



University Estate Masterplan 2017-2027 Executive Summary



Foreword



Durham University's brand, particularly our reputation for excellence, remains strong regionally, nationally and internationally. We are consistently ranked as a world top 100 university, we benefit from a sound financial position and we are proud to have a diverse, international community of staff and students. However, Durham is and wants to be so much more. We are not complacent. The global ecology of higher education is becoming ever more complex and competitive and Durham cannot afford to stand still.

Our vision

Since joining Durham University as Vice-Chancellor in September 2015, I have worked with colleagues to develop a new University Strategy to guide Durham over the next 10 years.

Our goal is for Durham to be delivering world-leading and world-changing research across all academic departments and research institutes, an education that is challenging, difficult, enabling and transformative and a student experience to rival the best in the world.

Our vision is to build on our existing success and move forward to secure our future, making significant changes where they are needed. We know that we have a strong offering but also that we can do more by further developing our partnership working.

We are and will continue to be open and transparent in all we do. We are committed to working with local businesses, organisations, the voluntary sector, residents, staff, students and other partners to ensure that we deliver the best outcomes for Durham, Stockton and the wider region. I encourage you to continue to get involved in our plans as we make them public and open for consultation.

Accommodation and Estate Strategy and Estate Masterplan

In order to support our vision, and as part of our work on a long-term growth agenda, we are developing an Accommodation and Estate Strategy. This will be central to shaping how Durham University looks and feels in the future. It will ensure that we have an academic and residential estate that is fit for purpose and affordable for the next 10 years and beyond.

An Estate Masterplan provides a guide to how we might develop our estate over the long-term. Its purpose is to provide a clear spatial framework for the delivery of the Accommodation and Estate Strategy. It sets out a scenario for possible future land use, distribution of activities, flexibility of building use and movement patterns within which individual projects may be taken forward in the future.

We are grateful for, and have taken on board, comments provided during the consultation period by Durham City residents and other local and regional stakeholders. The options presented in the Masterplan will be considered by our governing bodies in light of further consultation and the statutory planning process, all the while balanced with a concern for affordability and sustainability.

I am grateful to all who participated in the Masterplan consultation and who provided their feedback and ideas, and also to those who have helped us build on our success and plans for the future. I am confident that, through continued consultation and engagement with our local communities and partners, we can achieve great things together in the next 10 years and beyond.

*Professor Stuart Corbridge,
Vice-Chancellor and Warden*



Introduction

Durham University's Vision

Durham is consistently ranked as a world top 100 university. Our new Academic Strategy builds on this to secure our academic success and leading position on a sustainable basis in an increasingly competitive market environment. We are now developing an Accommodation and Estates Strategy which identifies potential areas for investment to support our vision to produce world-leading and world changing research, to provide our students with an education that is challenging, difficult, enabling, research-led and transformative; and to offer a world-leading student experience.

Alongside this, we are committed to being closely engaged with local and regional stakeholders in the public, private and voluntary sectors, as well as local residents, thus fulfilling an important role within Durham, Stockton and the wider North East region.

Why do we need a Masterplan?

The Estates Masterplan provides a guide to how we could develop the estate over the long-term. As such it presents a number of options which will be considered by the University's governing bodies in light of consultation and the statutory planning process, balanced with a concern for affordability.

The Masterplan will also show how the various elements of the campus, buildings and spaces can be connected and integrated within various localities in Durham City in order to create a better balanced community and to conserve and enhance heritage assets.



Securing the University's Future

Durham University is one of the country's most renowned universities, consistently ranked in the top six in the UK and in the top 100 across the world. 83% of our research is judged to be internationally excellent or world leading. The University punches above its weight with a relatively small base compared to our peers, supporting high quality research and education across a full breadth of subject areas.

To sustain this success the University needs to build its complement of world-leading academic staff. This is because in the intensely competitive global higher education context, subjects require a critical mass of high quality academic staff to build strong research groupings and collaborations, and to boost the volume of high quality research, engagement and impact that sustains a world leading reputation. This helps to put Durham on the map.

At the same time we are currently turning away students who have the potential to benefit from a Durham education. Through careful analysis of the higher education market and of the University's particular strengths, we have identified certain subject areas where we have the opportunity to build our critical mass of academic staff and offer a Durham education to highly qualified students that we cannot currently admit. By focusing on these selected areas, we will develop in a way that is financially sustainable.

