



UNIVERSITY OF LEEDS

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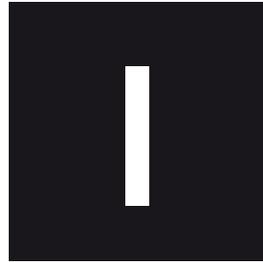
# CAMPUS DEVELOPMENT 2015-2025



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## FOREWORD

The development of our estate and infrastructure is a key factor in the University's ability to achieve our strategic goals. Our buildings must support world leading research while at the same time responding to changes in student education and increasing student expectations. Building design and the design process itself can support and facilitate 'new ways of working' and the cross-disciplinary engagement which is critical to our future success.

We anticipate that a sustained period of change and improvement lies ahead and this campus development plan has been developed to enable us to respond to new challenges and opportunities while building on the University of Leeds' established strengths and past achievements.

It is an ambitious plan that sets out new investment priorities to underpin our future success.

We recognise that cutting edge developments in education, science and research will take place where there is effective collaboration between disciplines, where our environment promotes innovation and enterprise, and where there is a commitment to attract and retain the very best students and staff. The developments in this plan reflect that conviction.

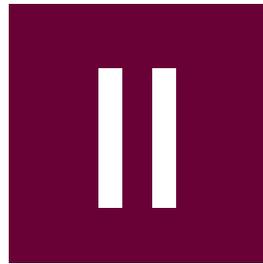
Building from a position of strength, we aim to create a world class campus at the heart of a vibrant city, where visitors arriving will recognise our commitment to invest in knowledge and opportunity through excellent student education and cutting edge research. At the same time, they will experience the exciting atmosphere that springs from our rich variety of cultural activities.

Development of our open spaces and the spaces between buildings will help to create a sense of place while new gateway developments and pedestrian routes will ensure a positive sense of arrival, coherent connections between different parts of campus and more accessible and usable green spaces.

An ambitious programme of capital investment projects is already under way or being actively planned and in total, we have committed over £500m to a transformative campus development programme that will support our strategic aim of being securely placed in the UK's top ten research universities.

Dennis Hopper  
Director of Facilities





## CONTEXT AND CAMPUS HISTORY

While the University of Leeds was founded in 1904, our roots can be traced to the nineteenth century with the founding of the Leeds School of Medicine in 1831 and the Yorkshire College of Science in 1874.

Throughout our history we have seen significant growth, but particularly in the last 50 years, when student numbers have risen between 1960 and 2010 from just over 5,000 to over 30,000. Leeds now has one of the largest single campuses in the UK, with over 180 buildings on 93 acres and a combined staff and student population of around 40,000.

Of the academic accommodation, 43 per cent is housed within listed buildings, equating to 181,000 square metres. Many of these listed buildings present challenges to providing usable space that meets the University's needs, but care must be taken to preserve them as important heritage assets and, where possible, to improve their efficiency in line with the University's sustainability strategy.

### Previous Masterplans

A well-documented series of 5-year masterplans has been adopted by the University and supported by the City of Leeds, from the Chamberlin, Powell and Bon masterplan of the 1960s to the most recent masterplan of 2007. The latest plan highlighted a number of developments and projects which are now largely completed or under way.

The purpose of this Masterplan is to create a strategic framework to support the growth and ambition of the University within the constraints of the campus and the City of Leeds, whilst enhancing the experience of students, staff, visitors and the community. Its scope is limited to the existing city centre campus. Although acknowledged, for commercial reasons, opportunities for expansion along the 'bleeding edges' of the campus are not covered within this document.

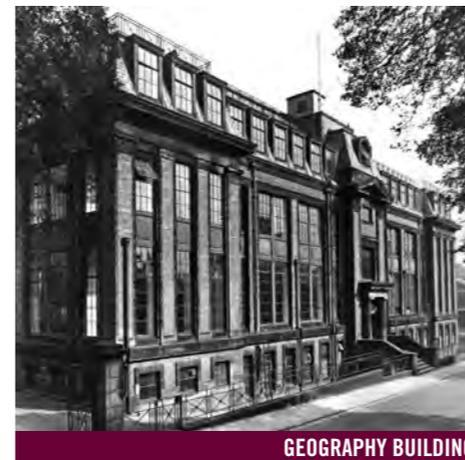
It is also appropriate to acknowledge that, in addition to providing a development framework, the Masterplan is being developed against the background of a capital investment programme which includes significant refurbishment of existing buildings, particularly those developed in the 1960s during a period of accelerated growth.



