



UNIVERSITY OF  
WESTMINSTER 

# ESTATES STRATEGY

2023-2029

# INTRODUCTION

**Our Estate Strategy 2023-29 sets out how the physical environment we design, build, and adapt at Westminster this decade will enable us to realise the ambitions of our university strategy, Being Westminster.**

Being Westminster is our guiding light, shaping and steering us collectively as a community of colleagues, students, alumni, and partners. It outlines our three priorities of wellbeing, inclusion, and sustainable development – and our four objectives of education, research and knowledge exchange, employability, and global engagement. Being Westminster also highlights our special position in London – one of the world’s most dynamic, creative, diverse and innovative cities – which is an essential part of our identity, and key to our future.

To understand the needs that our physical estate must meet to enable Being Westminster, we carried out comprehensive engagement with colleagues across the University. We held in-depth workshops with senior leaders and colleagues from every school and directorate, as well as representatives from our Students’ Union, to gather the necessary insight. We approached these sessions in the spirit of innovation and collaboration – considering not only the needs and challenges of today, but also how we can continue to adapt to the changing expectations of our students, colleagues, and partners over the coming years.

Critically, this insight-gathering was informed by the growth plans we have in place across our colleges, schools, and courses, which will drive future revenue and support our long-term financial sustainability. We also carried out careful space assessment of our campus buildings, and modelling for our future needs – which showed that, although we will need to drive some efficiencies in how we use our campuses over the coming years, we will not need to acquire any further buildings or sites to deliver on our commitments. This speaks to one of our strengths as a university from an estate perspective: the fact that we own all our buildings – with the exception of our sites at Regent Street and Little Titchfield, where the rent we pay to the Quintin Hogg Trust is ultimately reinvested in our work to support our students.

The result of all the work outlined above is our Estate Strategy – and the individual campus plans which accompany it. Together, these set out how we will create inclusive, accessible spaces that enable us to achieve our ambitions, and how we will provide the best possible experience for our growing community of students, colleagues, alumni, and partners – as a place that people love to inhabit.



# ENABLING OUR PRIORITIES

## Wellbeing

Working and studying together at Westminster as a community of students and colleagues is a big part of our lives – doing so in an environment that places our wellbeing front and centre helps us to be safe and feel safe. We care for the safety, health, and wellbeing of those around us as well as ourselves.

Our spaces will be safe for everyone who uses them. We will create environments in which our community can feel fulfilled at work or study, and connected to those around them through a sense of belonging which we all share.



## Inclusion

At Westminster, our commitment to equality, equity, diversity, and inclusion is at the core of how we engage with everyone. We want our colleagues and students to bring their whole selves to work or study, to know they are safe and to feel they belong.

We will work alongside our university community to create supportive, inclusive, flexible, and welcoming spaces for all. We will ensure our campuses are accessible for everyone, supported by clear, intuitive wayfinding design and signage.



## Sustainable Development

We take inspiration from and report against the 17 United Nations' Sustainable Development Goals (SDGs), informing how we drive our actions, activities, and governance across our university. We will fully embrace all facets of the SDGs – including those that relate to climate action, reduced inequalities, health and wellbeing, partnership working, responsible production and consumption, and more.

We are committed to working towards net zero by 2030 and will continue to embed sustainable design and practice into how we run our university from day to day, and how we develop it for the future. This includes ensuring that our existing estate is maintained and enhanced responsibly – and that any new developments achieve the highest possible levels of energy efficiency.



# PHYSICALLY ENABLING OUR UNIVERSITY

We will respond to these areas of change and challenge:



## Net zero by 2035

### For Scope One and Two

The physical estate has huge opportunity to use less energy, (gas/electric).

The current cost of energy is going up and has accelerated our push to reduce our carbon footprint in our operation of the existing estate.

We will continue to develop and deliver our decarbonisation plans across all buildings. We will ensure all new development and refurbishment projects meet commitments to a net zero carbon business by 2035.

