



UNIVERSITY OF  
**LEICESTER**

Estates and Campus  
Services

# Governance Guide



# Governance Guide

- The Governance Guide sets out the process by which the University defines a 3-5 year estates delivery plan
- This delivery plan will cover major projects, minor works, space moves/decants, long term maintenance and other property-related projects
- The Governance Guide ties in with the University's area planning process so that the development of the estate facilitates delivery of both long term strategy and short term plans
- The process enables strategy owners, Colleges, Divisions and departments to propose how and where the University should invest capital
- It requires an objective assessment of each proposed project against set criteria, to enable prioritisation of projects on a strategic basis
- The following slides set out the proposed process

# Why introduce this process?

- Ensure that the University spends money on the estate in a strategic and structured way
- Enable Colleges/Corporate Services to drive the investment in the estate based on each project's ability to improve the University's performance in relation to:
  - Teaching and Outcomes
  - Research
  - Student Recruitment
- Reduce the level of spend on projects which are supported and/or funded at course/research group/department level but do not meet the Colleges' strategic plans
- Reduce the number of projects that are started but postponed or cancelled part way through
- Give Capital Strategy Group a holistic overview of, and input into, all estates projects and programmes
- Enable ECS to resource appropriately based on medium to long term programmes of work

# What would we like Colleges to do?

- Consider estates planning as part of the University's overall area planning round, as articulated in this slide deck
- Follow the given process, providing ECS with a list of potential projects, prioritised against the given criteria
- Support in ensuring that through the 'check and challenge' meetings, estates planning forms part of those conversations
- Agreement to manage expectations regarding 'ad hoc' requests that come up throughout the year to ensure that as far as possible they fit within the area planning process
- Where ad hoc requests can't wait, agreement to assess priority 'in year'
- Consider how this can best be managed within the Colleges' budget structure and own processes