E C STONER BUILDING



ROGER STEVENS BUILDING



GEOGRAPHY BUILDING



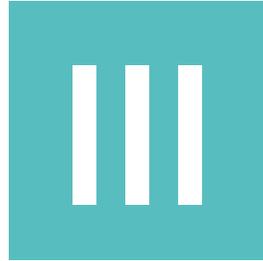
E C STONER BUILDING



THE PARKINSON BUILDING

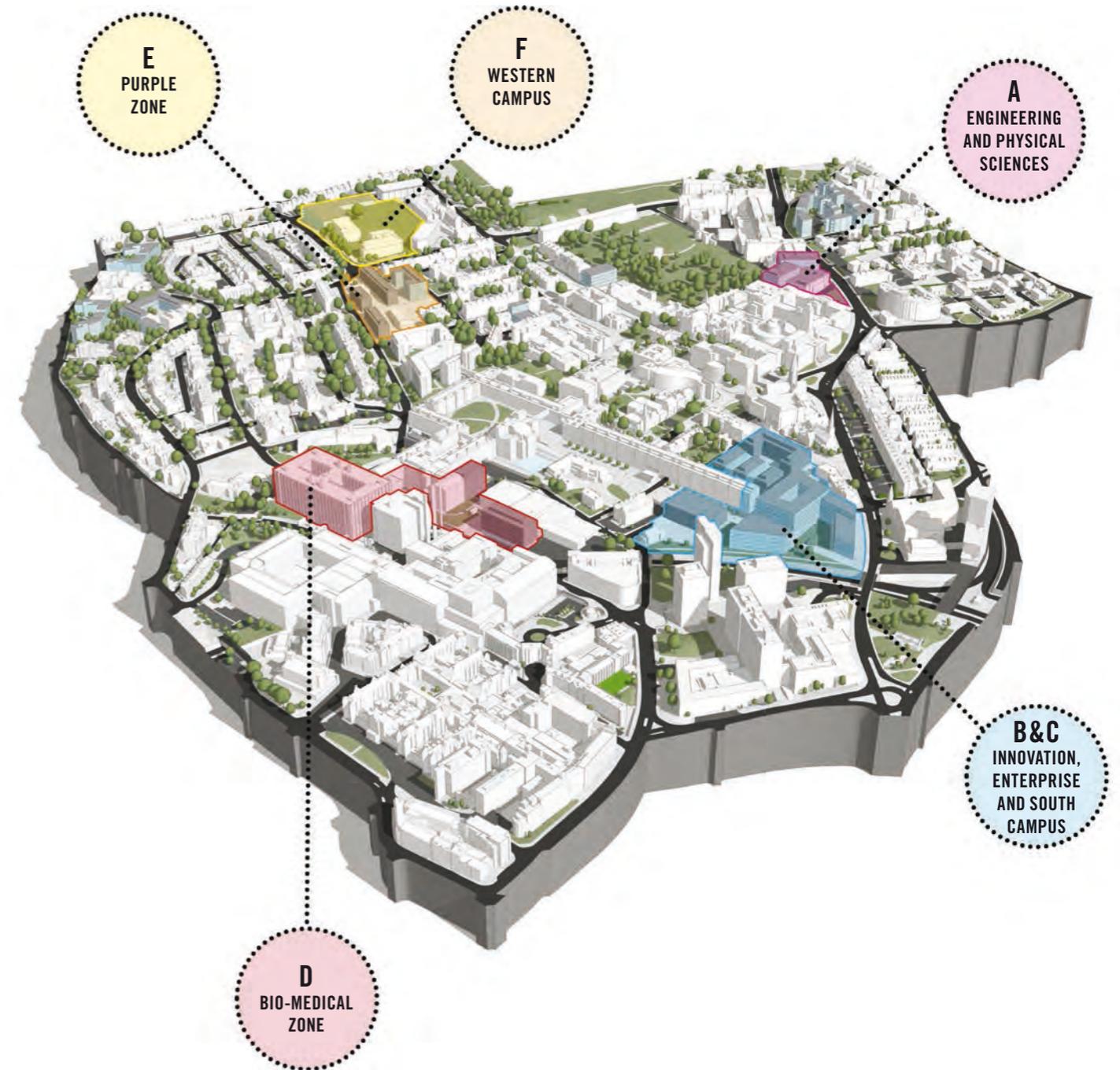


THE GREAT HALL



## KEY AREAS FOR DEVELOPMENT

- A ENGINEERING AND PHYSICAL SCIENCES
- B INNOVATION AND ENTERPRISE
- C SOUTH CAMPUS
- D BIO-MEDICAL ZONE
- E PURPLE ZONE
- F WESTERN CAMPUS





## ENGINEERING AND PHYSICAL SCIENCE

A project to create an Engineering and Physical Sciences campus connecting these disciplines in a single location to stimulate new interdisciplinary research and education collaborations.

Specifically, the project involves:

- » Relocation of the School of Computing
- » Relocation of the School of Physics and Astronomy
- » Creation of a new interdisciplinary research centre: The Bragg Centre
- » Upgrade and expansion of Clean Room facilities
- » Consolidation of existing separate research groups into a coherent laboratory for bio-nanoscience
- » Provision of highly flexible, modern teaching space
- » Expansion space to allow future growth and recruitment of new groups

The Schools of Physics and Astronomy and Computing have ambitious plans for development and growth in academic activity in line with the University Strategic Plan. Both schools plan to support sustainable growth through additional research and increased student numbers.

However, their current accommodation – in the ‘Physics Research Deck’ and EC Stoner Building respectively – is no longer fit for purpose: laboratory space is unsuitable for the high specification of equipment needed to carry out much of today’s research and the current locations restrict future growth.

The University has a national presence and leadership in two specific areas of materials science – advanced functional materials and soft materials – but activity is spread across the campus. The Bragg Centre will transform this activity into an internationally leading research platform, which will include an important collaboration with the Sir Henry Royce Institute.

Existing Clean Room facilities support activity that is recognised externally through prizes and awards, but these facilities are now approaching the end of their planned lifespan. They are no longer fit for purpose and need to be replaced to a higher specification.

The proposed integrated development addresses all these issues. It provides for ambitious growth in academic activity and performance across a wide range of academic disciplines, aligned with University, faculty and school strategic plans.



# B

## INNOVATION AND ENTERPRISE

External partners in the private, public and third sectors will benefit from improved access to the University's research and innovation expertise through a new University innovation and enterprise centre to be located on the south eastern part of campus.

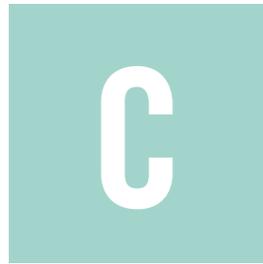
The new centre will help deliver increased income from established funding sources and enable the University to diversify its portfolio, to both increase our share of innovation and enterprise funding, and enhance the student experience.

A team of innovation professionals based in the centre will support external partners in accessing the University's research and innovation services. The centre will build on an already successful track record of commercialisation, and stimulate further collaboration and innovation with other organisations. It will also address the requirement to increase the University's business incubation capacity and will create a significant increase in laboratory accommodation for technology-led start-up companies.

This ambitious new development will establish the University of Leeds as a leading centre for innovation and enterprise that delivers societal and economic benefit for the UK. This will be achieved by:

- » Developing an effective infrastructure and core staff of innovation professionals. These people will be tasked with delivering a step change in research income, and with significantly increasing the volume and value of innovation and enterprise activities undertaken at Leeds
- » Creating a high profile gateway and a UK-leading environment for collaboration and partnership. Organisations within the city, region, UK and globally will have quicker, easier access to the knowledge, facilities, capabilities and skills available within the University





## THE SOUTH CAMPUS

Expansion of the campus is restricted by the Inner Ring Road to the south, Woodhouse Lane to the east, Woodhouse Moor to the north and residential buildings to the west, leaving very little room for growth. The last remaining large development site is on South Campus, which is currently used as a surface car park.

The Masterplan outlines proposals for a new state of the art innovation building with the possibility of providing linked developments, constructed over two phases. Phase 1 would consist of the 10,500 square metre building to the east of EC Stoner referred to in the previous section. Phase 2 would then be constructed following the potential acquisition and demolition of properties on Fenton Street, and provide high-profile frontage onto Woodhouse Lane.

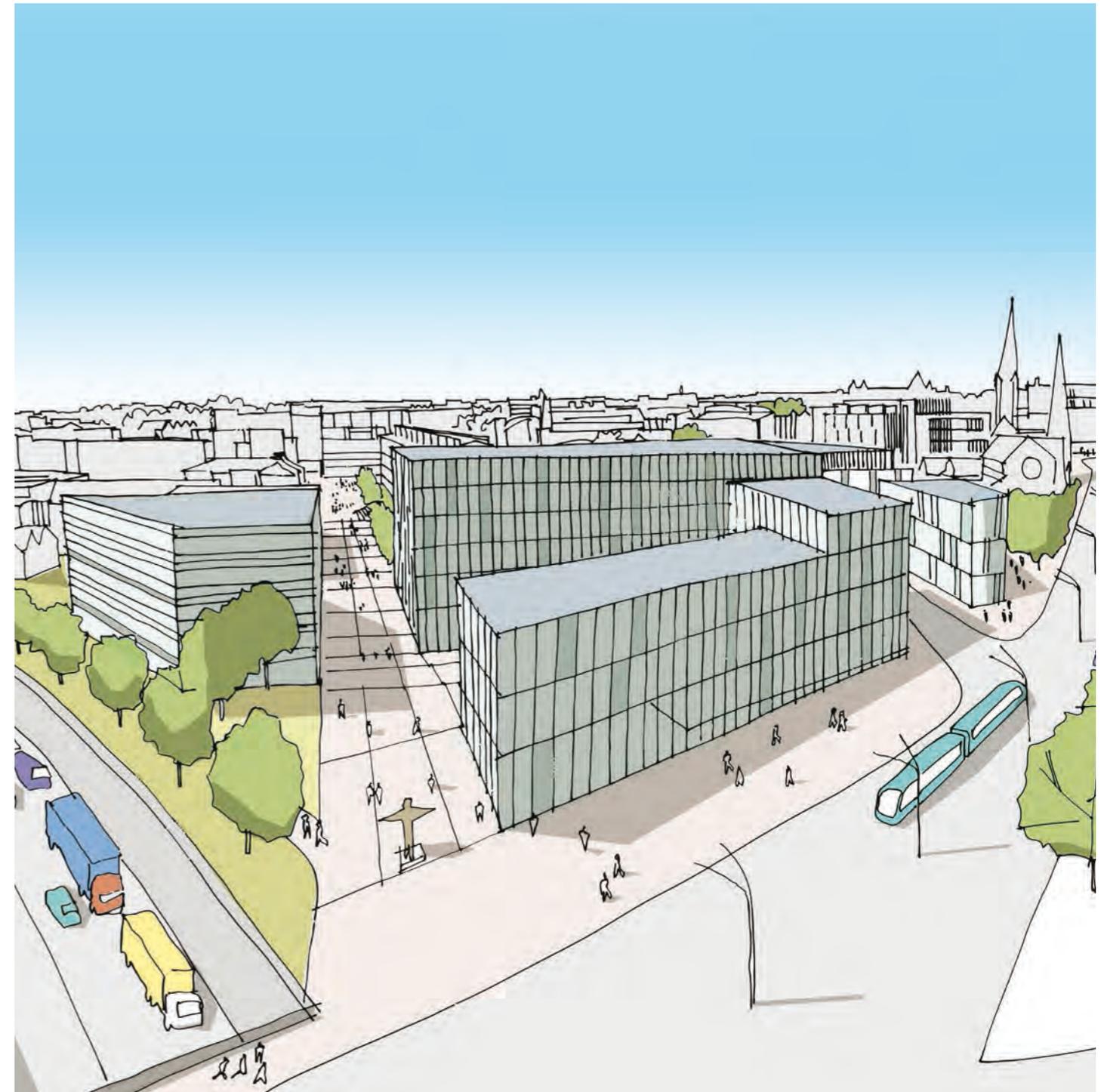
The multi-storey car park defined in the 2007 Masterplan is incorporated to compensate for the loss of spaces from the construction of the innovation centre, and other losses across the campus.