The human scale and character of Durham City, the University and its collegiate environment are, of course, integral to attracting staff and students and thereby support the University's reputation. While the University will grow, the trajectory of growth envisaged is similar to that which has taken place over the last decade and more modest than the recent and planned growth of many of our competitors. Crucially, the growth in student numbers will be carefully planned, transparent and sensitively implemented.

The University's aspiration is to house 50-55% of students in College-affiliated accommodation by 2027. This is not just because we want to be a good neighbour, but because diverse scholarly communities with students from all levels are fundamental to the unique student experience we offer – they are critical to our business model. We will achieve this by developing new colleges on Durham University land. Where appropriate, we will also work in partnership with some of the purpose-built student accommodation (PBSA) providers, thus mitigating the need for houses in multiple occupation (HMOs).

By the end of the 10 year plan, the University will continue to be one of the smallest universities in the Russell Group (the top research universities in the UK) but we will have enhanced our positive contribution to the urban environment and community relationships in Durham City.



Economic Impact

Durham University's economic impact and contribution goes far beyond the University itself, benefiting the City, county, region and elsewhere in the UK. In 2016 the independent consultancy BiGGAR Economics carried out an economic impact assessment, which pulled together a wide range of evidence about the University's contribution to the economy, culture and society.

Using the latest available data, the researchers found that Durham University generates £1.1 billion a year to the UK economy and supports 13,660 jobs – including £400.2 million and 6,670 jobs in County Durham itself. The University has launched 25 spin out companies since 1997, supporting nearly 1,000 jobs. Examples include Kromek, P2i and Ikon Science. Research and Knowledge Transfer activities at the University add £139.3m of value for the UK economy, supporting 2,700 jobs. Examples include collaborations with Procter & Gamble, IBM and Dong Energy.

The University also plays a crucial role in the tourism sector, attracting 231,270 people to its visitor attractions in 2014/15, including Palace Green Library, the Oriental Museum and the Botanic Garden. We also hosted 602 events which attracted more than 40,000 people to the region. Together, the extra visitors that we brought to the North East in one year generated nearly £8 million for the region's economy.

Durham University students dedicate 14,000 hours a year to volunteering, including in many local schools and clubs. In 2014/15 this included almost 80 student led community projects involving children, adults and families in need, the environment, wildlife and animal welfare, and gifted and talented young people. Children's educational projects accounted for 53% of all volunteer placements. A number of these projects drew on the University's strength in sport to support young people.

Overall, for every £1 the University generates as a result of its direct operations, it supports £4.56 in total benefits throughout the UK economy. And, because we do not make a profit, any financial surplus we generate is reinvested in facilities, staff and students, further boosting our wider impact.

DURHAM UNIVERSITY...



Boosts the UK economy by **£1.1 billion** a year and supports nearly **14,000 jobs** – including almost **£650 million** and more than **10,000 jobs** here in the North East



Has launched **25 spin out companies** since 1997, supporting nearly **1,000 jobs**



Graduates add nearly **£300m** a year to the UK economy as a result of having studied here

In 2014/15...



231,270 people visited University attractions



We hosted **602 events**, attracting more than **40,000 people** to the region



The extra visitors we brought to the North East generated nearly **£8m** for the region's economy

REF2014* RESULTS



83% of Durham University's research is internationally excellent or world leading



More than **25% of subjects** are in the UK top five



Every Durham University subject is producing world-leading research



Durham University students undertake over **14,000 hours** of volunteering each year



More than **700 students** are involved in volunteering



Across almost **80 projects**

*Research Excellence Framework

The Development of the Masterplan, Consultation and Consultation Feedback

The University has undertaken extensive consultation in the development of the Masterplan and has worked closely with key organisations and groups, including:

Durham City Board, The City of Durham Trust, Durham City Neighbourhood Planning Forum, Durham University Residents Forum, adjoining landowners and statutory consultees Historic England, The Environment Agency and Sport England.

We have also spent six months working with Durham County Council to ensure that the Masterplan is consistent with the emerging County Durham Plan and technically capable of delivery.

