology transfer facilities	Page 6 (paragraph 33)	<b>Ongoing.</b> In the period since 1999, investment has taken place in farm-related facilities, the provision, via SRIF funding, of new laboratory facilities and the construction of new crop research facilities. New facilities at the southern end of the campus have been provided to accommodate developments supported by the Higher Education Innovation Fund (HEIF), including the National Rural Knowledge Exchange
Develop facilities to support new academic activities	Page 6 (paragraph 34)	<b>Ongoing.</b> Since 1999, the College has started courses in several new subjects, including leisure and tourism and veterinary nursing. The College has used Project Capital funds to develop new facilities to support its veterinary nursing programmes
Farm and estate related buildings will be developed	Page 6 (paragraph 35)	<b>Planned investments are complete.</b> Project Capital funding has been used to pump-prime developments on the Farm, including new silage management and slurry management facilities. College funds, supplemented with industrial sponsorship, have also been employed to provide new animal research facilities, including a Pig Unit and improvements to the College's Dairy Unit
The estate infrastructure will be maintained, particularly in respect of essential supplies	Page 6 (paragraphs 36-38)	<b>Ongoing.</b> Regular work has been undertaken to protect the College's water abstraction facilities and reduce water losses in the ring mains, improve the security of electricity supplies and extend the availability of gas heating on campus. Car parking facilities have also been improved over the planning period. The College has also invested heavily in its IT infrastructure, as part of other building projects, to ensure that adequate network capability is maintained for the foreseeable future. Planned improvements to the College's reception have been postponed pending the identification of funding.

24. The College's Environmental Strategy has been supported, in a variety of ways, by the College's estate during the last planning period. These have included the recycling of materials, the introduction of energy-efficient systems in new and refurbished buildings and the affect of estate masterplanning on reducing cross-campus traffic. The Environmental Strategy is rapidly evolving to take account of wider aspects of sustainable development, and the estate will continue to play a vital role in that process.

### Management of the Estate

25. Overall responsibility for the day-to-day management of the Estate rests with the College's Estates and Facilities Manager. The Estates and Facilities Office co-ordinates and oversees the work of the Estates Team, the Grounds Team, domestic services and portering staff. The College has a small direct labour Estates Team of six staff, covering most building trades, that undertakes much of the College's routine maintenance, small LTM schemes and some minor works projects. The team is supplemented by

contract labour, where necessary, and by external contracts for larger building developments. A direct labour Grounds Team of five staff carries out the development and maintenance of all of the College's grounds, sports fields and woodland, as well as planting schemes and wildlife conservation measures around the College site. Domestic services staff (cleaning and laundry) are directly employed from the local labour market, which provides a significant link to the local community, and a major financial input into the local economy. The College's 4 portering staff undertake most traditional portering duties (mail sorting, furniture moving, driving transport etc) and some minor maintenance functions. The Estates and Facilities Manager has one assistant, who provides a 'help-desk' service for other members of College staff. The Estates and Facilities Manager is also heavily engaged in the development plans for the College estate, and acts as project manager for many of the major building schemes. Contract project management services are used, from time to time, to provide back-up and support during major building programmes.

26. The College was a pilot institution in the development of the Estates Management Statistics programme, which provides benchmarking information for the entire UK HE sector. In the latest report on progress<sup>3</sup> UK headline indicators of performance were provided for the period 2000-2003. This data, together with information on College performance over the same period, is provided in Table 2.
27. Table 2 should be interpreted with some caution because of the nature of the College estate, and the large number of farm buildings it contains. Buildings for animal housing, silage management, storage of machinery etc are large facilities that are not always found in other HEIs. This distorts the indicators of space utilisation, particularly in the figures of space per student and space per member of support staff. It has been reported that this is a feature of the EMS data found in a number of land-based institutions, but the method for the collection of data is unlikely to be altered to accommodate this anomaly. The College's recent heavy investment in capital expenditure has also significantly increased the indicator for total property costs in 2002/03. This higher benchmark is likely to continue as future funding from the HEFCE Project Capital Allocations, and other investments increase capital expenditure during the early stages of the Estate Strategy planning period. The figures also indicate that expenditure on maintenance needs to be improved and that the development of the estate so that more buildings can be regarded as being in the highest categories for condition, needs to be continued. Planned investments should address this indicator over the course of the next few years. Despite these notes of caution, the EMS data help identify some key areas that the College must address in its development plans, including greater efficiency in the use of space, and improved recording and reporting methods for various types of accommodation that might help improve the reliability of benchmarking analyses.
28. Comprehensive building condition surveys have been undertaken since 1995, and the last review was carried out in 2002. A further review will inform the maintenance plans to be contained in Part 2 of the Estates Strategy, and will be undertaken in the 2005/06 financial year. The surveys have, to date, included a detailed analysis of annual maintenance requirements, and associated costs, for each College building, including Farm buildings, for the following 10 years. It is expected that this approach will be taken again in the next review. The survey can be summarised in the following analysis, which sets out the current percentage of the estate in each building condition category (where A is best and D is worst), in accordance with the RICS Building Maintenance Information standard definitions (see Annex A):