In this proposal, the existing Physics Deck would be demolished and redeveloped – possibly as a Conference Centre and principal lecture theatre.

Whilst the precise nature of any new building on the site of the Physics Deck would need to be established, the development of the South Campus as a city-facing zone is appropriate given its location, its orientation and the proximity of the multi-storey car park.

The demolition of the Physics Deck will allow Lodge Street to be reinstated, servicing the centre of the campus from Woodhouse Lane. This would remove service traffic away from the main entrance, as well as alleviating vehicle traffic off Hilary Place. As a result, we would create two grand pedestrian approaches into the University from Woodhouse Lane.

A third phase is also illustrated to the south, with commercial space at ground floor level, although any building in this location would need to be relatively low-level to avoid restricting views of the innovation building as people approach the campus. The linear form of EC Stoner running east/west across campus is reinforced by upgrading the hard landscaping to the south of the building, and extending the boulevard to meet Woodhouse Lane. This will provide heavy foot fall along a grand pedestrian avenue leading into the heart of the campus.





## BIO-MEDICAL ZONE

### FACULTIES OF MEDICINE AND HEALTH AND BIOLOGICAL SCIENCES

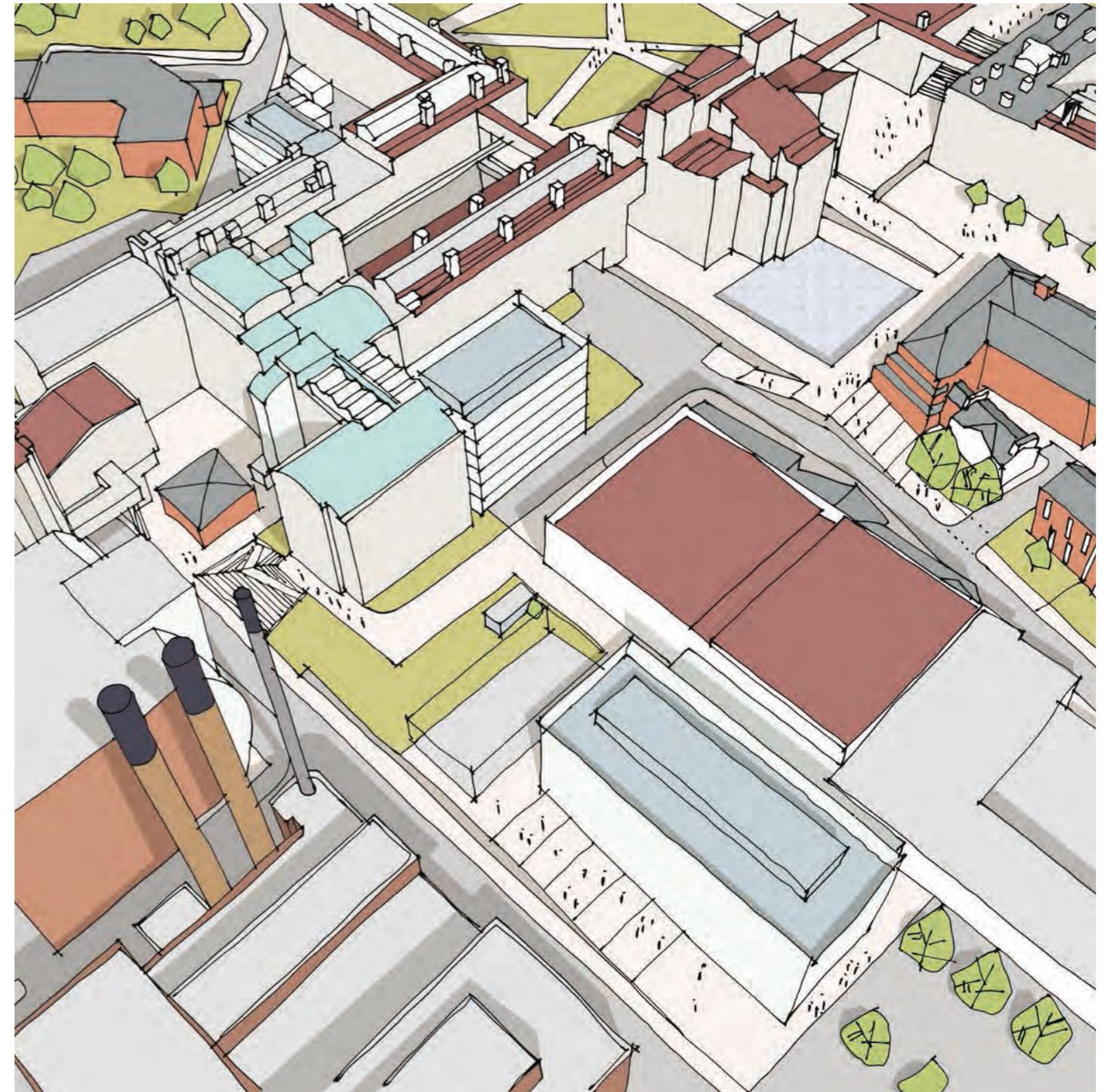
The Faculties of Medicine and Health and Biological Sciences deliver high quality educational programmes – many of which ‘capacity-build’ tomorrow’s NHS – and undertake research that spans the full translational spectrum from discovery science to structural and molecular biology of disease mechanism through to clinical evaluation, trials and implementation, all with the aim of increasing human health and wealth. The Faculty of Medicine and Health comprises Schools and Institutes which are geographically dispersed, both across the University campus and across the city, in part mapping onto to strong clinical academic presence within the Leeds NHS Teaching Hospitals Trust.

An urgent need for greater consolidation and co-location of applied health and clinical trials activity has led to a major refurbishment of the Medical School. The Worsley Building, where the Medical School is housed, is the largest building on campus and accounts for 10 percent of the total academic estate. The project will help to consolidate the School’s academic activities within a single building to strengthen their sense of identity and internal integration. This in turn will facilitate greater interdisciplinary working to support the School’s strategic priorities. Within the Faculty significant refurbishment work has already taken place in the School of Healthcare and the School of Psychology and, in conjunction with the Worsley building project, the School of Dentistry will also be improved through refurbishment.