# University Strategy/Vision

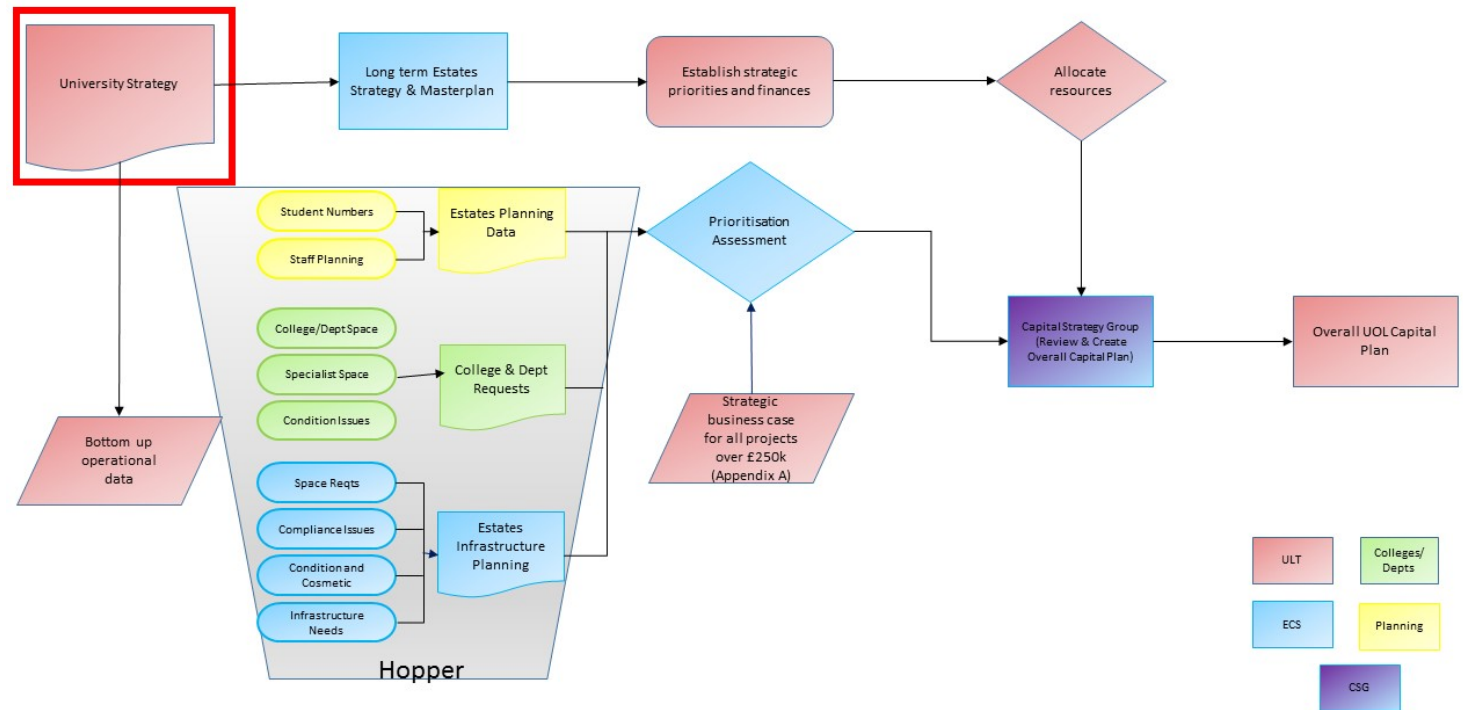
Action Owner(s)	Date required
ULT	Oct

Purpose: Provide update on University strategy and vision, to inform specific projects or inform the weighting that may be required to be given to each category of project

Inputs: Updated University strategic plan and/or Strategic Implementation Plans