Condition A:	21%
Condition B:	24%
Condition C:	42%
Condition D:	13%

29. Following the 2005/06 review, the College's Long Term Maintenance (LTM) programme will be established to address maintenance requirements over the next 10 years. The College will supplement the programme by:
- Ensuring that the College's maintenance programme objectives are closely aligned with those of the College's Sustainable Development Strategy
  - The identification, setting and monitoring of appropriate performance, and value for money, measures for building maintenance
  - Further improving estate management systems to accurately estimate and cost maintenance projects
  - Reviewing planned and reactive maintenance arrangements to ensure that satisfactory service delivery standards are adopted, and met, for maintenance projects

<sup>3</sup> Estate Management Statistics Annual Report 2004, HEFCE Circular December 2004/45

## The Estate Masterplan: 2005-2015

30. The College is currently in discussion with the Borough of Telford & Wrekin, with a view to making a contribution to the Local Development Framework being prepared by the Borough for the period 2007-2020. It is planned that a formal submission will be made, on the basis of this Estates Strategy, in the early summer of 2005. The Borough has indicated that the College's plans will be incorporated in its overall development strategy. Discussions will hopefully continue, during 2005, to establish supplementary planning guidance, from early 2006, that will see the College's Estate Strategy adopted as a formal part of the Local Development Framework. This is the first time that the College and the Borough Council have collaborated in the development of plans for the College estate, and, to date, the discussions have been helpful and supportive of the College's long-term development objectives.

**Table 2: Key Ratios from the Estates Management Statistics Annual Report 2004**

Key Ratio				2000-01	2001-02	2002-03	2003-04	% difference 2000-2004
Cost control	1	Total property costs per student FTE	EMS Median (£)	£940	£886	£860	£751	-20.1
			College (£)	£978	£884	£1,060	£0	-100.0
Cost control	2	Ratio of total property costs to income	EMS Median (%)	11.0	11.0	10.0	8.6	-2.4
			College (%)	11.7	9.0	11.6	11.6	-0.9
Investment	3	Maintenance costs/m2 GIA	EMS Median (£)	15.99	15.64	15.61	15.61	-2.4
			College (£)	15.94	18.24	13.64	13.97	-12.4
Investment	4	Ratio of maintenance costs plus capital expenditure to insurance replacement value	EMS Median (%)	3.6	4.2	4.9	4.92	1.3
			College (%)	5.2	4.2	7.9	8.75	3.6
Investment	5	% non-residential space in A or B	EMS Median (%)	67	67	67	67	0.0
			College (%)	51	52	54	54	3.0
Space utilisation	6	Space per student	EMS Median (m2)	9.0	8.9	8.4	8.4	-6.7
			College (m2)	20.8	21.8	20.05	20.05	-3.6
Space utilisation	7	Support space per student FTE	EMS Median (m2)	2.3	2.3	2.2	2.2	-4.3
			College (m2)	4.5	4.7	4.3	4.3	-4.4
Space utilisation	8	Support office space per office FTE staff	EMS Median (m2)	14.0	13.8	14.8	14.8	5.7
			College (m2)	22.0	20.4	21.0	21.0	-4.5

NB: Space data includes farm buildings as teaching and support facilities

31. Planning for the development of the College's campus must take into account a number of features to 'rural-proof' the Estate and ensure that it continues to function as a part of the countryside whilst presenting a modern and attractive environment in which to learn and work. In particular, the following factors must be addressed:

- The need to ensure that growth of the estate is possible within greenfield areas whilst taking opportunities for brownfield, or infill, site development where appropriate areas are identified on the campus; to achieve this the College must consider placing a new boundary around land that can be assigned for long-term development, as well as assess infill areas that could prove suitable for new building schemes;
- The need to protect the College's land from spreading too widely, so as to restrict farming operations in the immediate vicinity of the developed portion of the College estate;
- The need to provide, and maintain, specialist agricultural facilities and infrastructure in a growing climate of legislation and regulation surrounding agricultural operations
- The need to manage travel-to-work arrangements to try to reduce the daily number of vehicle movements, on relatively small rural roads, to and from the College;
- The need to secure a degree of self-reliance in the provision of essential services, where the rural infrastructure is less reliable than in urban areas (for example, in the case of a maintaining a reliable electricity supply);
- The need to manage the impact of the student population on the surrounding small local communities, particularly with regard to the effect on the local affordable housing market
- The need to provide student facilities on campus that might otherwise be readily available in larger urban settings
- The need to support the College's strategic aim to work closely with rural businesses and to provide learning and teaching, and research, to help promote rural business growth

32. Some of this work began during the period of the last Estate Strategy. Funding restrictions mean, however, that carefully phased planning has, and will, be required, to properly develop the College site

whilst maintaining the rural ambience of the estate. Decisions taken in earlier growth periods have largely determined a pattern for the College estate that has created some fundamental problems, notably in the area of traffic and pedestrian thoroughfares, that it is also hoped can be addressed, over time, in the new Estate masterplan. The masterplan should therefore be seen as a framework for long-term development, and not a statement of immediate building plans. It attempts to identify zones for development that are acceptable to the local planning authorities, and have been the subject of consultation with the local community, so that future growth of the College can be undertaken with a greater degree of certainty over what might be considered as permissible use of land on the College site. The zones established in the Estate Masterplan are shown in the diagram at Annex B.

#### **A: Academic Zones**

33. A number of areas immediately surrounding the developed College campus have been identified as locations for the long-term development of academic facilities. These would principally be additional teaching, research or office accommodation required for a future major period of growth at the College. Zone A1 is earmarked for any future development of agricultural engineering facilities, so as to provide an alternative to the longitudinal development of these facilities towards the east. The detailed planning of this Zone will need to accommodate provision for the movement of Farm vehicles, and animals, to more remote areas of the College's farmland in the eastern portion of the estate. Zone A2 is assigned for long-term academic development. Zone A3, on the southern side of the B5062, could have a mixed use, where academic facilities, business-related accommodation, or further student accommodation, could be developed, depending upon the long-term needs of the College. It is vital that an area of the College campus is maintained for flexible use in the future. The pace of change in the higher education sector means that opportunities for development may come at relatively short notice, and to benefit from them, the College must be in a position to respond. A further academic zone is already being developed to support the College's work with companion animals. This needs to be separate from the main College farm, and allow for a mix of facilities for animal housing, teaching, third stream work with the companion animals industry and research. Zone A5 has been identified for this purpose.

#### **B: Residential Zones**

34. Both current and planned residential zones are shown in the diagram. Current residences are shown in Zones B1, B2, B3 and B4. The houses in Zone B4 may be converted, over time, to provide self-catering accommodation for students. An alternative option, to improve site density and make best use of available land, would be to demolish some of the existing houses and create a hall of residence complex in their place. In particular, the area towards the southern end of Zone B4, which consists of an old farmhouse and adjacent barns, currently used for the storage of building materials, would be a suitable location for such a development. This, again, would be a long-term approach, requiring careful consideration of the business case for the scheme. In particular, developments of residential accommodation on this side of the site will need to take account of travel patterns and provide for better pedestrian access to the main academic facilities on the north side of the B5062. This is a major reason why Zone B5 has been allocated for the provision of self-catering accommodation in the first instance. It will also continue the residential nature of this area of the campus, adjacent to the new teaching facilities, current and new sports facilities and the Bamford Library. The development, which will comprise 150 self-catering en-suite rooms, is scheduled for construction in the 2005/06 financial year. The College will need to provide housing for essential farm workers to replace that currently used in Zone B7 (which will, in turn, be converted for use as student residences). The College owns two properties in Zone B6, and it is proposed that further essential worker accommodation be provided in this location, close to the College Farm.