Digital capability built into the physical environment



## Development to support growth 6,000 more students

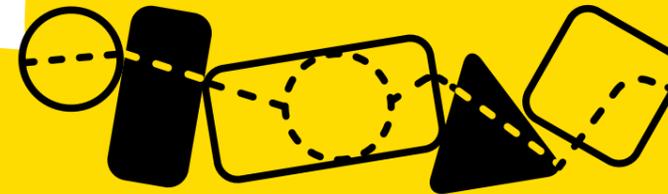
The student intake is forecast to increase. The development of new and existing spaces to meet this increased demand is a key enable to our students and colleagues experience.

We will continue to develop long term strategic plans with key stakeholders, providing consistent, leadership in the prioritisation of investment planning. The development of campus master plans will support the narrative around how this investment in the estate will benefit each campus.



## Create a welcoming, inclusive, safe, and accessible environment

The physical environment is a key enabler in creating spaces where everyone is welcome and safe. Our investment planning will ensure that we are developing and improving all our new and existing spaces to ensure everyone that comes into a university building has a positive experience. We will ensure our buildings provide an inclusive, safe, and accessible environment for all. The operation of our estate is a key in this experience. The universities team on campus will play an essential role in enhancing this experience, adding value of authenticity, complementing the built environment.



## Improve our utilisation of space, creating more student-centred spaces, opening opportunity to for innovative use of space.

Space utilisation at an average of 13% (at 2019)

Poor utilisation of the built environment provides an opportunity to reimagine how space can be used better, to create new opportunities, support innovation and drive potential for increased capacity. We will continue to work in the development of digital timetabling, measuring space utilisation in real time. This data will drive improvement in the development of business case for change and provide students with improved opportunity to use space to suit their needs. This will also open opportunity to create new innovative ways to exploit our spaces all year, with wider engagement with education, innovation, and enterprise.

## Creation of high-quality authentic learning environments for all – directly supporting the Education Strategy and the provision of digital enabled space everywhere. 76,000m<sup>2</sup> of teaching, social, learning and office space

The education strategy is directing the physical/digital environment toward high quality, digitally enabled authentic teaching spaces everywhere.

The creation of consistently high standards in our teaching spaces is a key outcome for the estate strategy. We will work collaboratively across the university to enable the development of authentic teaching learning and social spaces for everyone one to enjoy and thrive in.



# ENABLING OUR OBJECTIVES

## Education

### Authentic learning, preparing for success in a changing world

Our learning spaces will facilitate authentic teaching, learning and assessment, bringing the external world in and enabling high quality work-based learning.

We will create spaces which complement and enhance the learning experience, and where students can work socially and collaboratively, feeling part of our community.

Our integrated physical and digital approach will deliver excellent practical and collaborative learning for all our students.

Flexible teaching spaces will enable colleagues to take a more student-focused approach to lectures and tutorials and empower students to more actively engage in course material.

Our estate will reflect how we design and develop our portfolio of courses, enabling us to engage proactively with new and innovative educational approaches.

We will zone our campuses to create areas with a clear sense of identity, linked to subject areas or disciplines. We will curate our spaces to ensure that our whole environment contributes to learning.



## Research and Knowledge Exchange

### Finding solutions to make a difference for our communities and the world

We will create dynamic and engaging spaces which facilitate engagement, interaction and exchange with our communities and stakeholders. This will support us to build partnerships domestically and internationally, influence the sector agenda and attract new funding to the University.

We will use our spaces for symposia and conferences, to demonstrate our impact externally, raise our profile and drive knowledge exchange.

Our research spaces will reflect and facilitate our ambition to grow our community of doctoral researchers and refine our programme of researcher development. We will ensure that the very best technology is in place to support our research endeavours.

Our learning spaces across the University will enable us to infuse our education with our excellence in research and knowledge exchange, inspiring and equipping our students as agents of change, locally as well as globally.



# ENABLING OUR OBJECTIVES

## Employability

Connecting students and employers for graduate career success

We will develop a dedicated centre for employability and enterprise at 29 Marylebone Road, which will transform our engagement with business, industry, and employers.

The new learning environments we build and develop will reflect the outside world and our commitment to authentic learning, work-based learning, and employability.

We will develop and deploy our diverse range of exhibition, event and performance spaces to support employability opportunities and outcomes for our students.

