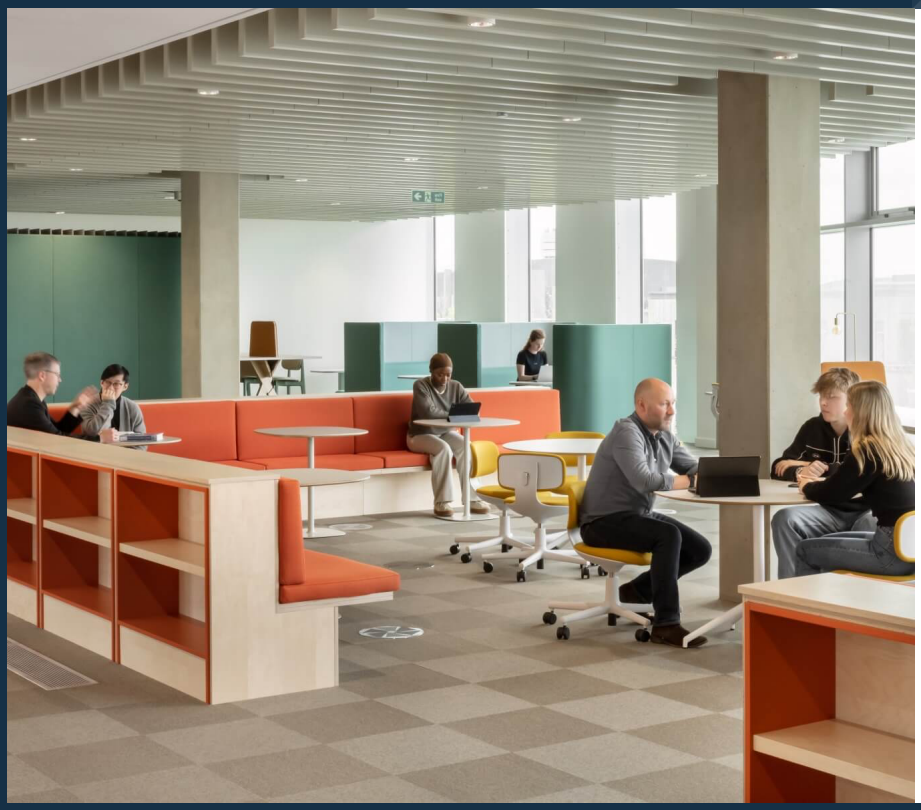
EVENTMAP®



UNIVERSITY OF CAMBRIDGE

SUCCESS STORY

Successful Delivery of University of Cambridge Master Plan

CLIENT	SECTOR	SERVICE
University of Cambridge	Education	Strategic Planning

Successful Delivery of the University of Cambridge Master Plan

Founded in 1209, the University of Cambridge (UoC) is the fourth-oldest university in the world. The mission of the University of Cambridge is to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence.

The core values of the University include: 1) Freedom of thought and expression and 2) freedom from discrimination. The University is at the forefront of global progression – from Isaac Newton and discovery of the laws of universal motion and gravitation to the creation of the rules of football (1824) and the development of IVF (created over a ten-year period – 1968 - 1978). Among the alumni and affiliates are 121 Nobel Prize Laureates, 47 Heads of State and 210 Olympic medallists.

The Challenge

The University approached EventMAP in May 2023 to set up the Reshaping our Estates Programme (RSoE), following 1) a review of the estate focusing on the condition, suitability, cost, sustainability and functionality of the estate, 2) the changing in ways of working due to the pandemic and 3) a benchmarking exercise against other HEI estates. The findings showed that the condition, quality, and suitability of much of the existing estate pose a significant risk to the University's ability to continue to deliver world-class teaching and research.

The capital required to deliver the projects currently identified to achieve this within a single timeframe are not available to the University and are unlikely to be so in the future. For example, decarbonisation of the University's estate by the desired date of 2038 is simply unachievable on practical and cost grounds. In addition, the cost to the University of maintaining and operating this existing estate is approximately £140m per annum and this is unsustainable. In February 2023, the University of Cambridge Planning & Resources Committee (PRC) gave approval for a Reshaping our Estate set of principles that are proposed to form the bedrock for all projects – whether Department requests or the development of a strategic framework for the University estate and the way it is used.