In October, the University held four days of consultation in Durham City and Stockton which were attended by over 300 members of the public and University staff and 80 written responses were received either at the events or via the Masterplan consultation website.

The consultation feedback highlighted four main areas of concern:

- Why does the University need to grow?
- Will there be more Houses in Multiple Occupation (HMOs)?
- How will accessibility, traffic and parking be improved?
- How can everyday life for local residents be improved?



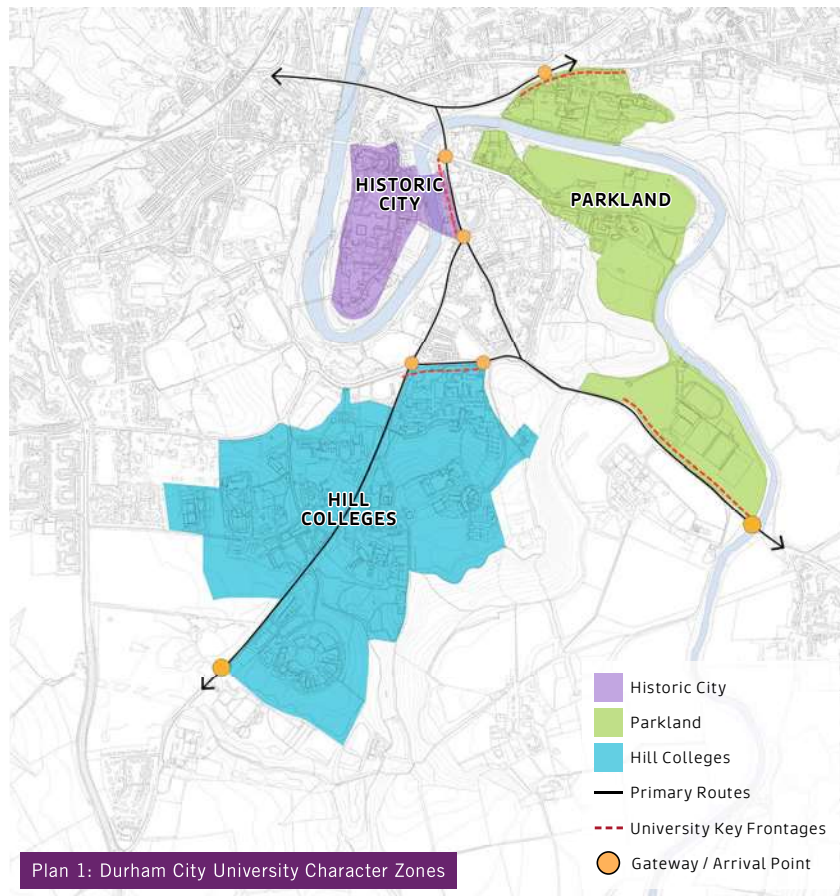
In response, we have revised the Masterplan to take account of these concerns and have revisited the text which explains why growth is needed to secure the future of the University.

For example, as part of the intention to increase the proportion of students housed in College-affiliated accommodation, we are looking to achieve early delivery of this student residential development. This will help us to keep ahead of our growth forecast so that converting family accommodation into HMOs becomes less attractive to prospective landlords.

Accessibility, traffic and parking have already been the subject of detailed technical conversations with Durham County Council but we will broaden the scope of the conversations between us to look at ways to further reduce the number of student cars in the City.

We take very seriously the need for the growth of the University to have a positive impact on everyday life and this was not adequately considered in the first iteration of the Masterplan. Therefore, later in this document, we have outlined the ways in which we will work with delivery partners to achieve this goal.