To support student enterprise more broadly on our campuses, we will deliver flexible spaces for networking events, student work showcases and start-up or freelance working support.

We will continue to support our award-winning mentoring programme by creating professional spaces for one-to-one or small group mentoring, as well as careers advice.

We will drive positive graduate outcomes by ensuring that our alumni can access and make the most of the support, services, and facilities we provide for them – particularly as they start out in their careers.



## Global Engagement

Westminster – World of Difference

We will drive overseas recruitment by ensuring that our learning, residential and social spaces meet the diverse needs of our international students.

When our international students join us, they will feel welcome, safe and supported in our learning, living and social spaces.

We will grow and strengthen our global partnerships by creating spaces in which we can host international

stakeholders, including our transnational education partners and overseas alumni and employer networks.

Our events and exhibition spaces will enable us to raise the international reputation and reach of the University by hosting conferences and events which highlight our expertise and achievements.

Our research spaces will reflect the extension of our international research and innovation partnerships.

# ENABLING OUR STUDENT EXPERIENCE

**Our estate will deliver the best possible experience for our students – and we work collaboratively to ensure their feedback, insight and input inform our development plans.**

Digitally enabled education spaces, including classrooms, libraries, and informal learning spaces, will support authentic learning and flexibility, and enable students to collaborate – with each other and with colleagues – and learn in ways that best meet their needs.

We will continue to improve the student support services we offer. This will include the development of a dedicated student hub at our Cavendish campus.

Recognising the diversity of our student body, our learning and social spaces will be safe, inclusive, and welcoming environments. We will engage students to ensure that our campuses meet their needs and feature all the right facilities to support and add colour to daily life on campus.

We will provide café, restaurant and eating spaces which are open, inviting and social.

We recognise how essential it is for our students to feel part of a community, to make friends and to know they belong here at Westminster. To support this, we will continue to provide and enhance our spaces for our thriving clubs and societies – and we will maintain and develop new sports facilities which enable activity and social interactivity.

Our development plans, both in central London and Harrow, will include quality outdoor and green space to further support health and wellbeing.

Our campuses will be accessible and easy to navigate for all.

We have the opportunity to expand our residential offering at Harrow with hundreds of new rooms to meet the needs, including pastoral support, of our growing student community over the coming years. At the same time, we will enhance our existing residences to ensure we maintain high standards of accommodation and care – this includes our residential buildings at Marylebone campus and in Hoxton (Alexander Fleming House).

We will also expand our central London Student accommodation offering with additional nomination arrangements with external providers.

## Working together

We recognise the distinct talents within our colleague community and will create an environment where creativity and innovation flourish and where people play to their strengths to deliver the best possible experience for us all.

We will provide a safe, inclusive, and supportive working environment across a rich choice of settings for all of our colleagues – and we will create welcoming and flexible office spaces which support ways of working that are fit-for-future.

We will design social spaces to support wellbeing and foster a sense of community – and a feeling of belonging – among colleagues and students.

We will create a welcome University environment where we can invite and engage our partners and local communities.

## Our reputation

It is our ambition to be known for the things that matter most to us – or, as our Being Westminster vision statement sets out, a place where discoveries are made, barriers are broken, diversity is celebrated and where everyone is welcome. We are committed to creating a safe, inclusive, and welcoming environment where our entire community can bring their whole selves and feel they belong.

To be the place-makers who realise this vision, we will ensure that we develop our estate with a consistent strategic focus – ensuring that our university buildings are a central part of what we do, not simply where we do it. We will support this development with responsible, sustainable investment for the long term.

## Governance

The scale and ambition of the capital programme will require careful planning and governance oversight. The

delivery of the projects will align to University strategic priorities in turn aligned to student numbers growth.

To manage the delivery of the capital programme, while maintaining financial stability will require a phased delivery of projects over a period 2023 to 2029 and beyond.

The Governance oversight of the programme will come from the Resources Committee on behalf of the Court of Governors.

## Financial sustainability

We are committed to investing in our future and managing our finances to create a secure and sustainable base. Investing responsibly to deliver a physical estate fit for the future – and one which supports our student and revenue growth plans – is central to this. As part of the process of developing our Estate Strategy, we have carefully modelled our growth ambitions to 2029 to determine space and capital investment requirements, and to ensure that our plans are sustainable in the long term.