Key Objectives

Create a smaller estate that is more efficient, more effective, more sustainable and more fit-for-purpose

- Invest to improve the estate
- Intensify the use of buildings
- Reduce costs and carbon
- Support the wider Cambridge ecosystem



The Solution

The RSoE programme team is a collaborative team embedded within the Estates Division of the University of Cambridge. Bringing internal specialists together with a team of external industry experts (Arup, Gleeds, BDP and Turner & Townsend, overseen by EventMAP) achieving an optimal blend of skills and experience.

Based on the agreed RSoE principles, we have worked with the academic community to establish the facts and present the opportunities, that will:

- **Create a Strategic Estates Framework** which provides a coherent design approach or philosophy for the long-term refurbishment of the estate.
- **Create a Strategic Capital Plan** that sets an expectation of expenditure based on affordability constraints. This will act as a disciplined reference point for all future major projects to ensure informed decisions are made to approve funding in the context of expected funding requirements for the whole estate.

Initial Development Phase

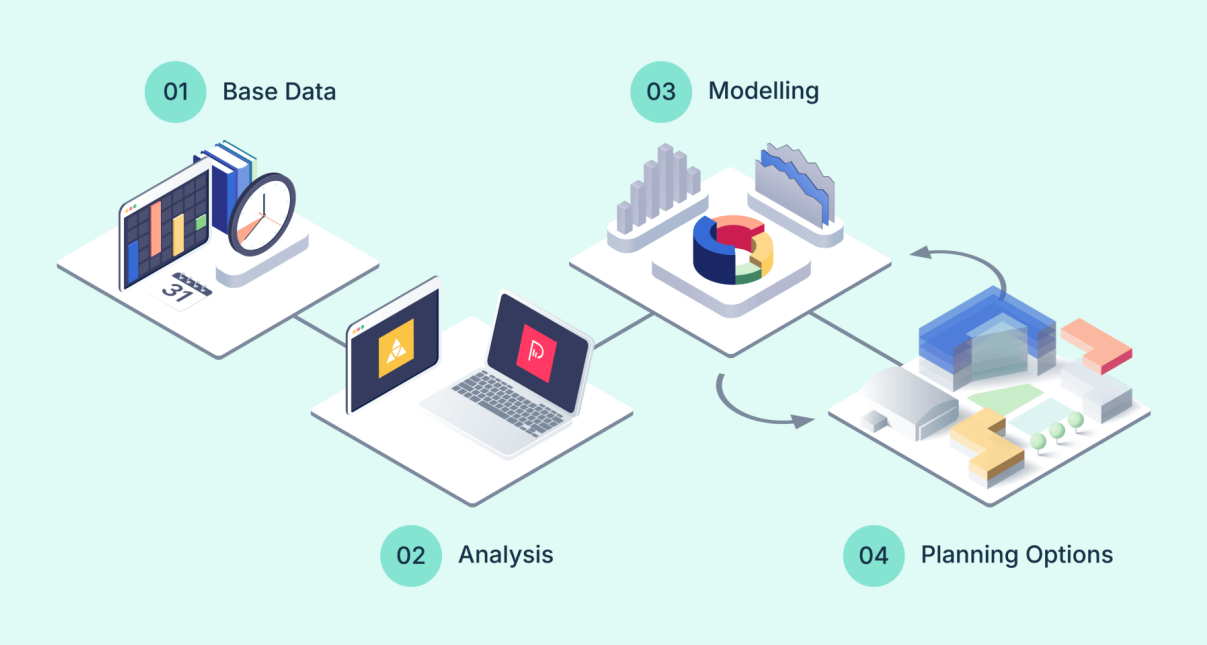
The first phase of the work completed by EventMAP at the University of Cambridge delivered an approved Hypothesis:

Concept Hypothesis - focused on developing strategic level criteria to which each future capital project will align, supporting delivery of the University's wider vision for the whole estate. The team created a Concept Hypothesis for each site across Cambridge and have tested and refined these with Estates

Committee, General Board and University Council. This has been done through Concept Hypothesis Workshops; to gain valuable feedback to incorporate into future designs. These concepts are also supported by costing for each site.

Stakeholder Engagement - The Stakeholder Engagement workstream has worked across all six Schools and Non-School Institutions, as well as students, to proactively engage them in the RSoE programme; identifying their requirements and future vision for their estate. Engagement has been extensive, and has provided a wealth of rich, qualitative data. This is ensuring stakeholder requirements are at the centre of the RSoE Concept Hypothesis.

