



University  
of Glasgow

THE  TIMES  
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UNIVERSITY  
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2022

SCOTTISH  
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# ESTATES STRATEGY 2025

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# ESTATES STRATEGY 2025:

## Introduction

### Welcome to the Estates Directorate Strategy, 2025.

As a Directorate, we are entrusted with an historic and beautiful estate: to honour and conserve its legacy for future generations whilst creating the very best facilities for our world-changing researchers along with learning and teaching spaces to inspire our future world changers.

We are committed to enhancing the experience of our students and staff through the services we deliver and the spaces we provide.

Effective partnership working is essential to achieve this:

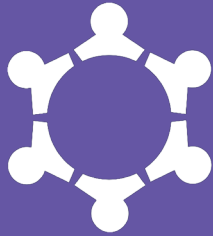
- **with colleagues across University Services to ensure coherent and integrated delivery plans**
- **with our academic, research and student community to fully understand their needs and aspirations**
- **with our external stakeholders, city and community, to fulfil our civic commitment**

To this partnership we bring professional expertise, insight and a commitment to deliver our part in achieving the University's vision.



# UNIVERSITY STRATEGY 2025:

## How Estates will enable the strategy



### COMMUNITY

Leading with our values and putting our people first

#### We will:

- develop our culture alongside a new generation of values-led university leaders
- invest in the physical and mental health and wellbeing of our staff and students
- make the University an exceptional place to work and build fulfilling careers
- further diversify our community and set challenging targets for ethnic minority inclusion



### CONNECTIVITY

Creating space to connect through new collaborative and social space on campus

#### We will:

- Expand our social space provision to make campus a welcome home away from home
- create an ecosystem of collaborative spaces on campus, including touchdown hubs to facilitate agile working and spaces for short-term collaborative projects
- develop facilities on campus for externally facing partnership activities including start-ups, spinouts and co-location of corporate partners
- broaden public access to and use of our campus locations and assets



### CHALLENGES

Building a sustainable future through our research and actions

#### We will:

- actively adopt and advance the United Nations' Sustainability Development Goals
- create greener, healthier and more sustainable campuses within our communities
- evolve our operations and ways of working to meet our commitment of being a carbon neutral organisation by 2030



# ESTATES STRATEGY 2025: Our culture

The Estates Directorate will deliver a series of core objectives over the life of the Strategy within the context of **5 Themes – People, Space, Sustainability, Custodianship and Digital**.

These objectives set out *what* is delivered but **our culture** will determine *how* this is experienced.

With a culture rooted in the University Values, (*Ambition & Excellence, Curiosity & Discovery, Integrity & Truth, An Inclusive Community*) we celebrate being part of a community of collaboratively-minded, people-centred and globally-engaged teams. Defining our culture are our commitments to:

- place the **student and colleague experience** at the centre of our plans
- **treat everybody equally and respectfully**
- be a unified, friendly and welcoming Estates **community**
- champion a **sociable and interactive** ethos
- **develop ourselves** through taking on new opportunities
- openly **communicate and collaborate** with all
- work in **partnership** to deliver seamless, integrated and sustainable services
- use our data and expertise to inform **good decision-making** and **wise investment**
- increase **empowerment and accountability** to all within a transparent governance system



# ESTATES STRATEGY 2025: Objectives



## PEOPLE



We will retain a sense of identity and belonging in an increasingly diverse and dispersed team

### We will:

- ensure **effective service delivery** by suitably resourcing and empowering our people
- create a **sense of belonging** for all
- provide **career paths** for all
- ensure our team **diversity** reflects our local area
- assure our future through **internships, graduates, graduate apprentice and apprentice** programmes
- **engage** effectively with our colleagues, partners and stakeholders

## SPACE



We will reimagine, reconfigure and lead the management of spaces throughout campus

### We will:

- provide the **right space** to support Active Learning and new ways of working
- place equal importance on both our **outdoor and indoor spaces**
- design spaces for **collaboration and to build community**
- develop and deliver a **2030 Campus Vision** (Estates Strategy)
- ensure **accessibility, inclusivity and well-being** is at the heart of our planning

## SUSTAINABILITY



We will ensure all our activities are sustainable to deliver a net zero carbon footprint

### We will:

- ensure **sustainability is at the centre** of all our projects
- **engage** staff and students in our **environmental actions**
- **strengthen the GUEST** (student intern) **network**
- plan future **energy use and generation** in line with our sustainability goals
- implement a **Travel & Transport Plan** which aligns our operational needs and sustainability goals

## CUSTODIANSHIP



We will protect, restore and conserve the built environment of the University

### We will:

- plan to **reduce our maintenance debt** below 10 years
- **conserve our listed buildings** to the highest standards
- ensure our University estate is **open and accessible for all**
- develop an **asset management strategy**

## DIGITAL



We will integrate digital into our working lives and support an enhanced user experience of our campus

### We will:

- ensure **information about our assets and services** is available online for our customers
- **integrate our systems and data** to provide a seamless customer experience
- **implement asset management systems** that integrate space, operations, projects and cost
- create **digital** tools to enhance and augment use of the campus





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The Wolfson Wohl Cancer Research Centre, Garscube Campus

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