To deliver on our ambitious capital plans we will fund our investment spend from self-generated annual cash flows. Investment in major projects the student hub at Cavendish and 29 Marylebone Road will be partially funded from existing reserves. It is anticipated that investment in the Harrow residential development will require external funding.

# OUR CAMPUS PLANS

**Our campus plans outline in practical terms what we will do to create environments that enable us to achieve our strategic ambitions, deliver quality educational, research and knowledge exchange outcomes, and provide the best possible experience for our university community.**

Our plans are designed to set out the unique identities of our campuses and schools, and are informed by space assessment and modelling work we have commissioned to understand how we will meet our student growth targets over the rest of the decade. Plans will be phased and delivered appropriately over the period of the strategy.

## Harrow

Harrow campus in north-west London is our creative hub. Home to our College of Design, Creative and Digital Industries (DCDI), it is where our courses in Art & Design, Fashion, Film, Media, Music, Photography, Production and Television are all delivered.

To meet the changing needs of our creative courses, we will develop flexible, digitally-enabled learning and teaching spaces – and we will further embed authentic and outward-facing learning through the continued provision of industry-standard facilities.

For our community of student and alumni entrepreneurs and freelancers, we will drive positive graduate outcomes by making contemporary co-working space available on campus.

### One Public Estate

Some of our plans at Harrow come under the umbrella of the One Public Estate project – a major local development being delivered in partnership between Brent Council, London Northwest University Healthcare NHS Trust, housing association Network Homes and the University. The project will deliver hundreds of new homes, as well as a range of new facilities and amenities for the local community.

As part of this, we will support our growing community of students by developing a new centre for our Students' Union and student-facing services. To support wellbeing and our thriving sports clubs, we will build new leisure facilities – including a modern sports hall on which we expect to commence construction in 2023.

Harrow is also home to our largest student residential block, providing more than 650 bedrooms. As part of the One Public Estate project, and to meet growing accommodation need, we will expand our halls to house hundreds of more students.



# OUR CAMPUS PLANS

## Cavendish

### 115 New Cavendish Street

Our Cavendish campus in Fitzrovia is home to Computer Science and Engineering, Life Sciences and Psychology. We aim to grow both student and colleague numbers on this campus supporting growth across LAS and DCDI to over 3,000 students by 2029.

A key component of our programme for Cavendish is the construction of a new student hub, which will include world-class library, social and digitally-enabled spaces – as well as a new home for our Students' Union. The hub will deliver a single, central location where students can study, socialise, collaborate, and make the most of all the support and services available to them.

In building this new capacity on site, we will develop the campus to maximise its potential in line with the height of neighbouring buildings.

Elsewhere on campus, we will deliver new, state-of-the-art science labs and technology teaching spaces featuring cutting-edge facilities for our students – as well as more flexible working spaces for colleagues. We will also consider the construction of a new residential block on site

### 120 New Cavendish Street

120 New Cavendish is an investment property that currently provides us with rental income, while offering flexibility for future development or by providing additional finance from the property disposal to fund other campus projects if required.



# OUR CAMPUS PLANS

## Marylebone

Our Marylebone campus is home to the Westminster Business School, as well as our School of Architecture and Cities. We expect to grow both our student and colleague numbers at Marylebone supporting growth in WBS and DCDI to over 4,000 students by 2029.

At Marylebone, we plan to radically raise the standard of education spaces to bring provision for our business students in line with the already very high quality of facilities for our Architecture courses.

As part of our commitment to an outward-facing education environment, we will develop teaching spaces which replace traditional rows of seats with digitally rich, collaborative, project-based spaces – and which facilitate experiential learning.

To meet our growth ambitions and increasing student need, we will make much more effective use of the space we currently have on campus – enabling us, for example, to expand student facilities such as our top floor studio space and our Fabrication Lab.

For colleagues, we will replace cellular offices with flexible, collaborative workspaces to foster greater interaction and collaboration. For our postgraduate community, we will develop dedicated, high-quality work and study space.