Data Workstream - This workstream is designed to ensure that the Master Plan is underpinned by comprehensive, robust data, to achieve the best success. This data-based approach has been possible through the creation of a Foundation Model that has allowed us to collect and analyse data from 22 data sources including MiCad and School Timetabling data.



Moving from Concept to Reality

This Strategic Estate Framework and Capital Plan for the next 20 years was crafted in collaboration with the university community. This has identified opportunities and concepts that will ensure the University is positioned to continue supporting the community to carry on making ground-breaking discoveries today and in the future. This is a living strategy – it will adapt and change over time.

To be effective, the common need expressed by academics is for spaces that support collaboration; an estate that better welcomes people from across the world; and an estate that connects them together across different disciplines. The hypothesis set out that by enabling those connections in a higher quality built-environment will lead to an estate that is used more intensively which will result in reducing overall running cost. Less money spent on running poor quality buildings will enable reinvestment of funding back into research and teaching.

Creating vibrant spaces that will also improve both the staff/student experience and their wellbeing, in a way that is more enjoyable for all people as well as being more biodiverse and sustainable all at a lower cost, enabling reinvestment back into research and teaching.

The work undertaken culminated in workshops led by the Vice Chancellor and Pro-Vice-Chancellor for Planning and Resources and included senior members from across the University. This session agreed

- **Strategic Estates Framework**, which sets out a design philosophy that provides a shape for the estate. It will stop the current approach of designing single buildings that are unrelated to its neighbours and our current failure to consider holistically the use for the old buildings. The new approach will create a purpose and facilities for people to travel between sites.

- **Strategic Capital Plan**, which supports delivery of the vision within the Strategic Estate Framework by setting an expectation of expenditure for each of the six Principal Programmes of £1billion over the first 10 years and a further £900million over the subsequent 10-year period, this is based on affordability constraints within the University. It will act as a disciplined reference point for all future major projects to ensure informed decisions are made to approve funding in the context of expected funding requirements for the whole estate. It is a rolling plan and will be reviewed annually.

Strategic Estates Approach

Connecting people across the estate

Considering every building across the estate together, the University should be better connected between the three main site areas: Cambridge West, Centre and South, interwoven with the Colleges. The entirety being four miles or a 25-minute cycle ride across the entire estate. The community said the experience of travelling between sites could be drastically improved. Working with local authorities we want to review key transport links, pathways and cycle paths with much needed improvement to signage, lighting and biodiversity between the sites and buildings.

Many people have concerns about how unwelcoming and unfriendly each site can be, which further discourages travel between sites. Visits to other sites and buildings are often challenging due to protected access to buildings with no places to sit and work without a formal invite.

We have created a design philosophy that connects people to re-imagine the world class places. It is continuously evolving and themed to the needs the community have identified. This framework presents a series of opportunities that, over time, will deliver an effective, efficient and sustainable estate for the community.

Connecting people within the sites

Each of the Cambridge sites should showcase the world-renowned University status, offering the best opportunity to learn and collaborate between disciplines. The engagement process we led found that many people feel that the sites are not attractive destinations – whether that because of the unwelcoming feel across locations, or the poor-quality facilities they provide.

The community told us that unless attending a pre-booked meeting, there is no purpose to visiting another

location. Many told us that most sites do not have a welcoming centre or place to sit down and work. The students told us that there are few places to work between lectures with many libraries accessible only by the relevant department.

We have created a design standard that will develop attractive spaces that enable people to work with a choice of environments, to feel connected with peers, and provide areas to enhance wellbeing. By providing a range of workplace settings that will suit different preferences and requirements, social and collaborative spaces that seamlessly connect through an inviting biodiverse landscape will support greater inclusivity and accessibility which will enable higher quality research.

Connecting people inside the buildings

Currently the buildings generally operate on an individual single department basis, with each building having similar elements but on a small scale, with lower quality and duplicated support facilities such as social areas. Existing post-graduate, PhD and post-doctoral research spaces in many buildings are of poor quality and significantly underused. Engagement with the post-graduate community has indicated that loneliness is a significant concern.

