

Estates Strategy

Presentation for Union Council

Why does Imperial need property?

1. To deliver and support our mission across research, teaching and translation.
2. To bring together our community of academics and students to meet and collaborate.
3. To provide an excellent student and staff experience, in order to both attract and retain the best talent.

What spaces do we need?

Research

Education

Translation

Individual

Collaboration

Social and wellbeing amenities

Support facilities

Public realm

Accommodation

Profit generation

Across those spaces, we have several consistent expectations:

Sustainable: our Sustainability strategy requires our estate to be net zero (by 2040).

Transdisciplinary: We want our spaces to encourage and enable collaboration across disciplines.

Good condition: we need our buildings to be sound, operationally safe, and in a good state of repair.

Accessible: We want our spaces to be accessible to all students and staff, irrespective of disability.

Flexible: we want our buildings to be flexible to new needs.

Enable active travel: we want our campuses to have the facilities to support active lifestyles.

What have we done to accommodate our growing academic community in the past?

We have expanded the estate, primarily at White City. Total academic space across departments has increased 9.5% in 5 years.

	% of academic space	
	2016	2021
South Kensington	70.2%	65.7%
Hammersmith	13.1%	10.3%
White City	0.4%	9.6%
St Mary's	6.6%	5.5%
Charing Cross	3.5%	3.2%
Royal Brompton	2.7%	2.4%
Silwood Park	2.2%	2.0%
Chelsea and Westminster	1.4%	1.3%

Despite that growth, student space is being steadily squeezed while academic space remains steady

	2016/17	2020/21
Student numbers	17,565	22,479
Faculty space per student	10.4m²	8.9m²
Academic numbers	1278	1379
Faculty space per academic	143m²	144m²

The trend of a reduction in space per student pre-dated the 2020 student expansion.

We have not materially changed our space model as we have expanded

		2016	2021	Space change (NUA m ²)
Labs & workshops		42.2%	42.3%	7540
Classrooms & lecture theatres		16.5%	17.1%	4150
Offices		32.8%	33.7%	7445
Common rooms, breakout, study rooms		2.5%	3.5%	2400
Stores & other spaces		6%	3.4%	-4200

More office space has been created for academic departments in the past 5 years than classrooms, lecture theatres, common rooms, breakout and study rooms combined.

How well does the existing estate meet our current and future needs?

Our investment into the estate has significantly improved the estate's condition over the past decade, though there is significant variation between campuses