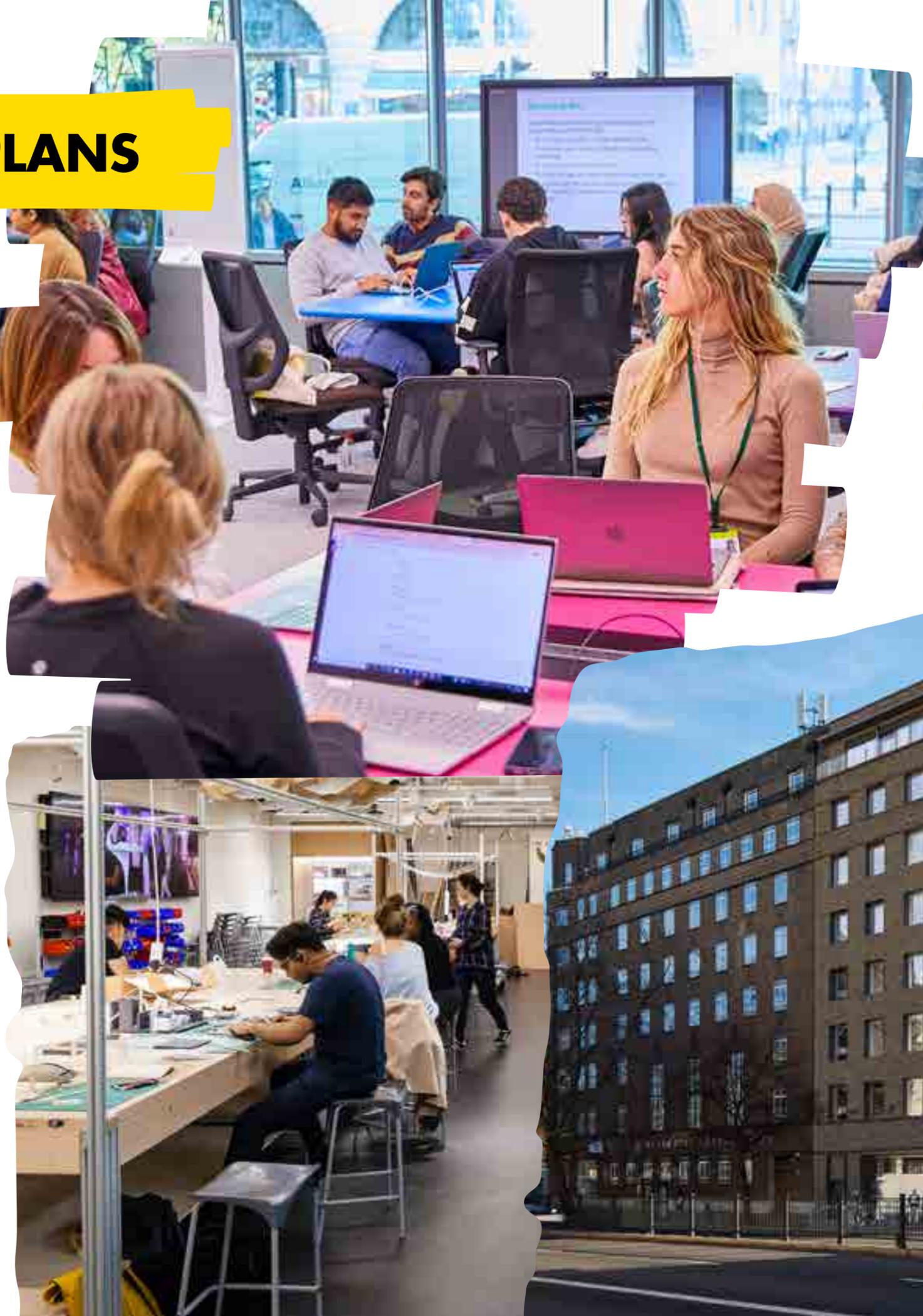
We will expand step-free access across the site to create a more accessible campus for all. A major focus here will be creating a new access route from our ground floor Learning Platform to Ambika P3 – our large events and exhibition space at Marylebone. This will help us to further maximise the use of this unique and distinctive space.

