

THIS IS OUR TIME

Estates Strategy Summary



Our estates strategy

The University's Strategy THIS IS OUR TIME establishes a mission to become the best modern university in the UK by 2030. The Strategy seeks to broaden the University's academic offer and grow student community to over 40,000 studying in the UK and overseas.

The University's distinct vision is for Education Without Boundaries shaped by values that make the University:

- **Inclusive**
- **Collaborative**
- **Impactful**

This vision and related key values and principles are underpinned by four Strategic Priorities:

- Student success
- Inclusivity and culture
- Research and knowledge exchange
- Connected and sustainable campuses



University of Greenwich Strategy 2030

Mission	To be the best modern university in the UK by 2030 (A Top 30 university)			
Vision	Education Without Boundaries		Values Inclusive, Collaborative, Impactful	
			Principles Creating opportunities Building partnerships Delivering impact	
Strategic priorities	STUDENT SUCCESS	INCLUSIVITY AND CULTURE	RESEARCH AND KNOWLEDGE EXCHANGE	CONNECTED AND SUSTAINABLE CAMPUSES
Priority themes	Inclusive recruitment Enhanced student experience Best graduate outcomes	Sector-leading EDI Staff development Mental health	Strategic partnerships Impactful research Ecosystem for knowledge exchange	Innovation through technology Distinct campus identities Green and sustainable university
Sub-strategies	STUDENT SUCCESS (Teaching, Learning and Student Experience)	RESEARCH AND KNOWLEDGE EXCHANGE	PARTNERSHIPS	
Enablers	People (People and EDI)			
	Place (Estates, Digital and Digital Engagement and Sustainability)			
	Performance (Systems and Finance)			
Action plans	FACULTY	PROFESSIONAL SERVICES	ONE UNIVERSITY	
Strategic target	TEF Gold (or equiv.)	Accredited by all major EDI bodies	Top quartile REF and KEF	Financial sustainability (EBITDA)

University of Greenwich Strategy 2030 - Overview

The Estates Strategy starts from a position of considerable strength. Our campuses have an exceptional heritage of universally recognised historic buildings and landscapes that provide a rich and distinctive setting for the University. The quality of the campuses and the facilities they offer is fundamentally important in attracting students and staff to the University and therefore represent a key asset requiring careful stewardship, investment, and enhancement.

Our campuses are located at the heart of the Thames Gateway, Europe's largest and most ambitious regeneration initiatives. Major investment in housebuilding, community and transport infrastructure is transforming the area and supporting high levels of population and economic growth. Our campuses have a significant role to play in supporting this growth and in maximising the long-term benefits for the communities we serve.

Greenwich Campus

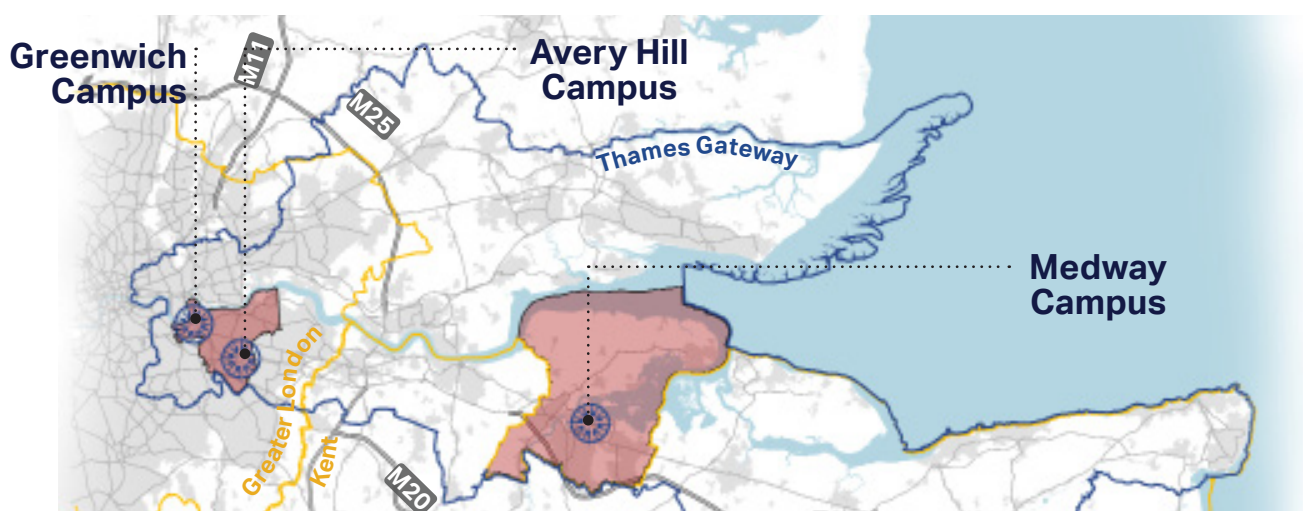
Sits in the centre of Greenwich within the Old Royal Naval College, the campus is in a strategic position along the south bank of River Thames close to Canary Wharf and to the financial centre of the City of London.