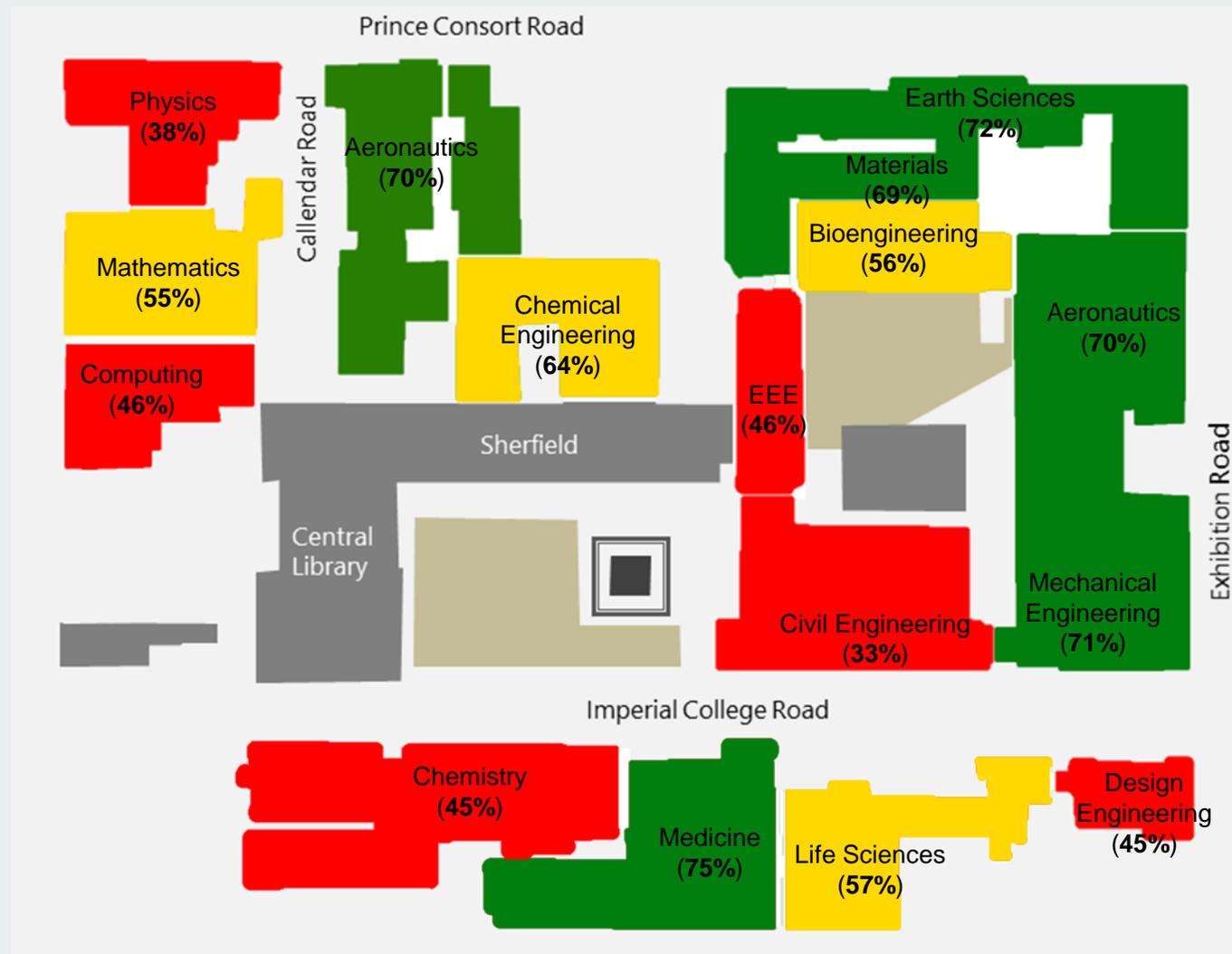
In 2019/20, **16%** of the academic estate was assessed as being in a poor condition*, down from **30%** in 2010/11. The table below shows the assessments at a campus level:

	Estate size (GIA m ²)	Space in excellent / good condition** (2019/20)
South Kensington	284,000	81.5%
Hammersmith	66,900	86.2%
White City	47,700	100%
St Mary's	23,800	89.1%
Charing Cross	18,900	67.2%
Silwood Park	12,000	64.9%
Royal Brompton	9,600	86.7%
Chelsea and Westminster	4,300	90%

* Defined as either condition C (Operational but major repair or replacement needed in the short to medium-term (generally 3 years)) or condition D (Inoperable or serious risk of major failure or breakdown)

** Defined as either condition A (As new condition) or condition B (Sound, operationally safe, and exhibiting only minor deterioration)

Students in departments whose buildings have been invested in are generally seen as more suitable for “world leading education and research”