Documents required: None

Reviewed by: Colleges, Divisions



## Student and Staff Planning Data (3-5 year horizon scanning)

Action Owner(s)	Date required
Colleges/Planning Office	Oct - Nov

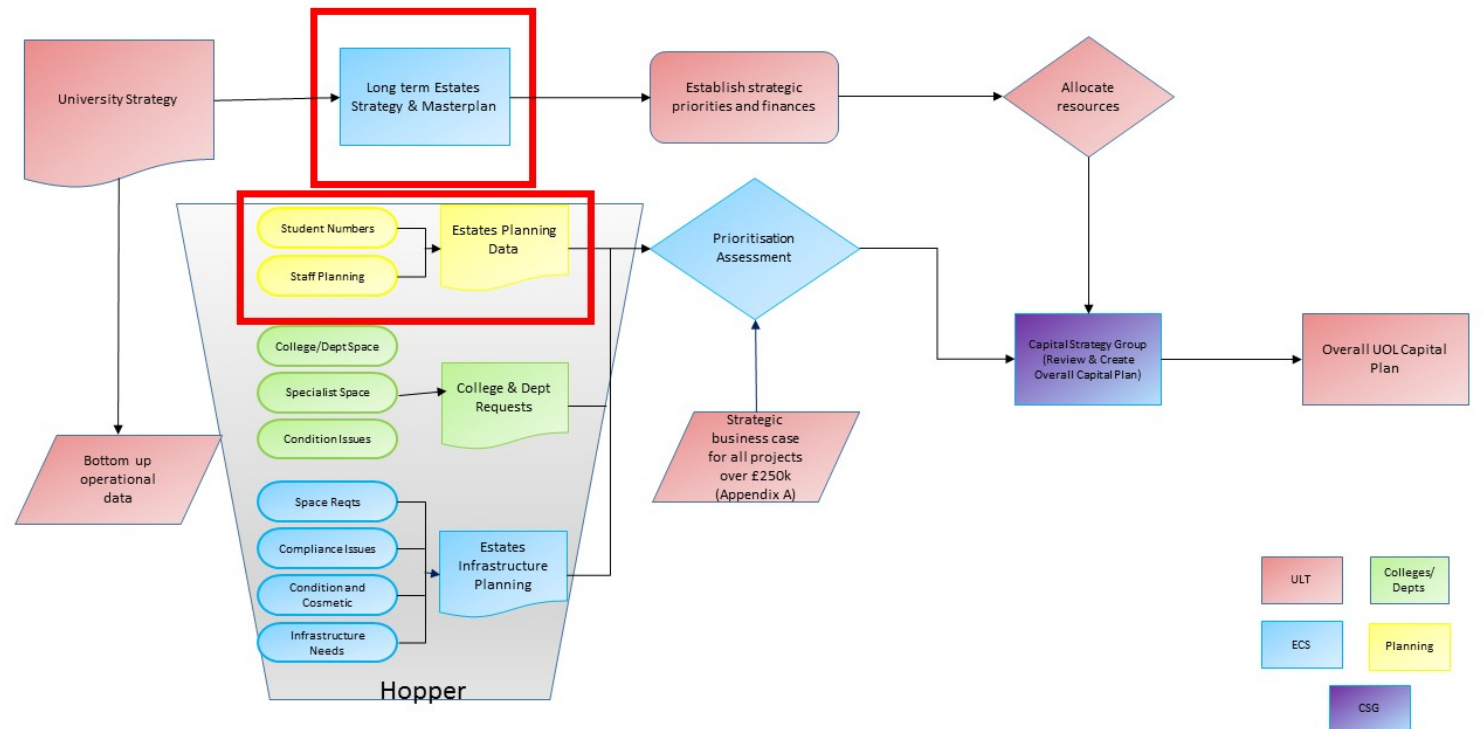
Purpose: Enable long term space management, anticipate and avoid short notice requests for increased space