The Masterplan and Strategic Investment



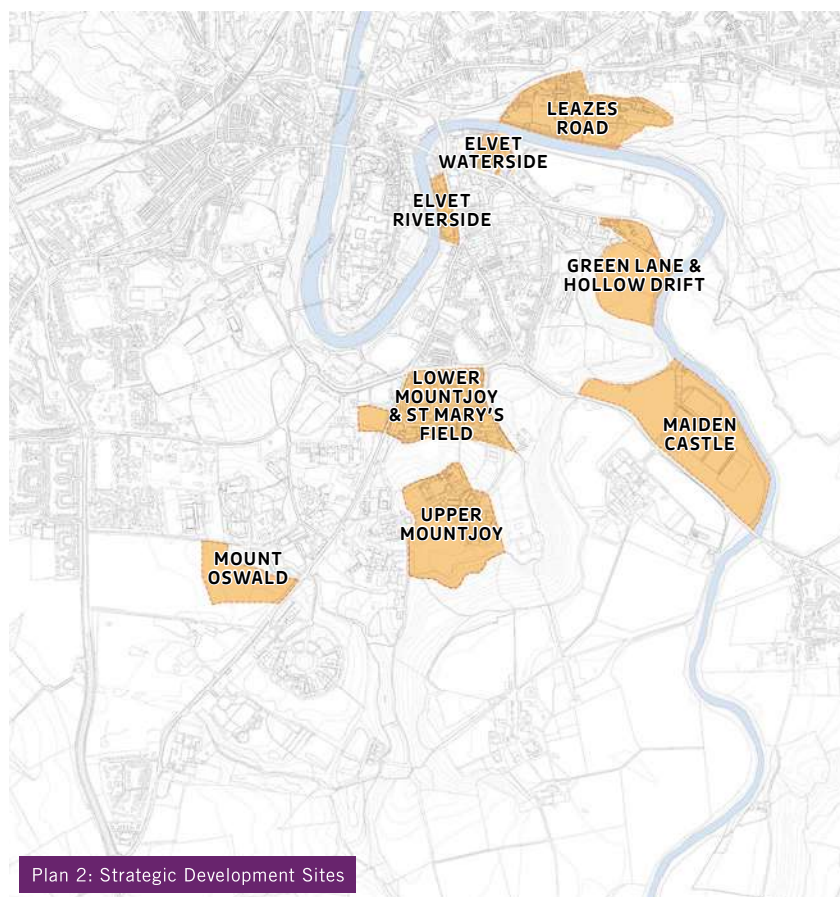
The Masterplan

Founded in 1832, Durham University has grown organically over the last 180 years, both in terms of size and reputation. The University estate situated in Durham City is spread across three contrasting character zones: its Historic City, Hill Colleges and Parkland. Each of these character zones presents individual challenges and opportunities and are shown on Plan 1.

As well as taking into account the amount of development needed to accommodate the growth of the University, the Masterplan team has also taken into account the character of these areas when deciding the type of development proposed for each site. In addition, the use of the sites has been informed by factors such as geographical location, topography, flood risk, the Green Belt, the presence of protected species, heritage assets and key views to and from the World Heritage Site.

By producing a detailed, evidence-based Masterplan tested for deliverability, we are confident that we will be able to build on and strengthen the relationship between City and University by easing accommodation constraints, enhancing access and developing facilities for common use.

The Masterplan identifies the potential capacity of the estate and presents possible development opportunities. It will protect Durham's important heritage for generations to come; safeguard Durham's position as a collegiate University at the heart of the national, regional and local economy; and create facilities to enhance the University's reputation and support our vision to be "world-leading in research, education and the wider student experience".



Opportunities for Strategic Investment

The sites identified for possible strategic investment are shown on Plan 2.