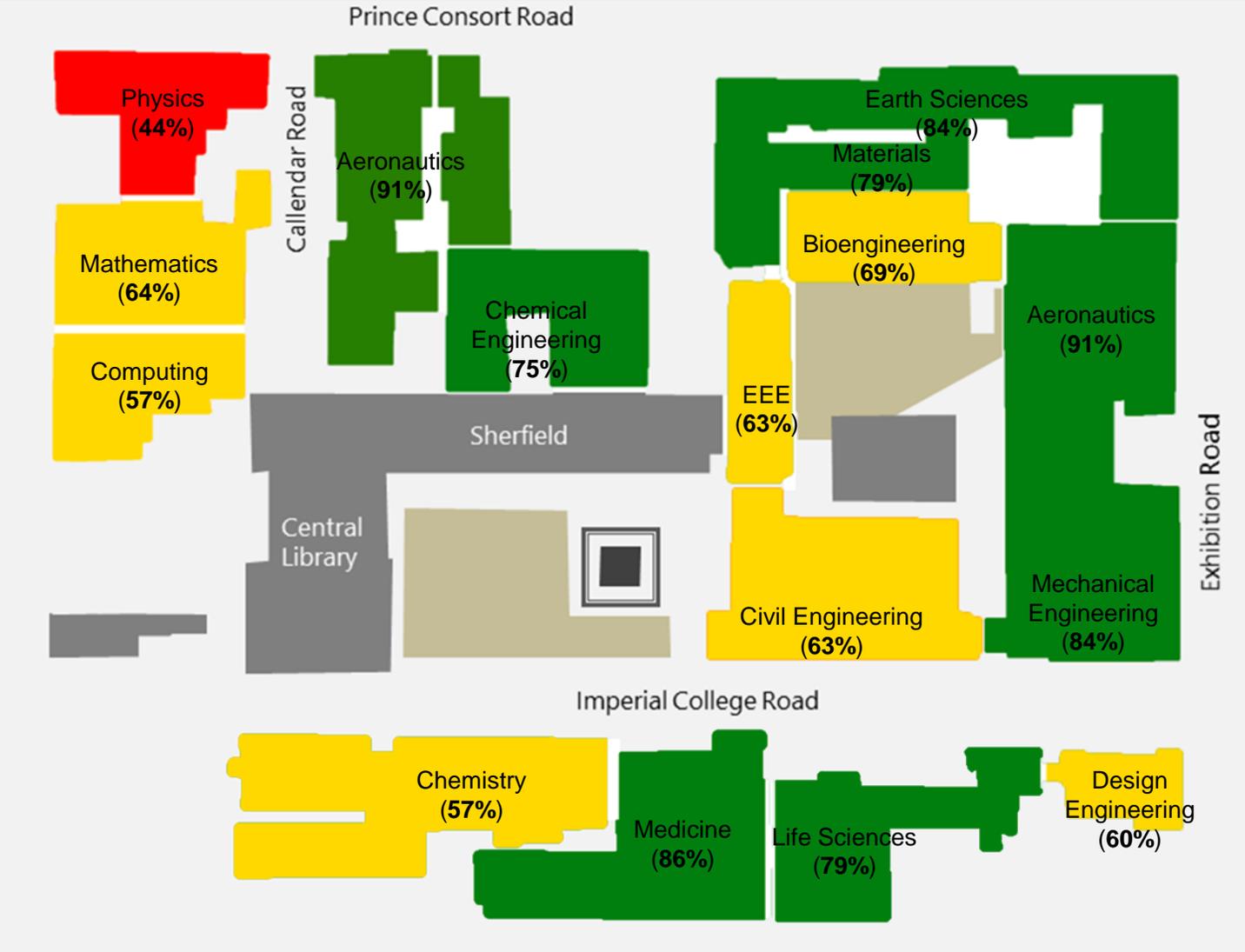


The numbers are the % of students per department agreeing with the statement:

“The quality and condition of the buildings at Imperial are suitable for a world leading education and research institution”.

- Data from 2018-19 Student Experience Survey, 620 respondents, all UG students. All departments had 19+ respondents.
- Business School has no UG students, hence their absence.
- Departments are mapped to representative buildings (it is recognised that departments use multiple venues).
- 18-19 used as last data set when all students on campus all year.