#### **C: College Farm Zones**

35. Recognising the increasing constraints on the College Farm, including those imposed by external regulation of farming activities, it has been necessary to consider the medium-term location of major farm enterprises. In particular, it is envisaged that with planned growth of the dairy enterprise, it will be necessary, within the next 2-3 years, to provide a new dairy and animal housing complex away from the 'home farm' and other animal enterprises. This will have a number of benefits, including improved biosecurity, better access to pasture and more modern animal housing conditions, which will help maintain high standards of animal welfare. A radical solution for this development will be required. It is envisaged that a new dairy complex will be constructed in the Pit Ancellor field, to the north-west of the main College campus. This is indicated as Zone C1 on the Plan at Annex B. The relocation of the dairy enterprise will require careful consideration about traffic movements to and from the new complex. Two routes are possible, one to the west of the field and the other to the east. The one to the west is

favoured, at present, because it will allow access by milk tankers whilst ensuring biosecurity of the main College farm. Slurry management is another major issue, but this has been addressed with the installation of new slurry management facilities in the Caynton Ancellor field, just behind the main farm complex (see Zone C2).

36. The relocation of the dairy enterprise will allow the dairy herd to develop to a more sustainable size and will, in effect, mean that the focus of the farm will move towards dairy production and grassland, rather than the current mix of enterprises. Land will, however, still be required for crop trials, so a careful analysis of the distribution of use of the Farm estate will be required. One major issue, however, is how to ensure that land south of the B5062 can be incorporated within the dairy enterprise. This could be achieved by the long-term development of an underpass under the B5062 for use by the Farm, in the location of the new access route to the dairy unit (see Annex B). This would open up significant opportunities for the development of the College estate and the dairy enterprise.
37. The vacated dairy shed would be required, in the short to medium term, for machinery and equipment storage. This would allow rationalisation of other poor buildings on the main Farm complex and on the site of the poultry unit to the south of the B5062.
38. The aim of this section of the Masterplan is to show how the unlocking of the main Farm complex by the relocation of the dairy unit, and the careful re-use of existing buildings could greatly improve Farm biosecurity and the distribution of farm activities. The mill project would be a major capital investment for the College but could be supported by external finance for the protection and redevelopment of this major building.
39. On the south side of the B5062, the Poultry Unit (Zone C3) has both commercial and teaching/research facilities. A number of poor buildings in this area will need to be demolished in the short-medium term, allowing academic or business-related developments to be extended on 'brownfield' sites in the first instance (Zone E5). The longer-term development of this part of the campus will depend upon the Farm strategy adopted for poultry production post 2012, which is currently under development. The aim would, however, be to ensure that teaching and research facilities in poultry science were retained if they were viable in educational and financial terms, but this will require rationalisation of the current facilities and careful consideration of the business case for future investment. This could mean a shift towards free-range production, which would need a new location (identified as Zone C4) which would be further away from surrounding residential areas.

#### **D: Linking the Farm and Academic Activities**

40. The former College mill, which is situated between the refurbished Jubilee Adams building and the dairy shed (Zone D1), is a major landmark on the College estate, but is in a poor condition and in need of major refurbishment. It is intended that the building be tackled in stages. Part of the building could be used to accommodate research students and to enable the relocation, for the short term, of the Farm and technician offices so that they are located adjacent to Caynton Road and can better control access to the College farm. A small amount of car parking will be required in this area. A longer term option would be to relocate the main farm office, the weigh station and other facilities associated with vehicular access to the farm (washing facilities etc) on a new entrance to the rear of the main farm complex (opposite the Large Marsh field). The rest of the former mill could be converted for mixed use for much needed office space, and communal facilities. A new pedestrian entrance to the farm could be created here, allowing space to be devoted to a small classroom for farm visits by schoolchildren, and a demonstration/farm records area for students, staff and industry-based visitors at the edge of the main Farm complex. A 'dirty' route on to the farm would be provided via the former NIAB building, where changing facilities would be provided. The relocation of the Farm offices would also allow the former Farm Information building to be re-designated as an 'on-farm' teaching room.
41. Planning permission has already been obtained to develop the area adjacent to the new slurry management facilities as a central location for waste management for the College. This is intended to include comprehensive recycling facilities for general College waste.

#### **E/F: The Centre for Rural Innovation**

42. Sir Don Curry launched the College's Centre for Rural Innovation (CfRI) in September 2003. The Centre consists of a number of College activities that support the needs of rural industries and agencies with innovative research, third stream or skills development activities. Examples of these activities include the College's Crop and Environment Research Centre (CERC) and the Women in Rural Enterprise

(WiRE) business club. Facilities for the CfRI are spread around a number of buildings on the south side of the B5062 (notably CERC's crop trials facilities in Zone E1 and the Higher Education Innovation Fund supported activities, including the National Rural Knowledge Exchange (NRKE), in Zone E2. Whilst the ideal location for the CfRI would be adjacent to academic staff offices on the north side of the B5062, the rapid growth of the CfRI has meant that sufficient space in this area could not be provided. The mix of activities also means that field-based activities need to be accommodated away from other academic space.