We will invest in our on-campus halls of residence – enhancing them to ensure they provide a positive environment and a high standard of accommodation for our residential students.

To capitalise on our central location, we will create a more welcome and dynamic ‘shop-front’ on Marylebone Road, with improved external visibility and impact, and more inviting social learning space.

## Employability and Enterprise Hub 29 Marylebone Road

Our ambitious new centre for employability and enterprise at 29 Marylebone Road will provide a game-changing experience for our students and alumni – who will be able to complete training, deliver projects, access business advice and mentoring, and connect directly with employers in one central location. The future-focused environment of the centre will scale up our employability provision and drive positive graduate outcomes for our students.



# OUR CAMPUS PLANS

## Regent

Situated in the heart of central London, our Regent campus comprises 309 Regent Street, and 4-12 Little Titchfield Street and 32-38 Wells Street.

### Regent Street

309 Regent Street is the location at which we were first founded as The Polytechnic Institution in 1838. Our traditional home, it is the centre of our public engagement, Students' Union, and student societies activity. It also houses our College of Liberal Arts and Sciences (LAS) and Graduate School – as well as a number of spaces with significant historic value, such as the Regent Street Cinema and Fyvie Hall.

At Regent Street, we will preserve our site's heritage as a listed building, while ensuring that our students and colleagues have the best possible facilities – including expanded, digitally-enabled teaching spaces, social learning spaces and more flexible, open, and collaborative office space.



### Little Titchfield Street

A three-minute walk from Regent Street, 4-12 Little Titchfield Street is the home of our Westminster Law School, as well as the Soho Poly theatre space.

At Little Titchfield Street, we will radically redevelop the site to enable us to create a fit-for-future law school, delivering a range of new courses in line with our forward-looking portfolio ambitions. We will improve teaching, conference facilities, and develop a new 'shop-front' Law Clinic, as well as a new forensic lab facility.

Following the consolidation of library services at Little Titchfield Street into our Cavendish library in 2022, we will maximise the social and learning potential of this space. To enhance the experience of students and colleagues more broadly, we will develop an open and welcoming entrance atrium on site.

### Wells Street

Our office building at 32-38 Wells Street is the University's primary Professional Services hub, and home to a small number of academic offices. We will continue to maintain this space, ensuring it meets the needs of all building users over the period of this strategy.



# OUR CAMPUS PLANS

## Our residential portfolio

We own and operate three halls of residence at Marylebone, Harrow and Hoxton in East London. Our portfolio also includes accommodation at International House, close to Waterloo, which is closed. Our three operational halls provide 1,033 bedrooms in total.

Our Marylebone accommodation comprises 226 bedrooms with en suite facilities and shared kitchens. Adjacent to the main Marylebone campus, the building will be refurbished in the next 5 years.

At Harrow, there are 620 bedrooms with en suite facilities and shared kitchens, spread across 12 blocks. All buildings have been refurbished in the last 5 years.

Alexander Fleming Hall in Hoxton has 187 bedrooms with shared bathrooms and shared kitchens. The site is in the centre of a vibrant part of east London and includes nine commercial units. Investment is planned to convert some of these units into shared study and welfare spaces for our students in summer 2023.

International House is a small residential building including 74 bedrooms that has been closed for two years and is subject to disposal.

We also have nomination arrangements with external student accommodation providers at Wembley Park which provides 459 modern bedrooms with en-suite facilities. We will continue to work with these providers to offer flexibility to meet the demands and needs of our students.

We will review our overall provision of residential spaces across our portfolio, focusing on student's needs for additional bedrooms, social and learning spaces and access to welfare services.



## Chiswick

The Chiswick Sports Ground is owned by the Quintin Hogg Memorial Fund, providing a range of grass pitch surfaces for cricket, football, rugby and athletics – as well as all-weather surfaces for tennis and hockey.

We have recently assigned the leasehold interest of this site to the Latymer Foundation charity which runs Latymer Upper and Prep Schools, based in Hammersmith. This assignment includes a three-party shared use agreement linking Latymer Schools, the University of Westminster Students' Union and the Quintin Hogg Trust to ensure access to this site is guaranteed in perpetuity.