The investment will deliver major improvements to the whole of levels 9, 10 and 11, the building entrance at level 4 and other untouched ‘pockets’ of accommodation on levels 6, 7 and 8. Level 11 of the Worsley Building now houses the new Leeds Institute of Data Analytics, (LIDA) including the MRC Bioinformatics Centre, which draws together researchers from Medicine and Health; Biological Sciences and Computing.

Medicine also has estate in partnership with the NHS on its key clinical sites at Leeds General Infirmary (LGI), St James’ University Hospital, Chapel Allerton and Bradford all of which are increasingly important to our ‘Health’ research theme, underpinning important cross-disciplinary work in Clinical Imaging, Data Analytics, Precision Medicine and Informatics. Close co-operation on estate development will be required with our partners in order to support growth and development of this work. The LGI site houses priceless buildings of historical context reflecting the origin of the University.

The Faculty increasingly works closely with the Faculty of Biological Sciences with a move to greater sharing of infrastructure and core laboratories; the translational medicine pipeline in Leeds will be highly dependent on this close collaboration. Collectively these projects will help the School to grow its research funding, and should see Leeds established as a top 10 UK and internationally recognised Biomedical Research Centre. It will also deliver an environment and infrastructure that befits a world class School of Medicine and Dentistry.





## BIO-MEDICAL ZONE

### FACULTIES OF MEDICINE AND HEALTH AND BIOLOGICAL SCIENCES

#### Biological Sciences

The medium to longer-term space requirements for Biological Sciences pose a substantial challenge. The Faculty has reduced its space by a third since 2010 in line with previous recovery and restructuring plans. However, in line with the ambitious programme of recruitment and purchase of new facilities required to underpin the University Strategic Plan there is now a need to provide flexible, state-of-the-art, contiguous research laboratory space that can accommodate expansion and help deliver the University strategy for research outcomes and global position.

Between 2015 and 2020 the Faculty expects to expand its research-active staff significantly and these recruits will be expected to run successful research groups with technical support, post-doctoral fellows and PhD postgraduate students. As a result, the number of additional researchers in the Faculty is set to grow substantially. In addition, the planned expansion in student numbers means the Faculty needs a further 700 square metres of teaching space.

At the time of writing, a full review of all Biological Sciences space is underway to ensure that existing space is used effectively and that activities are appropriately co-located. Some additional space could be provided, if required, through new build extensions.





## PURPLE ZONE

Purple Zone represents another potential development site, located between Mount Preston Street, Cloberry Street and Cromer Terrace. When considering the location and orientation of potential development sites on Purple Zone, a key requirement is to increase connectivity between the Western Campus and the rest of the University.

With this in mind, future developments have been placed on an east-west orientation to create a wide tree lined avenue link between Charles Morris Hall and the Western Campus. This will increase footfall across this area of the campus and incorporate the Western Campus as more of a part of the University.

Improvements to pedestrian crossings over Clarendon Road will also help in linking the sites together.

The function of the proposed buildings has yet to be defined but could be amended to respond to demand. Historically the site was predominantly residential and this could be reinstated, however, given that the residential sites which are close to, but not on, campus work well, this space should perhaps be protected for core University activity.

More specifically, a development on Purple Zone could provide flexible office space for administrative functions currently located in the EC Stoner Building and other central locations. Space vacated in the EC Stoner Building could then be refurbished and reconfigured for academic growth. Whatever the chosen option, the strengthening of the east-west link across campus remains the key to success.

Due to the steep topography of Purple Zone, under-croft car parking could be incorporated, contributing to the University's strategy to remove as much on street parking as possible, consolidating what is required into under-croft and multi-storey car parking.





## WESTERN CAMPUS

### LEEDS UNIVERSITY BUSINESS SCHOOL AND THE SCHOOL OF LAW

The last decade has seen a period of sustained growth for the Business School. With increased student numbers and staffing levels, the School has enjoyed healthy revenue but has now substantially outgrown the confines of the Maurice Keyworth Building.

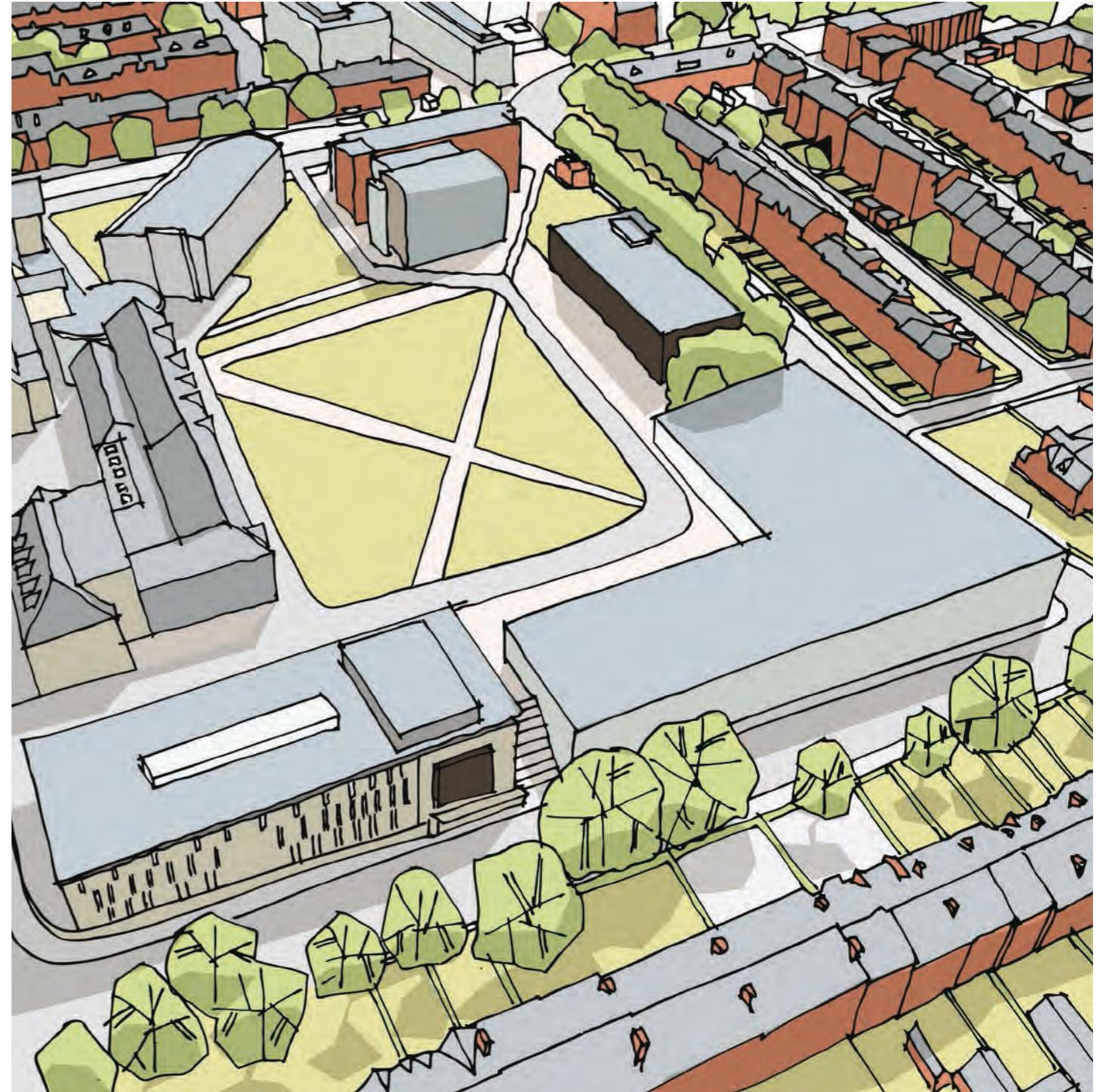
Over recent years additional space requirements have been met through a series of small, ad-hoc projects – using space in nearby terraced houses, renting space in Leeds Innovation Centre and reconfiguring space in the Maurice Keyworth Building.