43. The aim of the Estate masterplan is therefore to provide a zone for CfRI developments in their widest context (teaching, third stream and research work) that will integrate with longer term development plans for academic and business related areas of the College campus. The plan proposes two developments – the first to assign the area identified as Zone E2 to link current CfRI activities, and the second to extend Zone E3 into Zone E5, should poultry work at the College decline to such an extent that not all of its land holdings are required for commercial production. These Zones would principally be for academic activities related to the university/industry interface, in which the College is highly regarded as one of the leading higher education institutions.
44. It is also important, however, to ensure that the College's academic work is properly supported by appropriate business development, to benefit from the critical mass of academic/industry work now taking place on the College site. To this end, Zone E4 has been identified as a location for the development of a Rural Enterprise Park. The development is intended to provide incubator/science park units for small rural start-up businesses, many of which might well be members of a related College business club or other Higher Education Innovation Fund activity. Discussions are in progress with potential third party investors for such a development.
45. Current demands for term-time continuing professional development and other business-related activities are such that the College is unable to accommodate delegates on the College site. Part of this problem is currently being addressed with a small extension to dining room facilities for external clients. The College still lacks overnight accommodation, however, which seriously hinders its potential to develop further business of this type at a time when high-level skills development is critical for the rural economy and is a major feature of regional and national economic planning. The College is investigating potential third-party investors for the development of an accommodation unit that will be able to provide rooms for about 60-70 short course/CPD delegates. Zone F1, at the edge of the Centre for Rural Innovation site, and adjacent to the proposed Rural Enterprise Park has been identified for this purpose.

### **G: Communal/Sports Facilities**

46. As the College enters the new HE market in 2006, it must ensure that the facilities it provides to students are of the highest possible quality. The College has recently committed to investment in improvements to its sports facilities in Zones G1 and G2, by the provision of an all-weather playing surface and the creation of a replacement grass sports pitch. These developments are necessary because competitor HE institutions already have this basic level of sports provision. Zone G3 has mixed use at present, but will be required to ensure that sports pitch facilities are of the level expected for participation in the British University Sports Association (BUSA) leagues.
47. Zone G4 is centred on the Students' Union area of the campus. The Students' Union is poorly served for some sports and communal space, and does not have adequate facilities for an on-site shop, particularly with the planned growth of self-catering accommodation, or basic office and meeting space. Outline plans for an infill block between the Students' Union building and Queen Mother Hall have been developed, which would also include the provision of new changing room facilities for the Sports Hall and swimming pool, and the covering in of the swimming pool. On the first floor, break-out rooms will be provided in a link block to Queen Mother Hall (QMH), which will mean that QMH can be used for a much wider variety of short course and continuing professional development activities than hitherto. This is a central project to improve teaching and learning facilities for all types of student at the College, but especially aimed at new student markets in the part time and CPD fields. The College's Development Trust is working on fund raising plans for this project.

### **Short-Mid Term Plans**

48. The College has been developing the concepts behind its Estate masterplan for the last year, and has, at the same time, been working in more detail on a number of early projects for which funding has been, or will shortly be, secured and that need to be implemented in the early stages of the new Estate Strategy. These are as follows:

## **A. New self-catering residences**

A Review Group considered the case for investment in new self-catering student residences in 2003/04. It was concluded that there was demand for a 150-bed development, and the investment case has supported this conclusion. Borrowing for the project has been secured and it is intended that the project will commence in mid 2005 and be complete in mid 2006. Two student houses will also be converted to self-catering accommodation over the summer of 2005.

## **B. Sports Facilities**

The Student community has, on many occasions, requested investment in an all-weather playing surface. Internal funds have been accrued for this purpose, and it is planned that this project, and associated changing facilities, will be undertaken during the summer of 2005. The project will also require the creation of an alternative grass pitch.

## **C. CETL Project**

The College's success in the CETL programme means that plans can be implemented to relocate the Estates and Laundry departments to new premises and refurbish their current accommodation for CETL activities. This project is scheduled to be complete by the end of 2005. The project will allow for the rationalisation of accommodation in the Main Building to improve the focus for student services in this area.