Student satisfaction with the estate varies significantly between departments

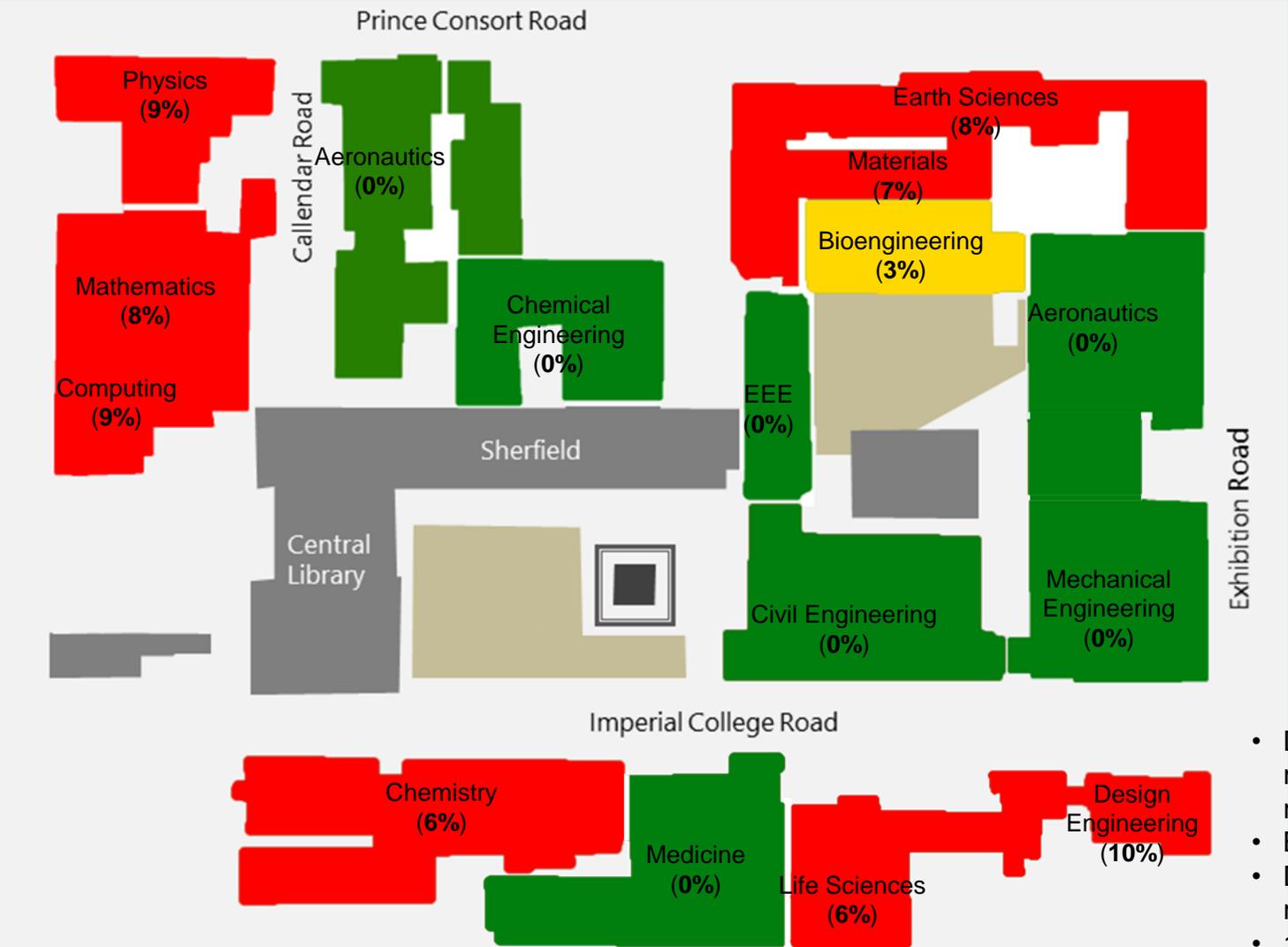


The numbers are the % of students per department agreeing with the statement:

“I am satisfied with the quality and condition of buildings at Imperial”

- Data from 2018-19 Student Experience Survey, 620 respondents, all UG students. All departments had 19+ respondents.
- Business School has no UG students, hence their absence.
- Departments are mapped to representative buildings (it is recognised that departments use multiple venues).
- 18-19 used as last data set when all students on campus all year.