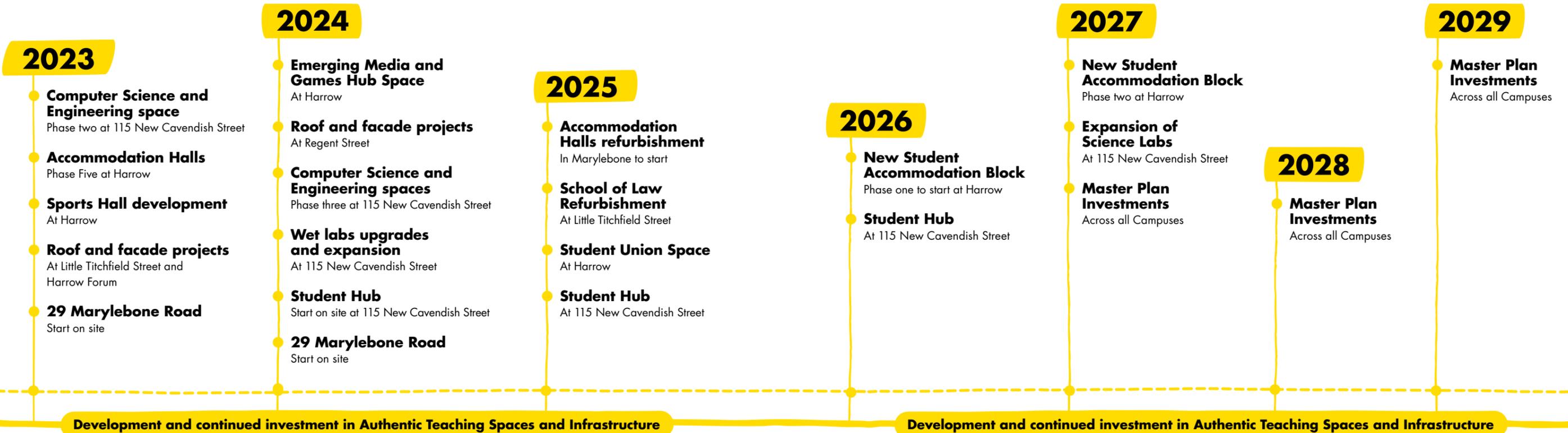
The assignment will enable investment in the property – including the creation of additional hockey facilities and tennis courts, as well as updated changing and welfare facilities for the sports teams that will share the site with the school.



# ESTATE DEVELOPMENT TIMELINE

The timeline below provides an indicative picture of the emerging projects for future years and when these will be developed and delivered. The delivery of many major projects will be increasingly spread over many years as phases of work or a single programme running for two years. The development of major programmes of work are years in their development and delivery and the timeline reflect these long development periods.

There is a consistent need for continued investment in the infrastructure of all buildings. This if focused on the elements such as heating, cooling and ventilation, maintaining compliance standards and well as a continued push to introduce increasing more complex technology to enable the relentless decarbonisation of the estate.



# MEASURING SUCCESS

**We will measure the success of our Estates Strategy based on how it enables us to realise the strategic ambitions of Being Westminster.**

The more detailed feedback generated from sector surveys and benchmarking systems – such as the National Student Survey, Postgraduate Taught Experience Survey, Graduate Outcomes survey, Teaching Excellence Framework, Research Excellence Framework and Knowledge Excellence Framework – will enable us to gauge the impact of our physical environment on our performance across our strategic priorities and objectives.

Our own internal wellbeing surveys will allow us to measure the impact of our estate improvements on colleague wellbeing.

Within sustainable development, the annual Times Higher Education Impact Rankings will provide the necessary feedback and insight to measure the contribution of our physical estate to our performance against the United Nations' SDGs. Our progress towards becoming net zero by 2030, and the metrics associated with this, will be another key performance indicator.

In addition to sector surveys, our capacity to deliver on our ambitions to grow our student numbers, develop our portfolio of courses and further drive student engagement in clubs and societies will be key performance measures for how our estate contributes to our ambition to provide the best possible experience for our students.





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