## **D. Biomass CHP System**

The College has collaborated with the manufacturer of a novel Biomass CHP system to develop a scheme for the location of a farm-scale plant on the College site by the Autumn of 2005. Support for the project has already been obtained from the DTI, DEFRA and the HEFCE Project Capital Allocations initiative. Further bids for funding have been submitted to the Community Energy Scheme and the Bioenergy Infrastructure Fund. The business case for the development envisages the production of electricity and heat from renewable sources (mainly farm crops) and the use of this energy on the College site, or for sale to the electricity National Grid.

## **E. Extension of the Companion Animals Unit**

This project, funded by Project Capital Allocations and constructed by the College's Estate Staff, made provision for the construction of a Phase 2 extension to enable teaching accommodation to be located adjacent to companion animal housing. External funding for this scheme is being sought.

## **F. Development of Off-Road Vehicle Testing Facilities**

The College's earlier investment in the creation of an off-road vehicle test track needs to be supplemented with Phase 2 facilities for testing and storage as similar industrial facilities across the UK are rationalised and the College's track develops potential for additional use. External funding for this scheme is being sought.

## **G. Estate Infrastructure**

The development of the College's estate means that particular attention will need to be paid, in the next 2 years, to providing adequate infrastructure for the masterplan to be implemented. A full analysis of requirements will be prepared during 2005/06.

## **Sustainable Development**

49. One of the key strategic objectives of the College is to promote sustainable development in the rural economy and in land-use more generally. Sustainability features prominently in the College's academic portfolio, particularly in research and third stream activities, but also in the operation of the College farm and in the taught curriculum. The estate is seen as a resource for teaching, as it is widely used within the curriculum, and this extends to building projects, where future rural land managers can be exposed to sustainable design principles during their time at the College. The Bamford Library, for example, features the use of sustainable materials, natural ventilation, energy-efficient lighting and rainwater harvesting, as a showcase for some of the new and emerging technologies in building design.

50. The College has a Sustainable Development Strategy that outlines its major activities in this area. The College's immediate plans include the development of the Biomass CHP systems noted at paragraph 48. A funding application for a novel anaerobic digestion system is being pursued that will also enable the production of electricity from farm waste. It is intended that domestic-scale wind energy will be used in College houses and that other forms of energy reduction, or production, will be introduced during the course of the planning period. The aim will be to encourage the take-up of these technologies in rural areas, by demonstrating their use, at the appropriate scale, within the College campus. The College's HEIF-funded Sustainable Technologies Network will co-ordinate these activities, and will liaise closely with the Estates and Facilities Manager in their implementation, operation and economic assessment.
51. Other forms of sustainability are already in operation within the College, but could be improved. These include more comprehensive waste recycling and further encouragement of the use of public transport. An area of the College site (Zone D2) has been identified as a focus for waste recycling facilities and planning permission for this development has been obtained. The College's Travel to Work Plan, which was a successful component in the introduction of a cycle path between the College and Newport, and the winning of Department of Transport funding for campus cycle storage facilities, will be revised in 2005/06 to further support the development of adequate bus routes and timings from the College to the town. Discussions on this issue are already taking place with local bus companies and the College's Local Authority.
52. The College will continue to benchmark its performance in sustainable development via the Business in the Community regional benchmarking exercise and in other HE sector benchmarking systems.

### **Future Investment Decision Making**

53. The Estate masterplan provides a framework for determining the location of zones in which future developments might be planned. Individual projects within the masterplan will be subject to detailed analysis in terms of their:
  - Potential for developing the academic portfolio of the College, in accordance with the College's Strategic Plan;
  - Potential for developing the student experience, in order to support the College's strategic aims for the recruitment and support of students
  - The availability of adequate infrastructure to support the development;
  - The way in which the project addresses issues of sustainable development
  - The overall financial case for the investment, together with the availability of funding;
  - The priority placed on the development by the College Executive, the Academic Board and the Board of Governors
54. An indication of the likely timetable and pattern of investment to deliver this strategy in the period to 2015 is provided at Annex C. Sources of funding for many of these projects remains to be identified, but the latest Project Capital Allocations (February 2005) are expected to act as pump-priming money for one major learning and teaching development.
55. All major capital investments in building projects (ie above £20,000) will be subject to the above decision-making system, in order to ensure that there is adequate consultation with internal stakeholders in the investment process, that the full economic cost has been determined for the project, that the project complies with annual operating plans for investments in the College estate and that the investment appraisal for the project has been completed and identifies an appropriate return on the investment. The Estates and Facilities Manager will continue to co-ordinate these activities, with support from the Finance Office, as appropriate.
56. Decision-making will be assisted by annual planning and approval of the investment programme by the Board of Governors. Academic Groups and other support departments will be expected to maintain dialogue, directly, and through their departmental plans, with the Estates Team, to ensure that their requirements are considered as part of the financial review process that will determine the investment plan to be considered by the Finance and General Purposes Committee and, thereafter, the Board of Governors.