A small % of students believe our buildings prevent or hinder their education. These are focussed around the 'outer ring' at South Kensington

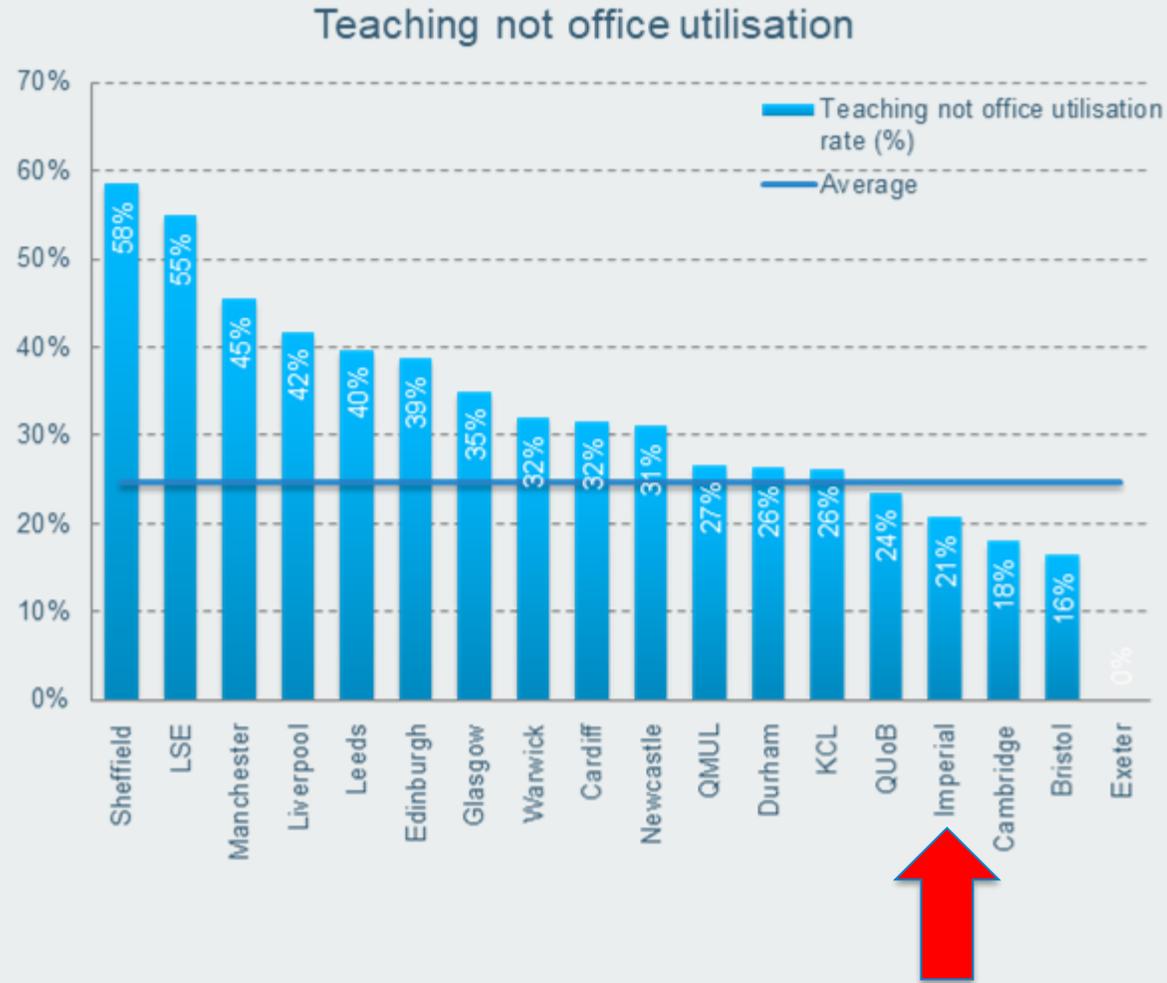


The numbers are the % of students per department stating that it is frequently the case that:

“The quality and condition of the buildings at Imperial prevent or disrupt their learning, teaching, research or the support of these activities”

- Data from 2018-19 Student Experience Survey, 620 respondents, all UG students. All departments had 19+ respondents.
- Business School has no UG students, hence their absence.
- Departments are mapped to representative buildings (it is recognised that departments use multiple venues).
- 18-19 used as last data set when all students on campus all year.

We have a low estimated utilisation of teaching space



The teaching space utilisation is an estimate based on data from Nov 2019.

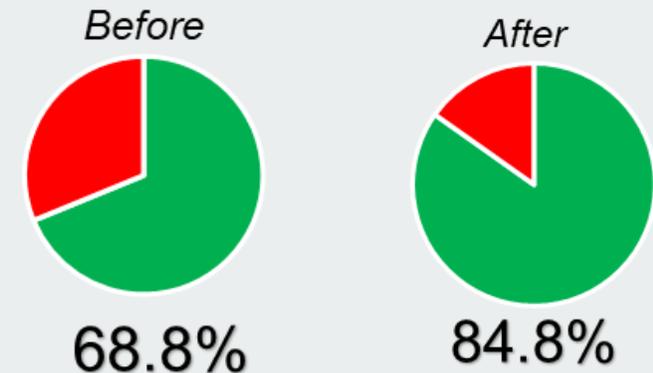
We will need to use our teaching space more efficiently

- To accommodate our growing community of students, we need to ensure we are making good use of our existing teaching spaces.
- Our current use of teaching space results in major discrepancies in student experience across departments and is financially inefficient. Our current estimated utilisation level is low and can be improved upon.
- While certain teaching spaces are specialist, many spaces, including the flat floor interactive teaching spaces that are in increased demand, are generic and can be used for students across the College.
- Central timetabling of exams has previously resulted in both improved space use efficiency and a better student experience.

The level of teaching space utilisation has a major impact on the amount of space required to teach students:

Utilisation rate	20.8%	35%
Teaching space needed per 1m ² of teaching space used	4.8m ²	2.85m ²

Central timetabling of exam spaces improved students' examination experiences and improved utilisation of available exam space capacity:



Amenities and support facilities

South Kensington has the largest range of social and wellbeing amenities

Amenities	South Kensington	White City	Hammersmith	Charing Cross	St Mary's	Chelsea & Westminster	Royal Brompton	Silwood
Common rooms & kitchen spaces	✓	✓	✓	✓	✓	✓	✓	✓
Catering outlets	✓	✓	✓	✓				✓
Student Union social spaces	✓		✓	✓	NHS	NHS	NHS	
Sport / exercise facilities	✓		✓	✓	✓			✓
Nursery	✓	Affiliated off-campus	Affiliated off-campus	Affiliated off-campus				Affiliated off-campus
Student counselling	✓		✓					
Occupational health	✓							✓
GP & dental surgery	✓							
Multi-faith spaces	✓							
Music & arts spaces	✓							
Retail outlets	✓							

South Kensington also has the largest range of staff and student support facilities

Support facilities	South Kensington	White City	Hammersmith	Charing Cross	St Mary's	Chelsea & Westminster	Royal Brompton	Silwood
Library	✓		✓	✓	✓	✓	✓	✓
ICT service desk	✓	✓ (on Fridays)						
Student hub	✓							
Careers service	✓							
Graduate school	✓							
Co-curricular centre	✓							
Student union advice centre	✓							
Equality, Diversity and Inclusion support	✓							