Avery Hill Campus

Located in Eltham within the Royal Borough of Greenwich, the campus is set within one of the largest areas of green space in South East London and attracts students from across the region as well as nationally and internationally.

Medway Campus

Located within the historic setting of Chatham's Historic Dockyard and it is about 30 miles from London and positioned on the strategic HS1 route connecting London and Kent to mainland Europe.

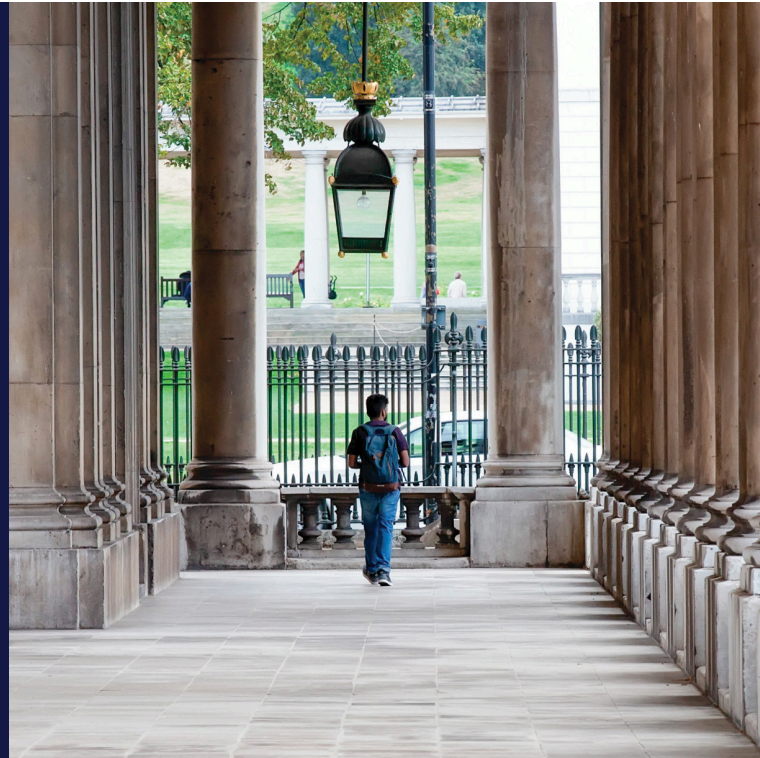


University of Greenwich campus locations

Vision and Guiding Themes

Vision Statement

Our campuses will be safe, attractive and welcoming to all. They will provide stimulating and inclusive spaces for learning, research and collaboration, providing a great environment for our students and staff to achieve their best. They will be welcoming and sustainable beacons in our communities, giving back and leading by example.



The guiding themes provide a comprehensive and indivisible framework for the development of the estate. Each of the priority themes has an equal and important role to play in delivering our vision for the future.

Each of the guiding themes have been developed into a number of more specific development principles. These development principles, shown on the following page, represent the key objectives at the heart of the Estates Strategy. They will guide the development of our campus masterplans and provide a framework for evaluating alternative development options to ensure alignment with our overall vision.