However, these short-term solutions have created a geographical fragmentation with academic divisions and support areas now spread between 15 different buildings across campus including a modular, temporary building on the Western Campus which provides teaching accommodation.

Over the period 2015-2020, space on the Western Campus will become available for the expansion of the Business School when Leeds Institute for Health Sciences (LIHS) moves onto the main campus and when Leeds Innovation Centre (LIC) moves to the new innovation building on the South Campus. This additional space in the Charles Thackrah Building and the LIC Building, along with further reconfiguration in the Maurice Keyworth Building, will enable the Business School to co-locate all activity onto the Western Campus and will provide space for growth.

Currently, the Western Campus feels detached from the rest of the University, largely due to its physical separation by Clarendon Road. Pedestrian crossings in this area are poorly located, which makes the transition between one area of the campus and the other difficult. The gateway into the University on University Road is also compromised due to:

- » Traffic barriers
- » Poor quality hard standing
- » Signage not being prominent
- » Feeling more like a service entrance than a student entrance
- » Limited pavement width



# F

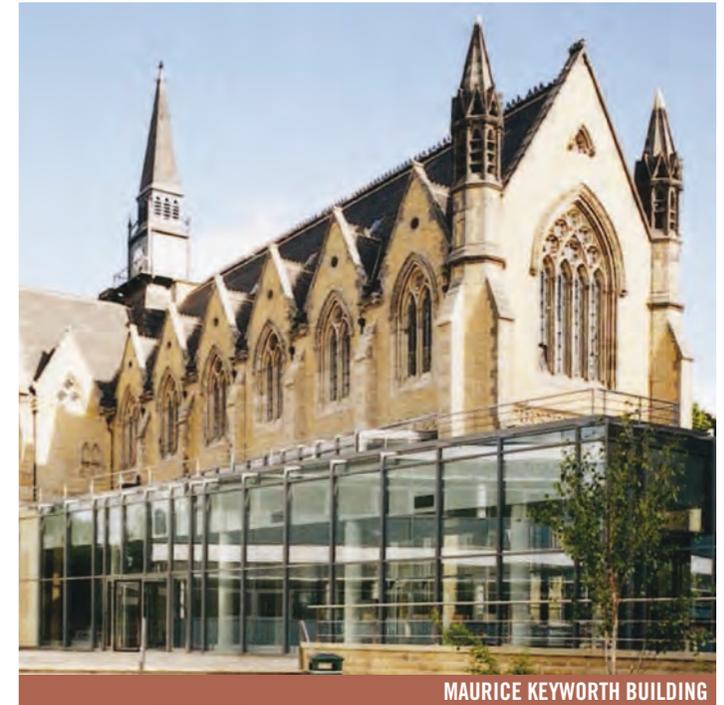
The link with the Western Campus could be improved by upgrading the gateway along University Road and implementing:

- » Drop bollard and intercom for service vehicles
- » Pedestrianisation of University Road
- » More prominent signage
- » Removal of cluttered street furniture

To further improve the connection with Central Campus the crossing to the south east of Western Campus could be altered so that students can access directly from Purple Zone, without having to cross both Clarendon Road and Woodsley Road.

The other significant issue relates to poor teaching accommodation in the Western Campus Lecture Theatre Building. The lecture theatre has good access from the square, but the accommodation no longer meets the needs of the Business School or the School of Law in its quality, size or configuration. This means considerable movement back and forth to larger lecture theatres on the main campus. In addition, planning conditions require the temporary teaching accommodation on the Western Campus to be removed by 2018.

Future requirements will need to be determined by a feasibility study, but one key development to provide appropriate teaching accommodation for the Business School and the School of Law would be the demolition of the Western Campus Lecture Theatre and the Gryphon Sports Centre in favour of a purpose built development.



# IV

## CAMPUS INFRASTRUCTURE

The campus infrastructure influences how students, staff and visitors feel when they first enter campus and as they move across it. The quality and legibility of gateways and thresholds into the campus, the routes that people take to navigate it, signage, lighting, cleanliness, safety and security, branding, and facilities all contribute to the campus experience and the impression of the University that people draw as a result.

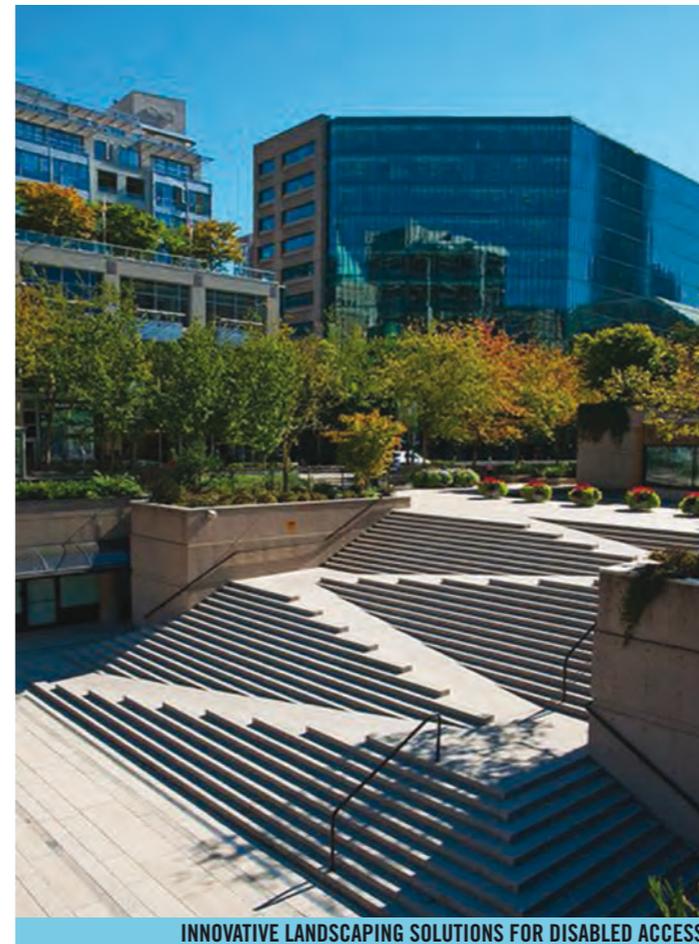
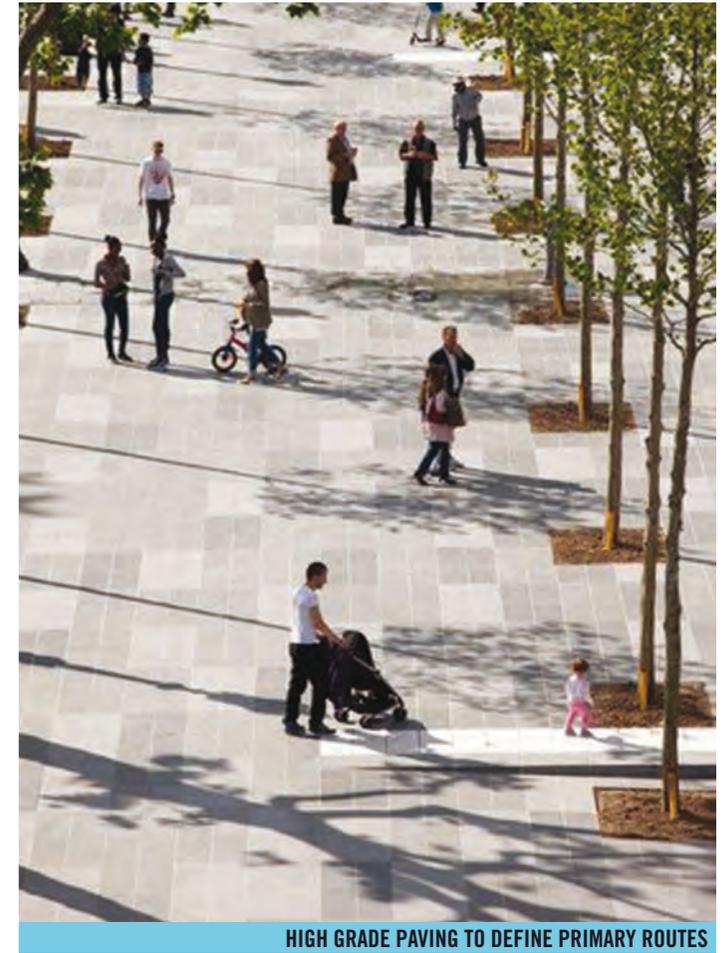
Getting these things right enhances our reputation and creates a sense of place. They can even contribute to performance as people who feel relaxed and positive are generally more productive.