White City and Hammersmith have limited amenity and support facility space, despite being our 2nd and 3rd biggest campuses

Amenities	South Kensington	Hammersmith	White City	St Mary's	Charing Cross	Silwood	Royal Brompton	Chelsea & West
Department & faculty space (NUA m ²)	184,700	27,520	27,400	14,300	9,825	8,870	5,215	3,100
Amenity space (NUA m ²)	26,350	1,965	1,200	830	1,740	1,155	245	345
Amenity space as % of academic space on campus	14%	7%	4%	6%	18%	13%	5%	11%

In addition to the significant area dedicated to amenity space at South Kensington, its amenities are in a **far better condition** than the amenities at every other campus (except for White City – the problem there is the quantity and range of amenities).

There is growing need for library study space provision at White City and pressure on the Central Library in South Kensington

- The South Kensington Central Library is the most heavily used despite recent investment and being the largest College library.
- White City does not have library study space, which has been a source of negative student feedback. The demand for provision of this space is growing as student numbers on the campus increase.
- The sale of St Mary’s Medical School Building will remove library provision on that campus. Reprovision of facilities is still under discussion.
- The amount of library study space we have compares unfavourably with other universities.

Amenities	South Kensington	Hammersmith	White City	St Mary’s	Charing Cross	Silwood*	Royal Brompton*	Chelsea & Westminster
Department & faculty space (NUA m ²)	184,700	27,520	27,400	14,300	9,825	8,870	5,215	3,100
Campus library space as % of total College library space	71%	10%	0%	6%	8%	1%	1%	3%
Visits as % of total library visits	83%	3%	0%	5%	7%	0%*	0%*	2%
Number of library study spaces (pre covid)	1411	130	0	113	262	18	14	45

Imperial has 50% more students per library study space than the Russell Group mean and Imperial students visit libraries more frequently than both the national and Russell Group mean.

User data for 2018/19. Imperial staff and students represent 75% of library unique users and make 92% of visits.
 *There is no library visit data for Silwood and Royal Brompton.

Growth in staff and students has resulted in sports facilities operating at maximum capacity

- The 2018-21 Be Active Strategy committed Imperial to ‘maintain high class facilities for people to be active across all campuses’ but provision varies.
- The Student Experience Survey suggests student satisfaction is dropping.
- Ethos’ gym is good but heavy use causes complaints and demand for sports hall/courts exceeds capacity. Students complain our sports fields are too far away with poor transport links.
- There is no opportunity to expand Ethos and Harlington’s distance limits its role in meeting our community’s future needs.
- Since 2014, the College has added I-Gym in North Acton but removed 4 facilities (Teddington, Heston, the Wilson House sports hall and the St Mary’s campus pool).

“The College has the sports/physical activity facilities and capacity that meet my expectations”	2016/17	2020/21
Definitely agree & mostly agree	61%	47%
Mostly disagree & definitely disagree	11%	23%

	Location	# Of Users / Frequency	Convenient location for users	Consumer appeal	Capacity to meet current / future demand	Suitability of facility / fit for purpose	Building condition	In line with competitor HEI
Multi Activity	Ethos	13,000 / 7 days	Green	Yellow	Red	Yellow	Yellow	Red
	Harlington	1,000 / 6 days	Red	Yellow	Green	Green	Yellow	Yellow
	Putney Boat House	100 / 6 days	Yellow	Green	Green	Green	Yellow	Yellow
	Silwood	30 / 7 days	Green	Red	Yellow	Red	Red	Yellow
Gym / Single use	I Gym	700 / 7 days	Green	Green	Yellow	Green	Green	Green
	Charing Cross	600 / 7 days	Green	Red	Yellow	Red	Red	Red
	Hammersmith	150 / 7 days	Green	Red	Yellow	Yellow	Yellow	Red
	Mountain Hut	150 / weekends	Yellow	Yellow	Green	Yellow	Yellow	Yellow
3rd Party	Westway	135	Yellow	Yellow	Yellow	Green	Green	Yellow
	White City MUGA		Green	Yellow	Red	Yellow	Green	Red