## Risk Assessment

57. In cases where external investment in the project is envisaged, the Finance and General Purposes Committee will be expected to review the case, and the funding details, in order to ensure that the form of the investment is appropriate for the circumstances of the College. In such cases, the Finance and General Purposes Committee will have regard to the provisions of the College's Financial Memorandum with HEFCE on such issues as borrowing limits<sup>4</sup>.
58. The College's Risk Analysis and Action Plan assigns responsibility for monitoring key risks associated with the College's estate to the Finance and General Purposes Committee. Overall responsibility for co-ordinating, and reporting on the adequacy of, risk management measures rests with the College's Audit and Risk Management Committee. The key risks associated with the estate (where the risk rating operates to a maximum of 49 points) are currently:

<b>Estate Issues (F&amp;GP Committee)</b>	<b>Rating</b>	<b>Grade</b>
Contractor under-performance	16	Medium
Failure of security and loss of assets	12	Low/Medium
Failure to comply with statutory estate/building requirements	6	Low
Poor use of existing estate	6	Low
Potential liabilities attached to property	6	Low

59. Despite these low ratings, regular attention is paid to estates issues and a report on progress is made to each meeting of the Finance and General Purposes Committee and the Board of Governors. Cross-representation of the Chairman of the Academic Planning and Resources Committee on the Finance and General Purposes Committee helps to ensure that academic matters are addressed in the development of estate plans and the management of estate-related risks.

## Contact Details

60. Further details about the College's Estate Strategy can be obtained from the following:

### **Estate Strategy**

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### **Financial Forecasts**

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## List of Annexes

- Annex A: Building Condition Survey Definitions  
Annex B: Estate Masterplan  
Annex C: Outline Planning Schedule

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<sup>4</sup> Model Financial Memorandum between HEFCE and Institutions, HEFCE, December 2003/54

**HARPER ADAMS UNIVERSITY COLLEGE**

**Estate Strategy 2005-2015**

**Building Condition Survey Definitions**

**CONDITION A**

As new

**CONDITION B**

Serviceable, nothing needs to be done other than minor day to day repairs. For example, a roof which is working and preventing water penetration apart from one or two slipped or broken slates