Inputs: Published student number targets inc new courses, direct notification from College(s)/ULT as part of area planning process

Documents required: None

Reviewed by: Estates and Campus Services (ECS) in conjunction with Colleges and Planning Office

Criteria: See later slide



# Strategic requests

Action Owner(s)	Date required
Colleges/Professional Services	Oct - Feb

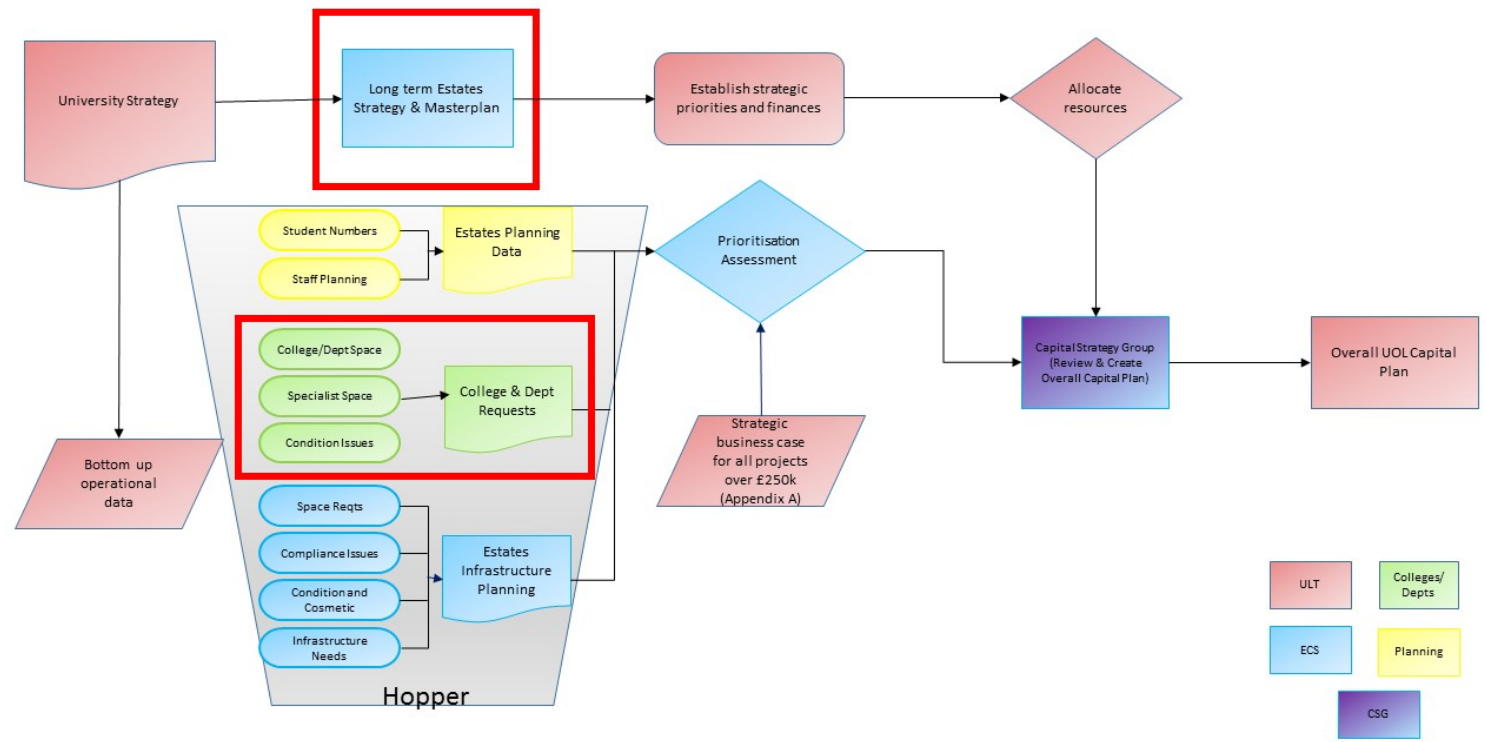
Purpose: Identify and plan key improvements to buildings, infrastructure and facilities to support key University strategies of Teaching, Research, Student Experience, Health and Wellbeing