Specific proposals have been developed in six key areas:

- » Gateways and thresholds
- » Pedestrian and cycle connectivity
- » Active frontages
- » Servicing strategies
- » New and improved public realm
- » Sustainability

These proposals are underpinned by a psycho-geographic study of the physical environment on people's feelings and behaviour. The study records the thoughts and feelings of key groups including undergraduate, postgraduate and international students and staff.

Individual responses may be subjective, but they help establish prominent themes. The survey results have offered a unique insight into the needs of users of the University campus and helped to inform decisions on how to shape new spaces around the estate.





## GATEWAYS AND THRESHOLDS

Gateways and thresholds set a sense of arrival at the University and it is important to ensure that first impressions underpin our position as a leading educational institution.

Gateways are particularly important for first time visitors to the University who need ease of access to information and assistance. Thresholds to the campus are less formal, although the quality of the environment and access to directions are equally important in denoting the arrival on campus.

An effective threshold into the campus will include:

- » Clear branding and directional signage
- » Good quality hard standing, distinctive from the highway
- » Effective separation of vehicles, cycle and pedestrian movement to avoid conflicts
- » Tidy and well maintained soft landscaping
- » Good illumination with clear sight lines

Effective gateways will feature:

- » Easy and clear access to personnel for assistance
- » Vehicle drop off provision
- » Visitor (VIP) parking provision
- » Clear visual prompts to indicate entrance to the University

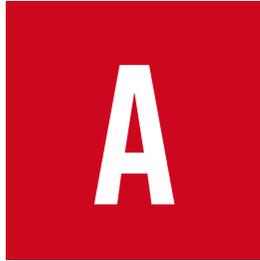
### **The Parkinson Building**

The iconic Parkinson Building acts as a highly visible Leeds landmark at the highest point of the campus and the city.

Its crisp white Portland stone face and imposing steps provide an impressive principal entrance to the campus, but the Masterplan has identified the following enhancements to the approach and public realm:

- » Reduce service vehicle and car traffic through improvements to other campus gateways
- » Increase shared surfaces to remove level changes and provide pedestrian and cycle priority
- » Design of street furniture for seating, bicycle storage and waste management to make a positive contribution to the landscape
- » Respond to the Leeds New Generation Transport route and the approach of vehicles from the north
- » Replace the existing security box with a building more appropriate to the University's prestige
- » Strengthen the pedestrian link through to University Road





### Calverley Street

The Calverley Street entrance has been identified as an important gateway to the campus. The completion of the new multi-storey car park and student residences, and better links with the city and Leeds Teaching Hospital are key to supporting future development and research opportunities.

The potential to both strengthen and widen the bridge requires further investigation, while cosmetic improvements to the environment would provide a better pedestrian and visitor experience.

Implementing a shared surface at the gateway would help to provide a clear threshold and signal the transition into a pedestrian priority area, while enhancing the hard standing and removing the grass verges and obstructions around the gateway would improve flow.

As plans to develop this gateway progress, improved lighting and the pruning of trees and shrubs will provide better sight lines, as the crown of trees is raised and shrubs lowered.

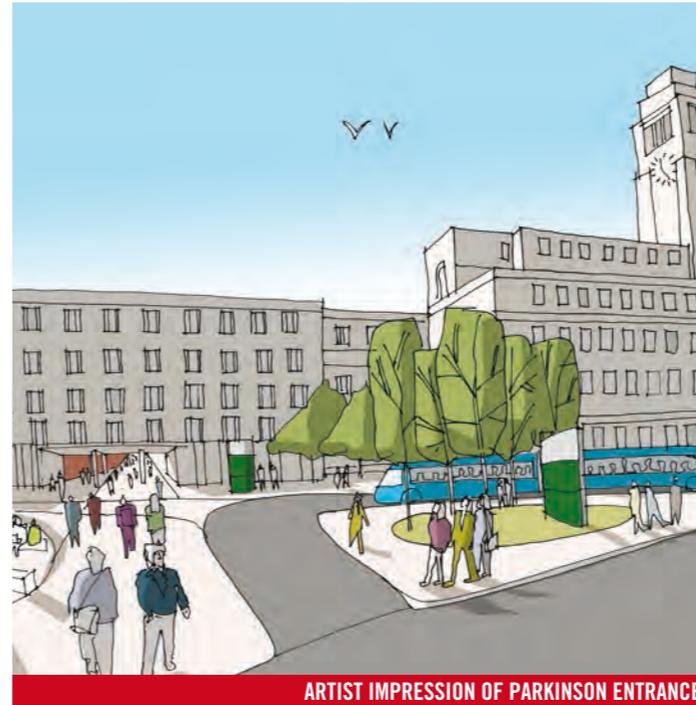
With increased use by first time visitors in this location, further consideration will need to be given to the suitability of an automated barrier.

### Hillary Place

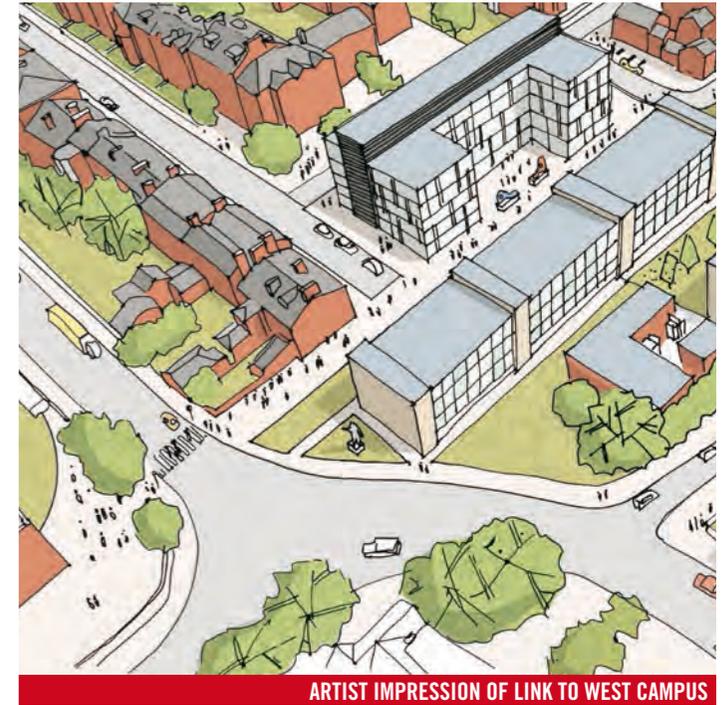
Hillary Place is identified as a major new pedestrian avenue into the campus connecting Woodhouse Lane with University Road.