Recommended future principles for amenity and support facility provision

Our provision of these spaces has evolved organically over time without a consistent framework for what we provide. The proposed principles to underpin future provision are:

- 1) The College will dedicate space to amenities and support facilities on its academic campuses, which will be accessible to all staff and students.
- 2) The amenities and support facilities will be focussed on the ground floor of our buildings to enable sharing across campus.
- 3) The minimum at every academic campus will be provision for catering, library study space, and common room / break out spaces.
- 4) The space dedicated to amenities and support facilities will be proportionate to expected population by campus (with an approximate ratio of 1m² of amenity space per 10m² of academic space).
- 5) South Kensington, as the central location for students, will remain our hub campus with the fullest range of amenities and support facilities.
- 6) Wherever possible and appropriate, we will share space across amenity / support functions.
- 7) Imperial will take into account nearby provision when planning its amenities and support facilities, not duplicating existing provision.

Undergraduate accommodation

The UG accommodation portfolio has been expanded in North Acton

- The provision of good, affordable accommodation in communities of Imperial students helps 1st year UG students in their transition to university: the move is a significant change, with many students living away from home and in London for the first time.
- The 2011 UG Accommodation Strategy outlined that these bedspaces should be:
 - Situated in communities with clusters of 350+ students
 - Purpose-designed and en suite bathrooms
 - Within 30 minutes travel distance of campus facilities across London
 - Available with a range of price brackets to ensure affordability (e.g. including twin rooms)
 - Equipped with (or close to) appropriate facilities, including generous communal spaces, study areas, gym and bars
- The College invested £161m to create Woodward and Kemp Porter in North Acton, new purpose-built student accommodation, exiting a number of smaller, older, substandard halls.
- The College now has 3084 UG bedspaces in College owned halls, up from 2365 in 2011/12.

The College's 4 purpose-built halls, built over the last 15 years, are excellent accommodation for providing the 1st year undergraduate guarantee

	Location	Hall	Situated in clusters of 350+ (# of bedspaces)	Distance from South Ken or White City Campus	Purpose built, en suite accommodation	% of optimum size rooms of 12.5 sqm	Equipped with (or near to) appropriate student facilities	Building condition	Suitability for summer accommodation business	Average Score
Purpose built student accommodation	North Acton	Woodward	690							
		Kemp Porter	710							
	South Kensington	Eastside	454							
		Southside	405							
		Beit	337							
Other student accommodation	Paddington	Wilson	383							
	Charing Cross	Parsons	46							
	Notting Hill	Pembridge	96							
	Waterloo	Xenia	166							

The purpose-built student accommodation (PBSA) are the most popular halls with our students

- **76%** of respondents in College PBSA would recommend their hall while **61%** of respondents across other halls would recommend theirs.
- The percentage of students willing to recommend their halls is lowest for respondents living in the older, smaller halls which scored poorly in the RAG chart:
 - 50% at Parsons
 - 45% at Pembridge
 - 37% at Xenia
- Although there was opposition initially to creating UG accommodation in North Acton, we have been able to create high quality facilities there, as the table shows.

Category	All halls average	Beit average	Pembridge average	Woodward average	Wilson House average
Quality of bedroom	8.9	8.2	7.2	10	8.3
Quality of bathroom	8.4	7.4	6.8	9.8	7.0
Quality of kitchen	7.2	7.2	5.0	9.3	5.8
Quality of social spaces	7.0	6.6	5.8	9.0	7.0

All data taken from the 2018/19 exit survey data.

Thank you for listening. Do you have any questions?