Inputs: College strategic plans, area planning documents etc, University strategies

Documents required: None

Reviewed by: Projects related to Teaching should go through Learning Spaces Strategy Implementation Group; comparable groups should be identified for Research and Student Experience/Health and Wellbeing

Criteria: See later slide



# Property requests

Action Owner(s)

Date required

ECS/ITS

Oct - Feb

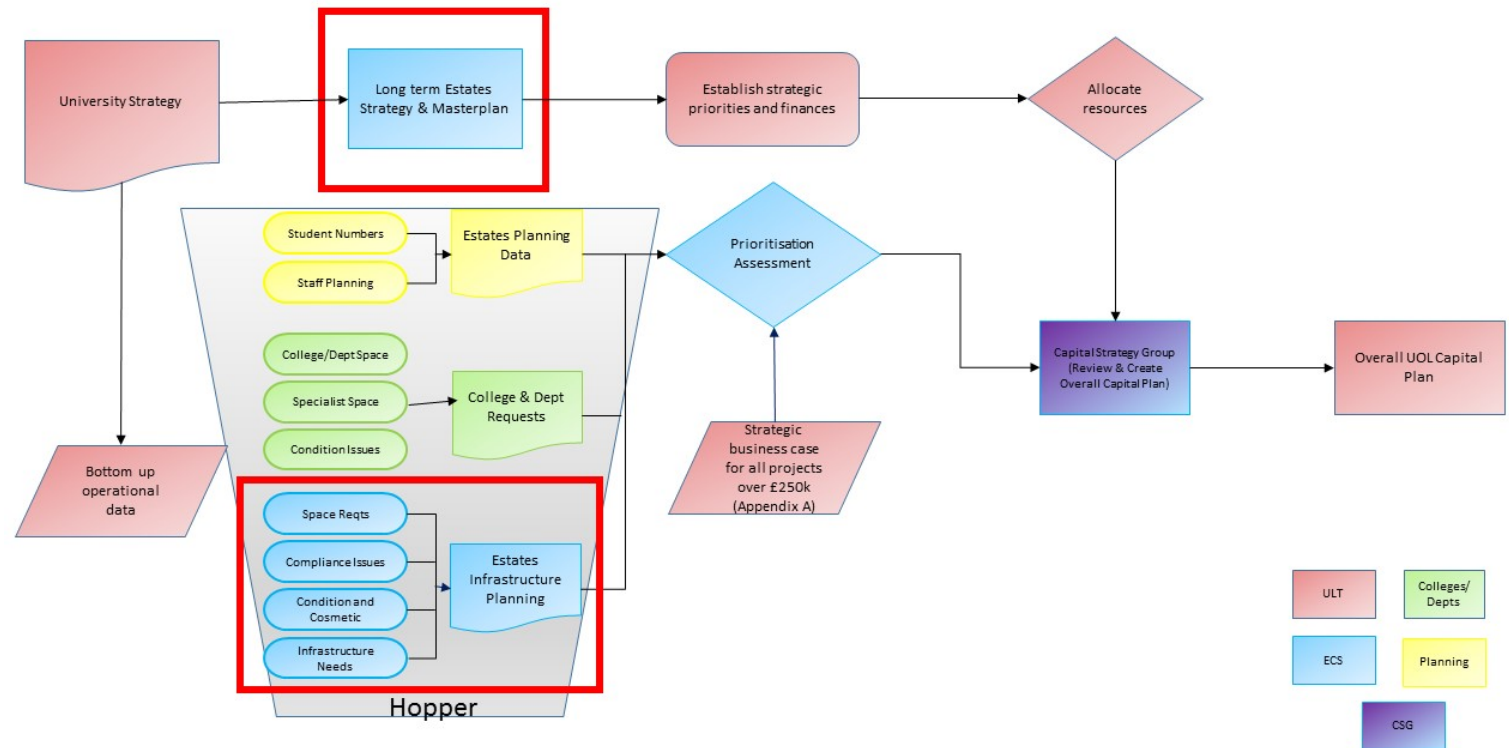
Purpose: Identify critical improvements to properties and infrastructure to ensure that the estate is safe and compliant, and that the underlying infrastructure supports the effective delivery of core University strategies.