The pedestrianisation of Hillary Place will dramatically enhance one of the most popular routes through campus, improving the visitor experience and raising the profile of the University to the public.

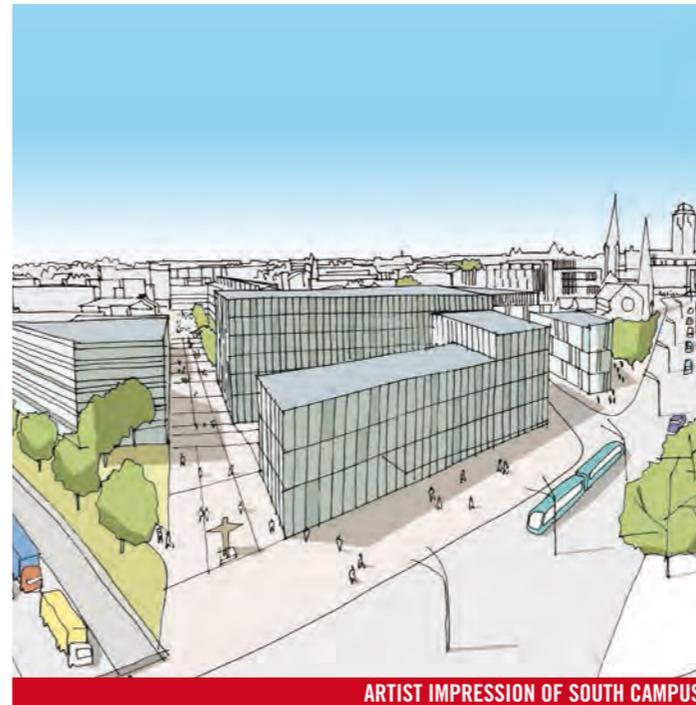
Re-opening Lodge Street will remove all service traffic from Hillary Place, while the demolition of the Physics Deck and construction of a new building will re-establish the street frontage and revitalise the public realm, inviting greater public use of this part of the campus.



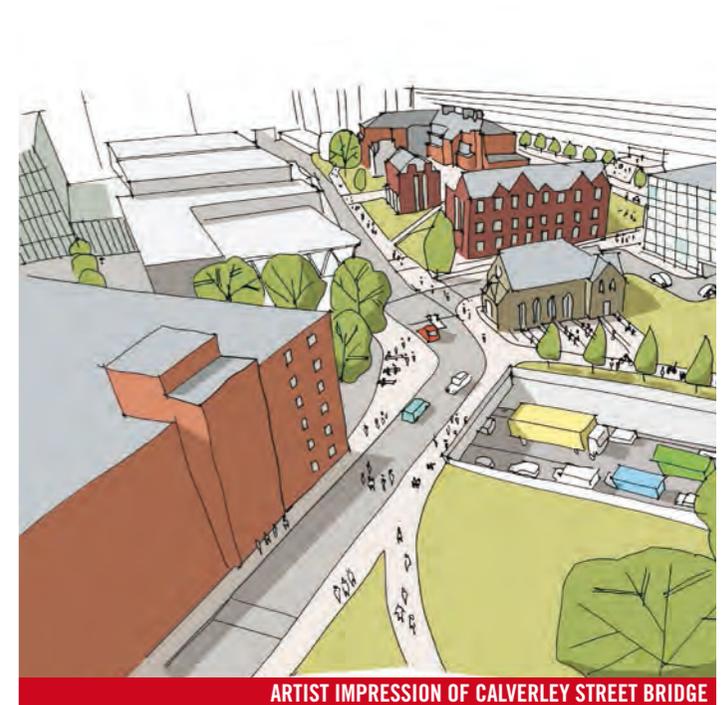
ARTIST IMPRESSION OF PARKINSON ENTRANCE



ARTIST IMPRESSION OF LINK TO WEST CAMPUS



ARTIST IMPRESSION OF SOUTH CAMPUS



ARTIST IMPRESSION OF CALVERLEY STREET BRIDGE

# B

## PEDESTRIAN AND CYCLE CONNECTIVITY

The Masterplan recognises the importance of improving the ease and efficiency with which people are able to move around the university campus on foot or by bicycle, and these will be improved through a series of measures:

- » Separation of vehicle and pedestrian movement
- » Clearly defined routes for bicycle users
- » Better defined primary and secondary routes
- » Navigation of level changes through stepped and ramped routes
- » Suitably located covered cycle stands

The creation of a pedestrian boulevard between Chancellor's Court and Woodhouse Lane in the east through to the new South Campus and Innovation development will deliver a thriving primary pedestrian thoroughfare, linking the campus with the city, removing surface car parking and unlocking valuable amenity space.

The following locations have been identified for improvement by separating or removing adjacent vehicle and pedestrian movement:

- » Parkinson Building
- » Calverley Street
- » St George's Field – Physics and Engineering access
- » South Campus Physics Deck
- » Hillary Place
- » Beech Grove Terrace

The removal of heavy service vehicles from the Parkinson Building entrance will deliver a safer environment for students.

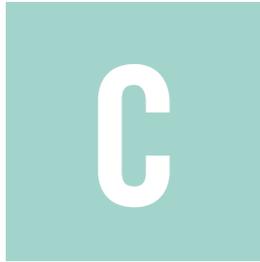
### Western Campus

Western Campus is separated from the main campus by Clarendon Road, a busy two lane road that takes traffic between Woodhouse Lane and the M62. Improved connectivity is proposed by:

- » Improved pedestrian crossings across Clarendon Road
- » A direct pedestrian route through Purple Zone

Increased undergraduate provision on the site including lecture theatre, social learning, computer clusters and catering, will provide a focal point for students on the Western Campus.





# ACTIVE FRONTAGE

Beyond the core working day there is great potential to deliver more from the University campus. The changing needs of a multi-national student population bring the concept of a 24 hour campus ever nearer.

There is an opportunity to retain students on campus for an extended day, providing access to academic facilities and entertainment which can compete with the pull of Leeds City Centre.

The psycho-geographic survey of campus users identified areas that people are unlikely to spend time in after dark because they feel unsafe as they are not well occupied, illuminated or passively observed.

An increase in active frontages addressing the major routes through the campus could change this by having activity within the buildings visible from street level. This would bring life to the street and provide passive observation of the public realm. This in turn would create a more engaging environment that feels safer throughout an extended working day.