**CONDITION C**

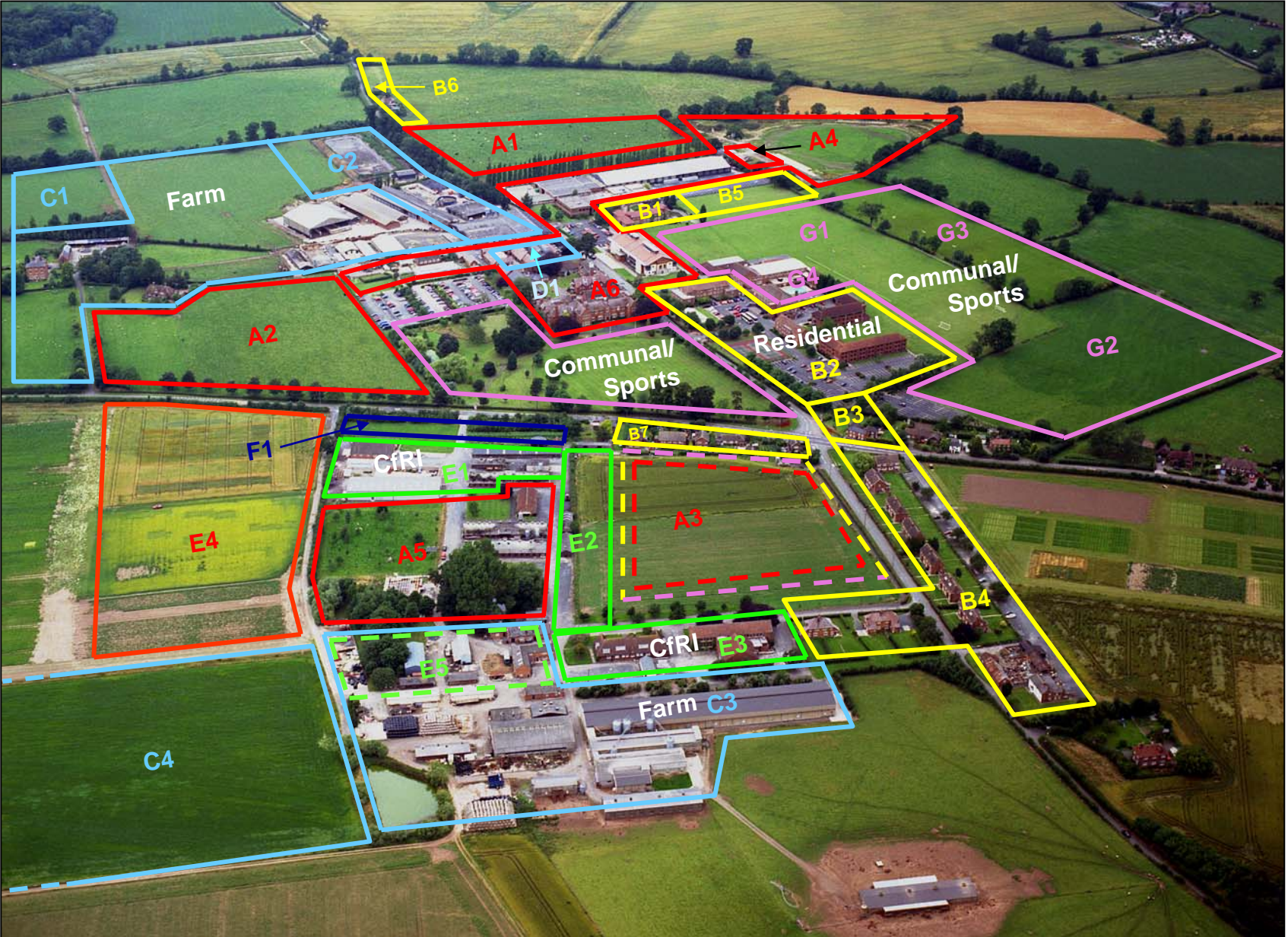
Operational, but requiring major repair or upgrade within a reasonably short period. For example, a roof where it is obvious that frequent repairs have been carried out but the condition is continuing to deteriorate, indicating that it is approaching the end of its life

**CONDITION D**

Inoperable, unsafe, or at risk of immediate breakdown. For example, a roof which is no longer weatherproof, and water is penetrating and causing increasing damage to other elements of the building, electrical installations, structure and walls

Costs for conditions C and D are assessed in terms of making the asset serviceable, that is, Condition B.

Source: Building Repairs and Maintenance Study in the Higher Education Sector: National Report, HEFCE, 1998, p58



## HARPER ADAMS UNIVERSITY COLLEGE

## Estate Strategy 2005-2015

## Outline Planning Schedule

Serial	Project	2005-06	2006-07	2007-08	2008-09	2009-10	2010-2015	Zone(s)
1	Self Catering Residences	Block						B5
2	Conversion of houses to s/c student residences	Checked	Checked	Checked				B4, B7
3	CPD Centre		Block					B2
4	All weather playing surface/changing rooms	Checked						G1, G2
5	Centre for Excellence in Teaching & Learning	Block						A6, Farm
6	Extension to Companion Animal Unit		Checked					A5
7	Biomass Unit	Block						A4
8	Facilities for Off-Road Vehicle Test Track	Checked						A4 vicinity
9	Waste Recycling Centre	Block						C2
10	Essential Farm Worker Housing		Checked	Checked				B6
11	Dairy Project		Checked	Checked				C1, Farm
12	Rationalisation of Farm Buildings			Checked				C2
13	CPD Residential Accommodation			Block				F1
14	Rural Enterprise Park			Checked	Checked			E4
15	Centre for Rural Innovation (long term)				Block	Block	Block	E1, E2, E3
16	Academic Zone Developments (long term)					Checked	Checked	A1, A2
17	Rationalisation of Poultry Unit	Block		Checked			Block	E5, C4, C3
18	Long term expansion					Checked	Checked	A3

**Notes:**

1. Block shading indicates funding available (in whole or part). Checked shading indicates longer term plan for which funding is being sought.
2. Planning Zones are shown in Annex B and are described in the main text of the Estate Strategy.
3. Years are College financial years (August-July)