Inputs: Drake & Kannemeyer survey, decant strategy related to capital programme, asset management reports and condition surveys, Learning Spaces Strategy Implementation Group, Student Voice, Colleges feedback

Documents required: None

Reviewed by: ECS

Criteria: See later slide(s)





## Prioritisation assessment

Action Owner(s)	Date required
ECS	Feb-May

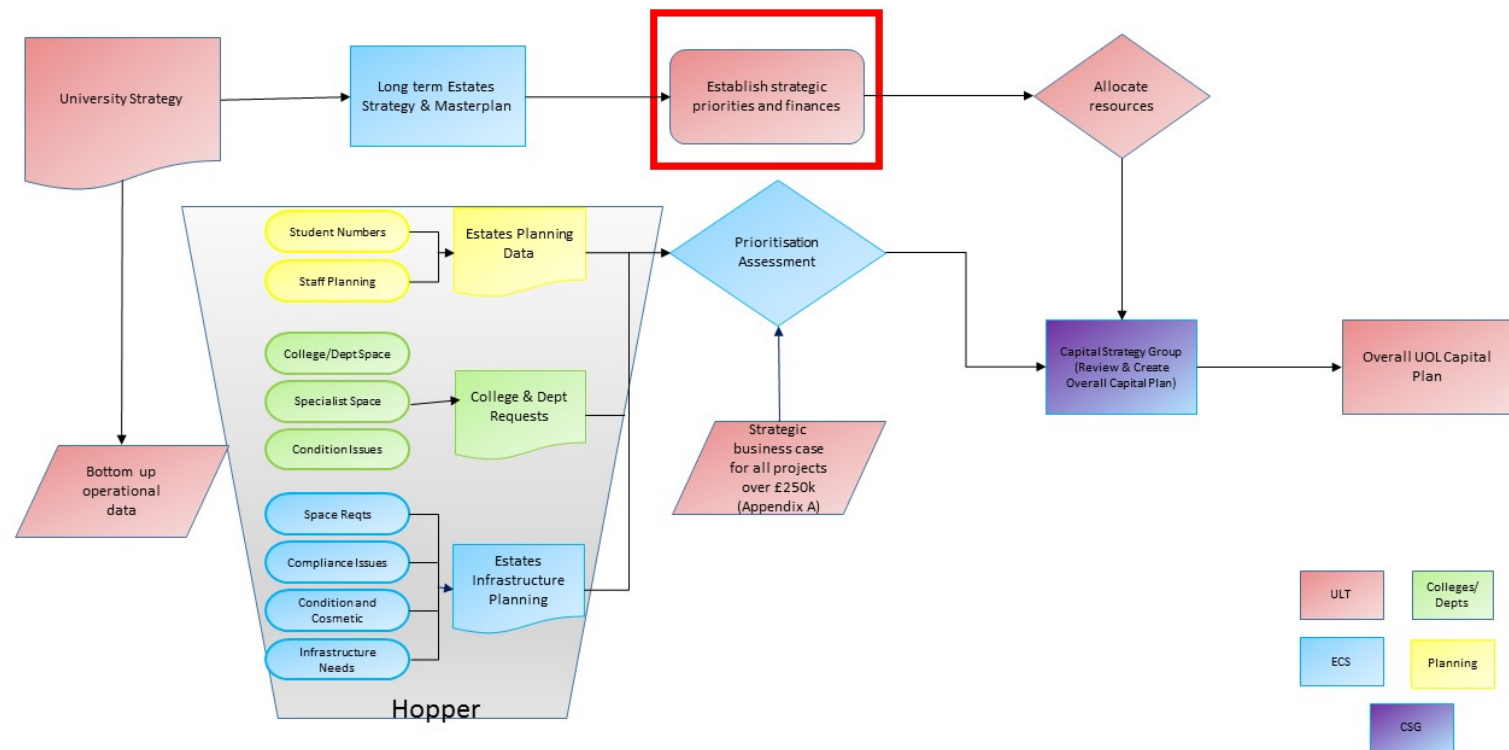
Purpose: Review the longlist of projects identified within the hopper as strategic priorities, with a view to assessing projects on practical merit, eg cost, programme, interdependencies. This will include establishing the preferred delivery route.