The diagram showing the relationship between guiding themes

Development Principles

	<h2>Inclusive</h2> <ul style="list-style-type: none"> • Safe, secure and inclusive campus • Reasons to attend campuses • Campuses for everyone • Flexible and diverse working spaces • Strengthen relationships with other partners
	<h2>Knowledge + Learning</h2> <ul style="list-style-type: none"> • Leading edge specialist facilities • Develop multifunctional buildings • Bring people together • Prepare students for work and life
	<h2>Identity + Place</h2> <ul style="list-style-type: none"> • Historic assets • Create spaces for collaboration • High-quality campuses • Strengthen our presence
	<h2>Accessible + Connected</h2> <ul style="list-style-type: none"> • Enhance legibility • Access to safe travel options • Flexible digital infrastructure
	<h2>Responsible + Sustainable</h2> <ul style="list-style-type: none"> • Resilient to climate change • Net-zero carbon • Sustainable design and use • Environmentally net-positive • Support sustainable behaviours
	<h2>Viable + Flexible</h2> <ul style="list-style-type: none"> • Flexible and agile assets • Efficient development • Smart operation and maintenance

Greenwich Campus

The Greenwich Campus masterplan sets out important proposals to strengthen the University's presence and identity and to broaden the range of our teaching, research and engagement with partners.

The campus currently has two entrances - western and eastern - that form campus' gateways. The main focus for change within the Greenwich Campus masterplan relates to the western gateway where the University has greater direct responsibility and ability of effect change in its estate.

The Greenwich Campus is set to accommodate a substantial growth in student numbers. Concurrently, the western part of the Campus presents an important opportunity to create a new learning, research and enterprise hub which will strengthen the connections with the Stockwell Street buildings and Dreadnought. This strengthened connection would enhance the flow of students, staff and visitors across the campus and enhance the identity of the University.



Greenwich Campus composite opportunities plan



Devonport public realm illustration



Dreadnought public realm illustration



Greenwich Campus masterplan

Greenwich Campus is noted for its rich built heritage and aesthetic quality which profoundly contributes to the identity of the campus. The whole extent of the educational campus is designated by UNESCO as being of “outstanding universal value” in recognition of their global importance.

University of Greenwich is mindful of its responsibility as the guardian of these historic assets and will explore how to sensitively improve wayfinding and more inclusive access for all while enhancing the academic experience and conducting interventions to achieve the University’s net zero carbon agenda.

The masterplan provides a framework for improved pedestrian and cycle connectivity and enhanced safety and legibility within our campus. The proposals include the creation of memorable outdoor focal points, a simplified wayfinding system and a programme of public realm investment to create beautiful new and enhanced spaces.

Avery Hill Campus

The Avery Hill masterplan sets out important proposals to strengthen the University's presence within South East London, to enhance the student and staff experience and to provide further engagement with our partners in public service and the wider community.

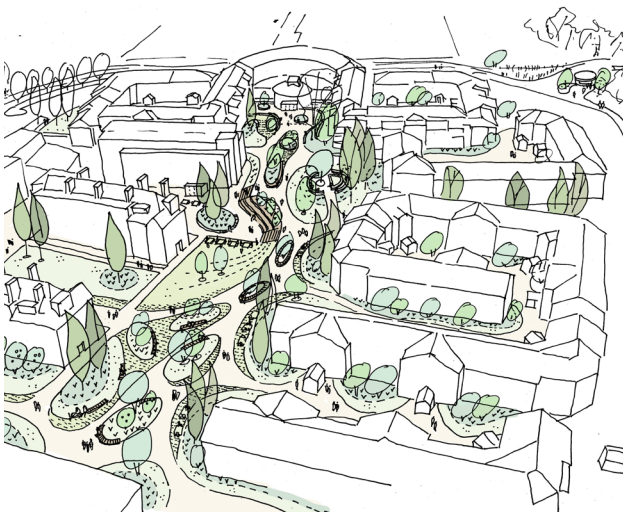
With student numbers at Avery Hill set to accommodate a remarkable growth, investment in our Avery Hill Campus will deliver new and enhanced inspirational spaces for learning, living and research. A new main entrance building combining a new library and learning centre is a key element in our vision for the campus and will increase the University's visibility and presence in the area. We will pursue our sustainability ambitions by restoring our green spaces within the campus with a programme of tree planting and landscape enhancement to strengthen its ecological assets, maintain a sense of openness and prioritise walking and cycling within the campus.