The Cambridge community has also said that retaining faculty, departmental or division identity is fundamental; we must ensure a ‘home space’ for staff and students is provided was a high priority in our engagement sessions. Departmental or faculty ‘identity spaces’ must be retained but enhanced and celebrated with a clear front door.

To enhance the connections across the sites and within the buildings, it is important that the ground floors should be permeable and welcoming to all. Ground floors should feel connected across each building providing facilities that will be heavily used by many people, for example teaching, seminar, meeting, social, collaboration, library and exhibition/showcase spaces.

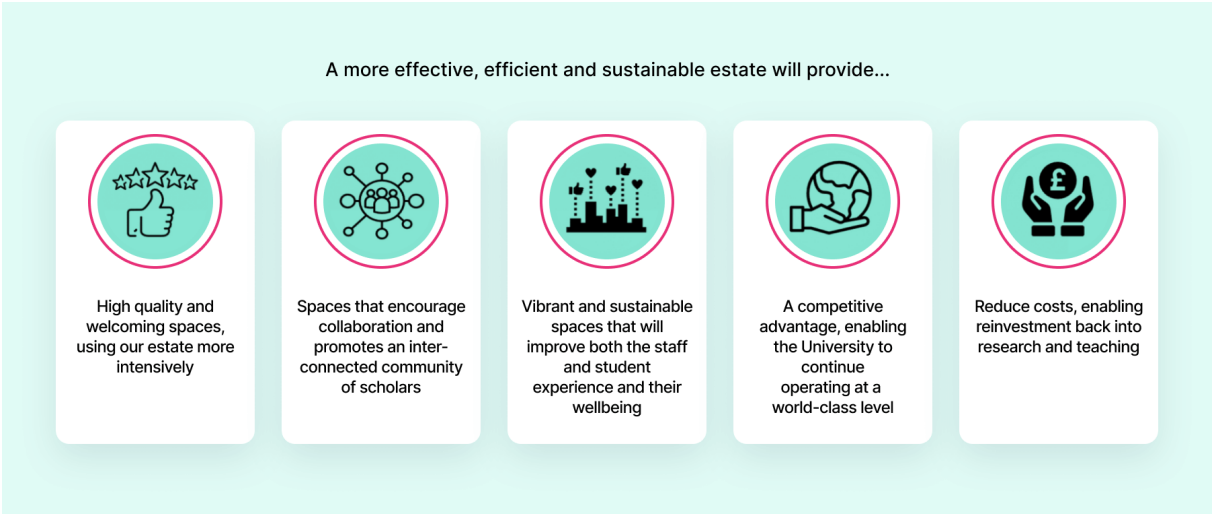
Whilst the ground floors create the vibrancy, the upper floors will become dedicated to departments’ identity space and research specific environments; home spaces that provide specialist areas, focused collaborative settings, flexible research neighbourhoods and private spaces, available for meetings and individual quiet working.

The Benefits

Six Principal Programmes have been established covering the majority of the estate, providing a long-term vision and framework which will underpin the ongoing development across locations.

Each Principal Programme outlines the academic objectives and opportunities for the estate, balancing Reshaping our Estate's three key aims:

- **An effective estate** – a plan that responds directly to the Schools' vision for delivering the overall University mission.
- **An efficient estate** – delivering an effective estate whilst reducing overall running costs through increasing the capacity and quality of all buildings through intensifying their use.
- **A sustainable estate** – improving the University's carbon emissions, biodiversity, equality and diversity aims and overall staff and student experience.



Quantitative outcomes

£140m+currently spent each year to operate and maintain the estate, this will reduce to **under £120m** as a result of the plans we have put in place.

25% of the estate is currently in a **poor (condition C)** or **very poor (condition D)** condition as a result of our planned works **no sites** will fall within condition C or D once the programmes have been completed.

Current Cambridge University has **23% more space per head** than any other University. 50% more space than the average Russell Group University, through our interventions this will **reduce by over 10%** which equated to **81,000 sqm** the equivalent of 15 football fields.

The University currently emits **double the amount of carbon per head** than the average across the Russell Group Universities. This will **reduce from 19,125 tCO_2 to 225 tCO_2** a part of our plans.

"This Strategic Estate Framework and Capital Plan has been crafted in collaboration with the University community. It outlines some of the opportunities that will allow Cambridge to continue making ground-breaking discoveries for generations to come."

Debbie Prentice
University of Cambridge, Vice Chancellor

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