Inputs: Collated longlist of prioritised projects. NOTE: After Year One, the existing 3-5 rolling delivery programme will also be a key input and will be reviewed through this exercise

Documents required: Strategic Business Cases for all projects over £250k.

Reviewed by: ECS

Criteria: See later slide



## Approve delivery plan and allocate resources

Action Owner(s)	Date required
ULT	Jun

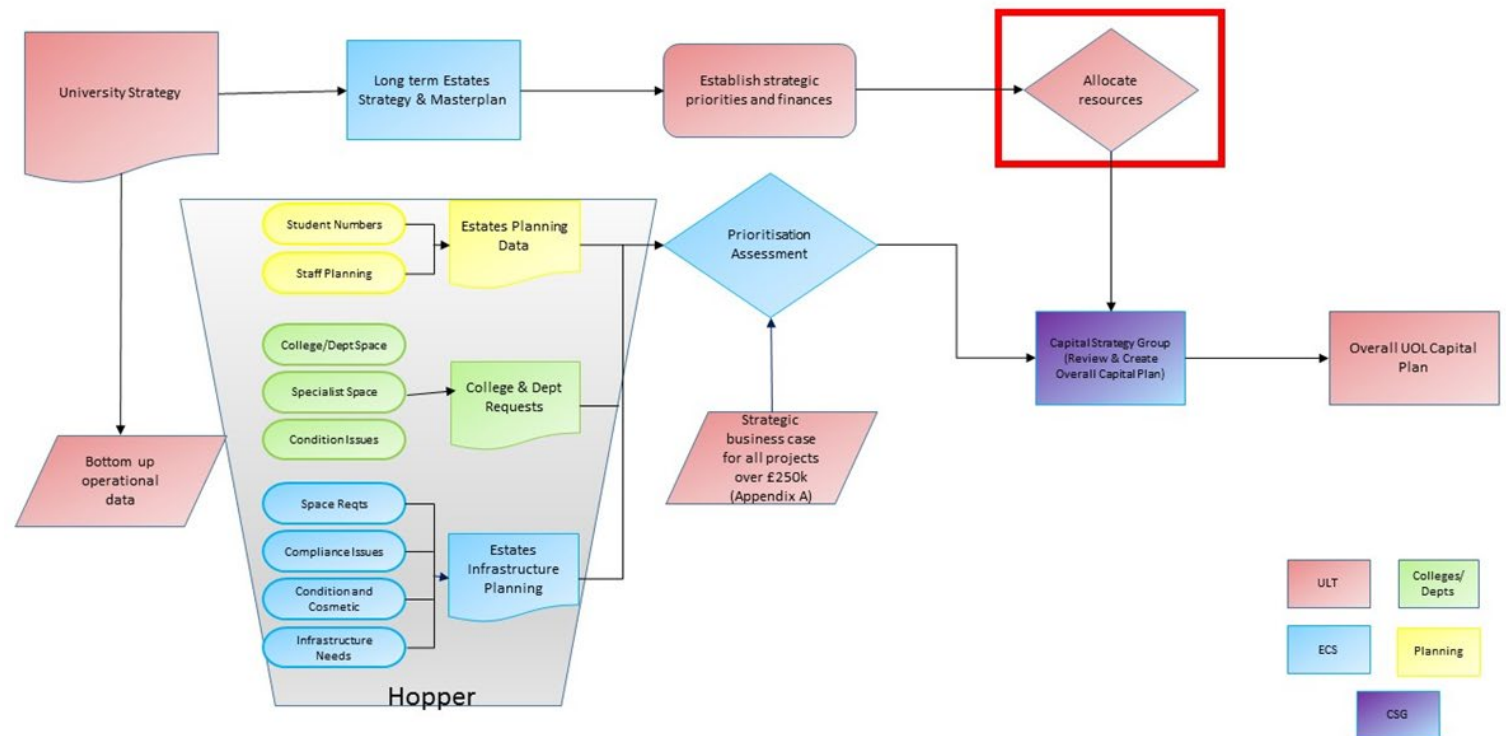
Purpose: Allocate the resource (capital and revenue) available to deliver the plan