Avery Hill Campus composite opportunities plan



Village square public realm illustration



Central boulevard public realm illustration



Ecology corridor illustration



Avery Hill Campus masterplan

Avery Hill campus is renowned for its first-rate teaching and sporting facilities. Our investment at Avery Hill will include modernising teaching, learning and research spaces along with new ones, to accommodate more active learning, and to meet the changing models of health and education. The investment programme will also include interventions to achieve the University's net zero carbon agenda.

Our vision for the Avery Hill Campus includes the strategic opportunity to create a new community centre for wellbeing, recovery and care that would support a new life-course model of primary care. The University will explore opportunities to collaborate with national, regional and local partners and professional bodies to develop this vision and create a World-class facility offering health and wellbeing benefits to communities across South East London and beyond.

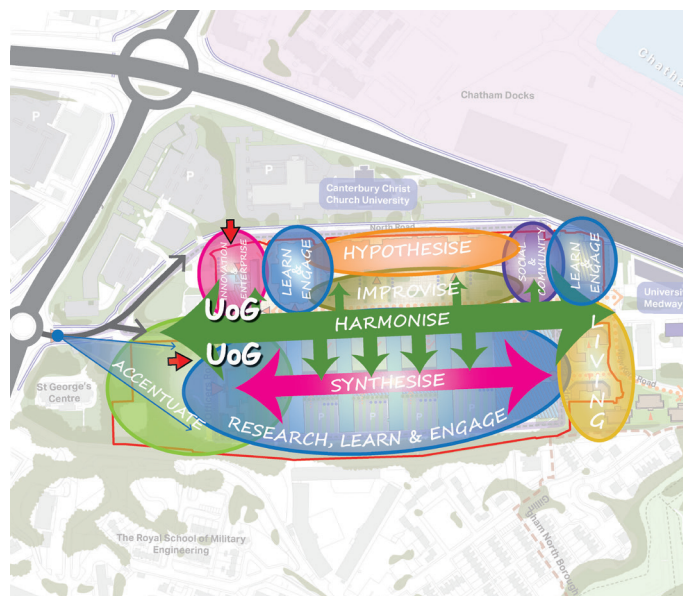
A new Central Boulevard provides a route between the new main entrance and the student village with a sequence of spaces harmonising the learning, living and social zones of the campus. Through imaginative design the Central Boulevard will grow into a highly attractive and flexible focal space for staff and students to socialise and to enjoy a programme of events and activities.

Our masterplan for the Avery Hill Campus includes a substantial programme of investment in our residential halls including provision of higher quality living spaces and better spaces to socialise and study. Reconfiguring the existing halls will place shared social spaces at ground floor level and create new entrances on the external sides of the buildings.

Medway Campus

Our masterplan for the Medway Campus sets the framework for a well-connected and harmonious campus that will enhance the student and staff experience and advance our teaching and research, and engagement with partners.

The masterplan will guide our investment in delivering state of the art learning and research spaces to reflect our leading-edge expertise in science, technology and engineering as well as support to accommodate a substantial growth in student numbers. To support our inclusive and collaborative culture, we will also prioritise the creation of new physical links between our buildings on the upper campus, and between the upper and lower campuses. This will include new 'linking' buildings and a sequence of social spaces to maximise the opportunities for interdisciplinary engagement and the exchange of knowledge and experience.