Academic and Collegiate Zoning

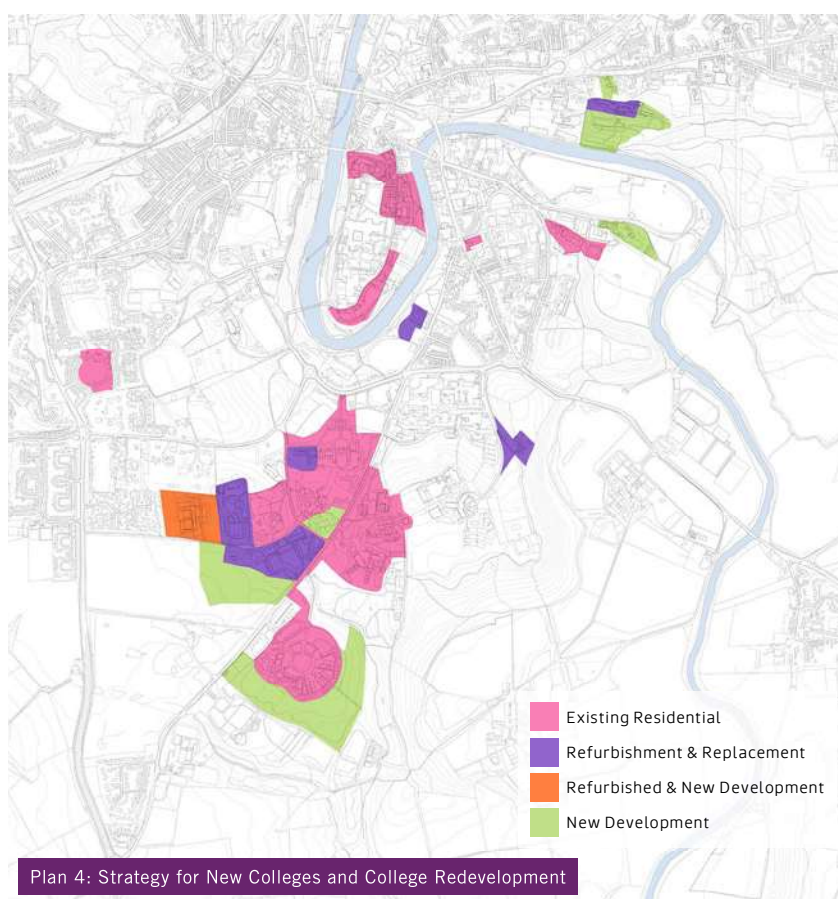
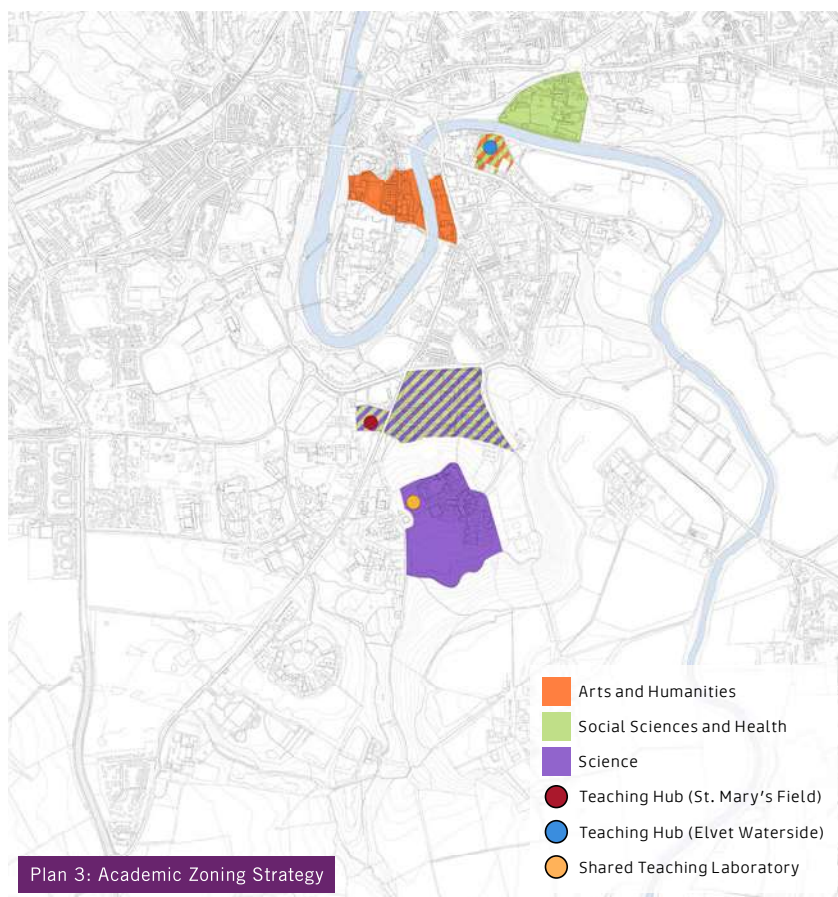
Currently, the University's facilities are unevenly spread across the City. Over the next 10 years, it is intended to better consolidate academic disciplines in distinct geographical zones, not least to ease pedestrian congestion and reduce travel distances and frequency of transit.