Inputs: Proposed 3 year delivery plan complete with high level costs (as per Strategic Business Cases)

University financial forecast, including up to date cash flow projections

Documents required: Combined delivery plan comprising all strands of work/projects.

Reviewed by: N/A



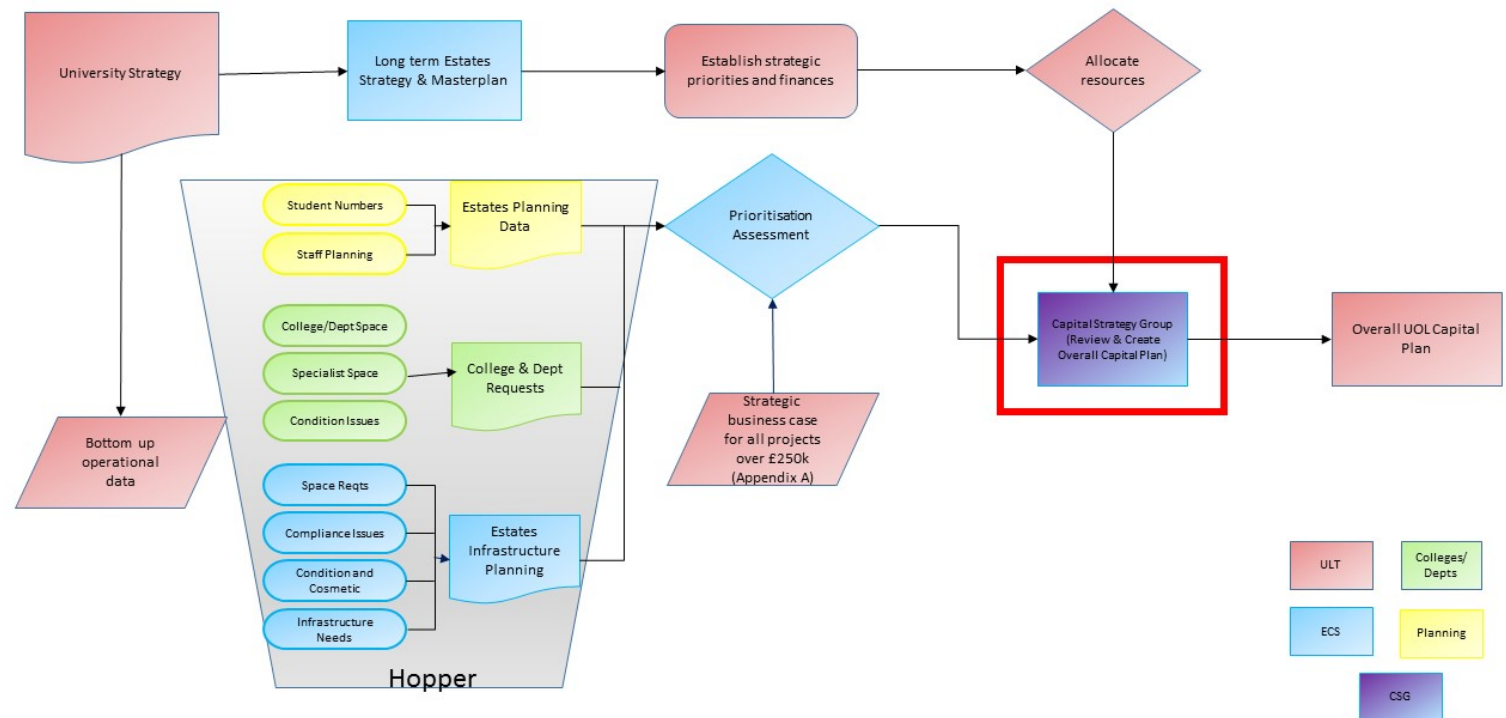
## Review of proposed delivery plan

Action Owner(s)	Date required
Capital Strategy Group	Jun-Jul

Purpose: Review the proposed projects to be delivered by ECS over the forthcoming three years. Make recommendation to ULT to approve the updated delivery plan aligned to available budget. This delivery plan will comprise, as a minimum, the capital programme, Long Term Maintenance Plan, Minor Works projects (which may be capital or revenue), decant projects.

Inputs: Proposed delivery plan. NOTE: After Year One, the existing 3-5 rolling delivery programme will also be a key input and will be reviewed through this exercise

Documents required: Combined delivery plan comprising all strands of work/projects.  
Reviewed by: ULT



# Student and staff numbers criteria

## Student Criteria

- *Does the proposed target intake for any course mean that within the next three years, more space will be required to enable the course to be delivered?*
- *Has the proposed increase in target intake been discussed with Timetabling and have they confirmed that more space is required?*
- *Has the space requirement been discussed with Space Management and has a solution been identified/quantified?*
- *If the answer is yes to all three, the project should go forward for consideration.*

## Staff Criteria

- *Does the proposed target intake for any course mean that within the next three years, more space will be required to accommodate staff?*
- *Has the option of sharing offices been considered and discounted?*
- *Has the space requirement been discussed with Space Management and has a solution been identified/quantified?*
- *If the answer is yes to all three, the project should go forward for consideration.*

# Teaching and Outcomes criteria

- *Serves Education Excellence / TEF target areas: Business, Economics, HYPIR, Engineering, Informatics*
- *Increases study spaces for UoL student population*
- *Fosters an interdisciplinary Learning Community*
- *Upgrades generally poor or outdated learning environment*
- *Provides an enhanced experience for a large number of students*
- *Responds to feedback obtained through 'Student Voice' activities and/or other mechanisms such as NSS*

*Please note that ideally all Teaching related projects should be collated and prioritised by the Learning Spaces Strategy Implementation Group. It is accepted that the LSSIG funding can not cover all Teaching projects, meaning that some may be funded through alternative routes, eg College budgets.*

# Research criteria

- *Supports the University's objective to be successful in the Research Excellence Framework (REF)*
- *Enables the University to increase its research income*
- *Enhances the University's reputation and therefore its ability to attract high quality academic staff and/or PGR students*
- *Fosters an interdisciplinary research community*
- *Enables the commercialisation of University research*
- *Upgrades generally poor or outdated research facilities*

# Student / staff experience

- *Fosters an environment for students and staff to maintain good physical and mental health*
- *Provides an enhanced working and learning environment, as per best practice in productive and supportive learning spaces*
- *Enhances the University's sustainability credentials including, but not limited to, environment and biodiversity*
- *Creates a welcoming, interesting and vibrant campus in support of student experience and/or student recruitment*
- *Enhances existing 'extra-curricular' activities or provides new opportunities in support of a rounded, varied and interesting student/staff experience*
- *Supports the retention of staff and students by providing a supportive and inclusive environment*

# Property-related criteria

- *Decant Space Availability*
- *Decant Space - Need / Amount of Required Intervention (Enabling)*
- *Total Value of Outstanding Repairs; Years 1-3*
- *"RV Grade/Condition Grade"*
- *DEC Energy Rating*
- *Energy Saving Opportunities*



# What would we like Colleges to do? - reminder

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- Consider how this can best be managed within the Colleges' budget structure and own approval processes