Medway Campus composite opportunities plan



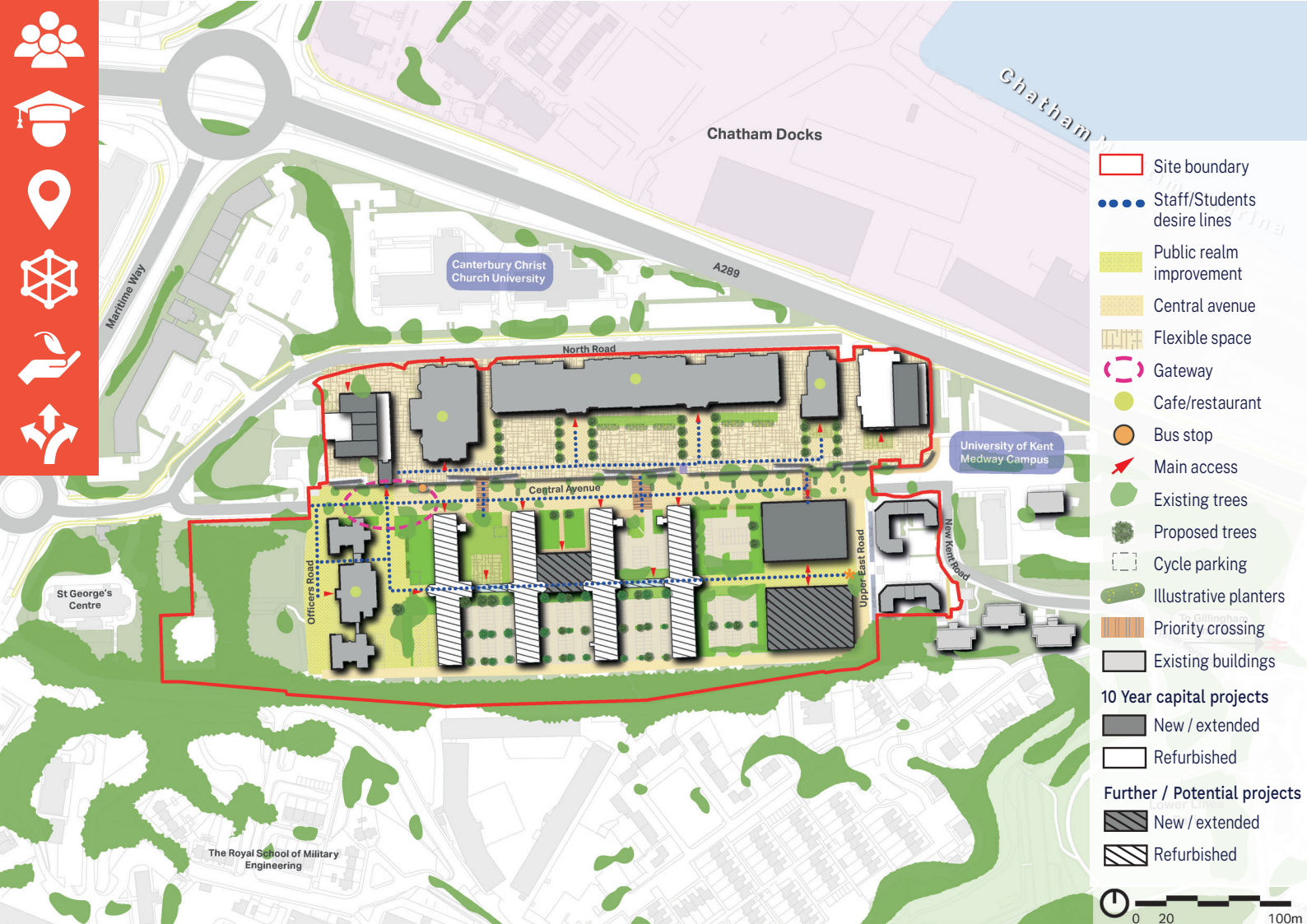
Jellicoe linking structure public realm illustration



Pembroke landscaping illustration



Outdoor learning illustration



Medway Campus masterplan

The western gateway to the campus presents a great opportunity to create a stronger sense of arrival with a highly attractive and visible front door to the campus. This will enhance the sense of pride of our students and staff and create a welcoming ambience for academic, research and external partners.