Student numbers at Durham University have been increasing steadily since the 1970s. The University will have an additional 4,000 students, maximum, by 2026/27, which is broadly on a par with past growth over the last 10 years.

In addition, the Masterplan takes account of the fact that in the short-term, the University's Queen's Campus based at Stockton-On-Tees will be re-purposed in part as an International Study Centre which will offer specialised foundation courses preparing international students for entry on to University courses. The University is actively exploring other options for the continued use and development of Queen's Campus and these will be developed in a separate Masterplan to be developed in future years.

As a first step in facilitating the relocation of John Snow College and Stephenson College from Stockton-On-Tees to Durham City, the University has secured Sheraton Park to be the new site of Ustinov College and is working closely with the Sheraton Park Residents' Association to integrate Ustinov's postgraduate students into the local community. The site vacated by Ustinov will accommodate students from John Snow and Stephenson Colleges until such time as the first of the new college buildings has been developed.

We have applied the same principles to consider the location of new college accommodation as we have done for the academic facilities and have planned to locate student residential accommodation to make best use of the pedestrian, bicycle and public transport infrastructure which already exists or which we have the opportunity to improve.



Masterplan Delivery and Infrastructure

Masterplan Delivery - Priority Investments

The delivery of the Masterplan will take place over at least the next 10 years and University Council has yet to make a detailed assessment of all the options presented.

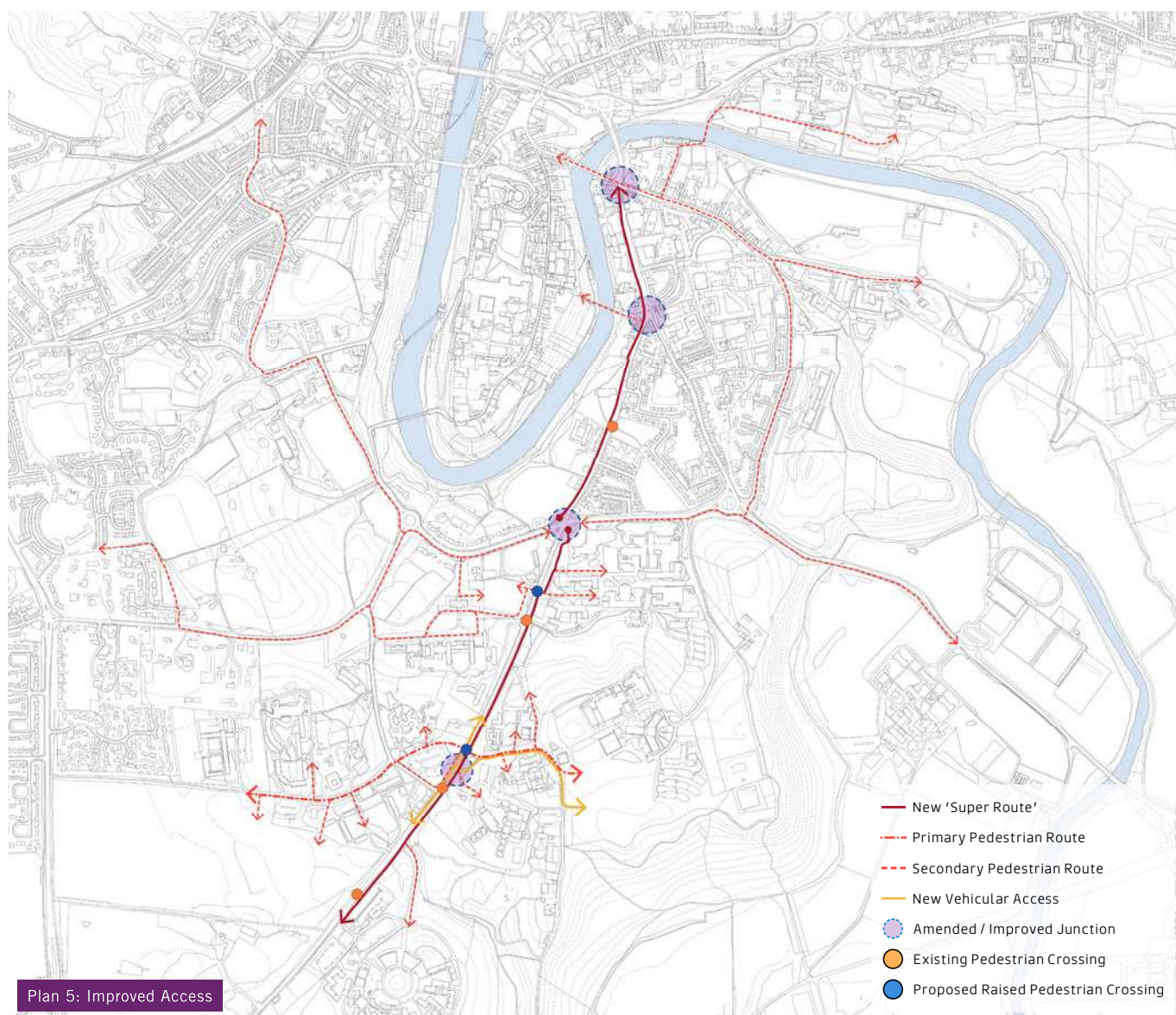
However, it has been decided to make three early or priority investments, to provide additional residential accommodation, teaching and sports facilities as student numbers in the City begin to increase. Subject to internal and statutory approval, these will be at Mount Oswald, St Mary's Field and at Maiden Castle.