The Jellicoe building can play a strategically important role in a gateway location through a new extension to its north and south façades including a linking structure to connect the upper and lower campuses. This would provide further indoor teaching space and enable further step free movement between two levels of the campus. Our proposals to enhance the gateway will include improving the visibility of the Pembroke building to celebrate its grand 19th century architectural elegance.

Our investment in new facilities in the Medway Campus will include the provision of a new Engineering, Enterprise and Research facility which will be a hub for collaboration with partners, exchanging knowledge, coordinating research activity and strengthening our academic expertise. This investment will create a new state of the art facility dedicated to engineering, science, and research. The construction of the building itself will be a tool for research.

The masterplan provides a framework for improved connectivity and enhanced safety and legibility within the campus. The proposals include the creation of physical linkages between the buildings on the upper campus with well-defined entrances that are accessible for all.

Estate Strategy Overview

University of Greenwich is committed to carrying the quality of its estates and its sustainability credentials beyond the highest standards. This estate strategy provides a long-term development framework which underpins the University's Strategy 2030. It outlines the assessment of the estates and aims to build flexibility and agility to enable the University to respond to the fast-changing higher education environment.

The University's estate is a key component in the provision of a high-quality student experience, and its strategy focuses on facilitating new spaces and remodeling and enhancing the existing premises consistently across all campuses. In line with the University's principles and ambitions, the Estate Strategy sets up campus masterplans articulating a clear and coherent long-term vision so that they best support our strategic priorities.

The Campus Masterplans are carefully woven into the fabric of the places and communities in which the campuses are located, providing a welcoming and inclusive environment for all. They create attractive spaces across all the campuses which enhance the sense of community and offer new indoor and outdoor shared facility hubs for researchers, students, and staff to mix.

As part of our Zero by 30 Strategy, the Estate Strategy works toward our commitment to be net-zero carbon by 2030. The Campus Masterplans are designed to influence behaviours and habits ensuring that the net-zero carbon principles and mindset are fully embedded in all our capital projects.

The University of Greenwich will monitor and manage its growth and the delivery of the Estate Strategy and the role of the estate in meeting the University's vision and development principles.

Mission	The best modern estate built on historic foundations			
Vision	Our campuses will be safe, attractive and welcoming to all . They will provide stimulating and inclusive spaces for learning, research and collaboration, providing a great environment for our students and staff to achieve their best. They will be welcoming and sustainable beacons in our communities, giving back and leading by example .		Values: <ul style="list-style-type: none"> Inclusive Collaborative Impactful 	
			Principles: <ul style="list-style-type: none"> Creating opportunities Building partnerships Delivering impact 	
Strategic priorities	STUDENT SUCCESS	INCLUSIVITY AND CULTURE	RESEARCH AND KNOWLEDGE EXCHANGE	CONNECTED AND SUSTAINABLE CAMPUSES
Priority themes	<ul style="list-style-type: none"> Strengthened presence Strong community, outward looking and welcoming Connected students, staff and alumni Collaborative spaces and facilities Merged learning and social activities beyond teaching hours Students ready for work and life. 	<ul style="list-style-type: none"> Safe, secure and inclusive campuses Flexible spaces and facilities Diverse working spaces Advocate of equality Inclusive facilities for all different faiths and cultures Revived physical, mental health and wellbeing 	<ul style="list-style-type: none"> Leading edge specialist teaching facilities Spaces for businesses and entrepreneurs Spaces for partners Collaborative spaces to exchange knowledge Innovative and transformative outcomes Immersive digital learning experience 	<ul style="list-style-type: none"> Legible campuses Sustainable travel options Strong overarching quality and identity Common brand and smart technology Resilient to climate change Net-zero carbon and environmentally net-positive Sustainable behaviours and habits Flexible and agile assets Efficient development Smart operation and maintenance Digitally augmented on campus experiences
Sub strategies	ENABLING AND DEPENDANT STRATEGIES	DIGITAL AND SUSTAINABLE		PEOPLE
Action plans	10 year capital plan	Net Zero	Sustainability	Rolling refurb
Strategic target	ESTATE UTILISATION	NET ZERO SCOPE 1 & 2	TOP 10 GREEN LEAGUE	REDUCE BACKLOG