In order to provide flexibility during the construction process, the University has entered into an agreement with the Trustees of Ushaw College to rent 3,000m² of space on their campus from 2016 – 2026.

Infrastructure Works

The University is committed to ensuring that Durham City is a pedestrian and bicycle-friendly place to live, work and study. The University will continue to support the University's Carbon Management Plan by identifying and reducing inefficiencies; investing in sustainable new buildings, refurbishment; and the rationalisation of existing assets. The University will help ensure that Durham City is Green and Smart.

The University footprint has spread across Durham City as it has evolved and grown, intertwining with the fabric of City life. The University recognises the importance of its relationship with its neighbours and will aim, through its Masterplan, to foster greater cohesion. It is understood that, at peak times during the working day, there are pinch points on pedestrian access routes across the City. Therefore, the Masterplan will include proposals to improve arterial pedestrianised routes and cycle routes, easing congestion and improving access.



Improvements to Everyday Life

The University recognises that the increase in student and staff numbers in Durham City will need to be handled with care and sensitivity to ensure that the growth proposed has a positive benefit on everyday life.

Feedback received during the first round of public consultation confirmed that more work needs to be done beyond the scope of the Masterplan and delivery of new buildings and infrastructure.

Local residents have commented that the University will need to be more proactively engaged in working with key service providers – particularly those responsible for planning the delivery of health services, education and housing.

We will continue to work with the local residents, especially through Durham University Residents' Forum, the Durham City Neighbourhood Planning Forum and Area Action Partnership, to identify opportunities for improvement.



As a member of the County Durham Partnership Board we will endeavour to work with other members to ensure that there is adequate health provision and that there will be enough capacity in local schools to satisfy demand.

We are already working with Durham County Council to assess the likely increase in housing need through the County Durham Plan process and will promote the need not just for executive housing but also for affordable homes.

The University looks forward to working with Durham County Council, the County Durham Partnership Board, local residents, businesses and other key stakeholders in the months ahead to deliver practical solutions to the issues raised.

As a first step, working together with the County Council, the University will seek to address the issue of student car parking in the City and further reduce the number of students who bring cars to the City in opposition to the University's parking policy.

Future Capacity and Next Steps

Future Capacity Beyond 2027

In order to safeguard options for the future, beyond 2027, the University has participated in the County Durham Plan process and responded to the 'Call for Sites' – the process by which sites not currently identified for development can be considered.

In addition, the University has recently entered into an agreement with the Trustees of Ushaw College to safeguard the use of the site beyond 2027 so that it will remain an option together with other sites for future growth.

Next Steps

The Masterplan has been considered and approved by Durham University Council as a framework which contains a series of options to accommodate growth.

The University will now begin to develop detailed plans for the delivery of the priority investments (Mount Oswald, St Mary's Field and Maiden Castle) and these will be the subject of consultation through the statutory planning process during 2017.

Further widespread public consultation will be undertaken at such time as University Council agrees a second phase of development.



Photo by Silent Eagle Photography



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