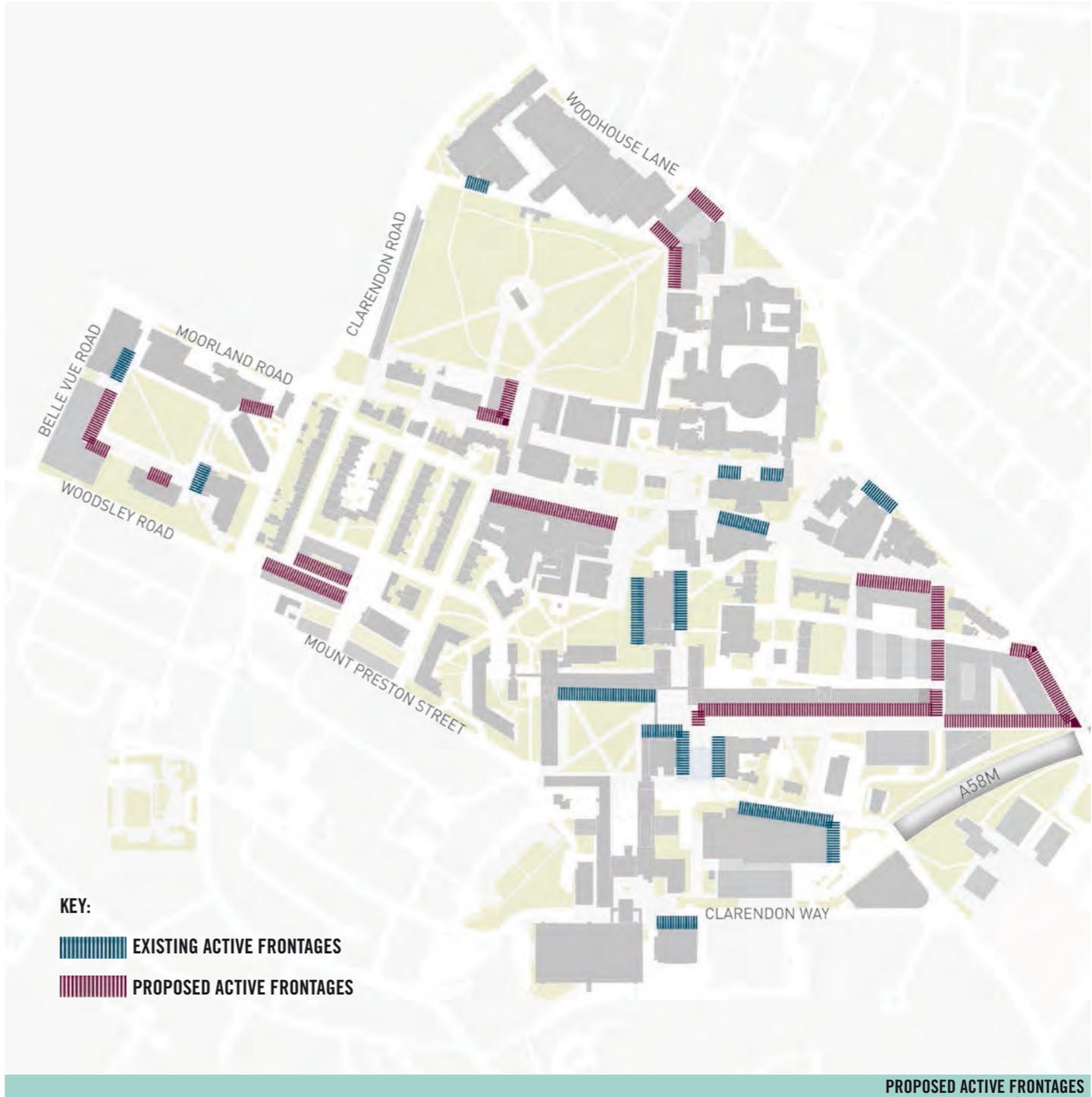
The effective remodelling and refurbishment of the ground floor of buildings with the inclusion of active spaces will improve the 'shop window' effect and passive supervision of external space.

The increase in 24-hour computer clusters and study spaces with more cafes provide two complementary functions that would deliver active frontages on campus. Other locations for active frontages lie within student unions, refectories, libraries, laboratories, workshops and studios.

These developments would create a 'high street' through the university, giving a more vibrant feel to the streets, engaging the public and making the campus feel safer.

Opportunities identified include:

- » EC Stoner onto Chancellor's Court
- » New active frontages on South Campus
- » Enhancement to Hillary Place, replacement of the Physics Deck
- » Purple Zone development
- » The refurbishment of EC Stoner



# D

## SERVICING STRATEGIES

A robust servicing infrastructure to support the efficient operation of the campus is fundamental to its future development. The Masterplan identified a number of improvements to the road network along with the rationalisation of servicing areas for a number of buildings to support better access.

### Calverley Street Bridge

The strengthening of Calverley Street Bridge would improve the servicing of the Bio-medical zone, dramatically reduce vehicle movement from north to south across the Chancellor's Approach and remove a vehicle/pedestrian conflict.

The sense of arrival will be further improved by removing servicing from the public frontages of some buildings. In particular, servicing access will be reconfigured to the Garstang, Irene Manton and Astbury Buildings and The Edge.

### Lodge Street

Currently a cul-de-sac servicing only a few properties, Lodge Street historically continued west into Cavendish Square. The reinstatement of this route would provide a designated service route for the new South Campus development, removing the vast majority of vehicle traffic from Parkinson and Hillary Place.

### Engineering and Physical Sciences

The north of the campus is densely developed with highly serviced buildings, which receive regular deliveries from large fixed wheel lorries.

Constrained by the retaining wall of St George's Field to the west and Woodhouse Lane to the east, the buildings rely on a single lane service route along the eastern wall of St George's Field, whilst the Chemistry Building and Brotherton Building rely on access to the south.

The development of the new Engineering and Physical Sciences building provides an opportunity to rationalise servicing requirements.



PROPOSED PRIMARY SERVICING ROUTES



# NEW AND IMPROVED PUBLIC REALM

The Masterplan builds on the continued improvements to the public realm already evident across the campus, and future developments will help deliver clear sight lines, better lighting, tree management to remove obstructions and improved passive supervision of the external space.

Inclusion is a key consideration so these enhancements will include removing obstructions and providing well branded street furniture and other features to improve accessibility and create a community feel in public areas and building entrances.

The public realm strategies will help create direct routes and clear lines through open spaces, allowing users to permeate the campus efficiently, and provide landscaped areas for social interaction, free from vehicle traffic. The Masterplan has recognised some of the untapped public spaces that can be better used.

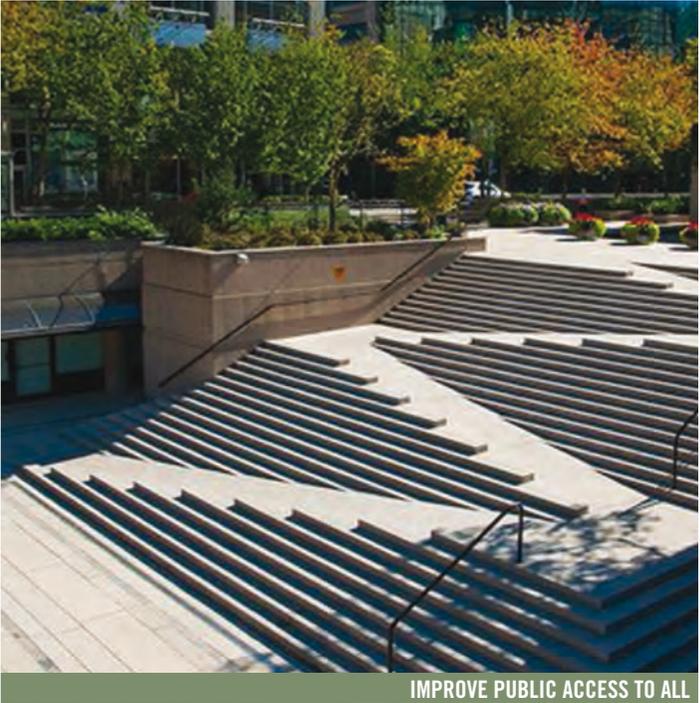
The tranquil oasis to the north of the campus is an untapped asset unknown to many students and staff, which can become a new cultural centre and provide a safe and pleasant route through the campus between Physics and Engineering and into the heart of the campus.

A new refined landscaping strategy for Chancellor's Court has the potential to re-establish this space as a vibrant destination at the heart of the campus among some very well-occupied buildings.

Hillary Place links the heart of the campus with Woodhouse Lane and one of the main approaches into the University. The construction of the new Laidlaw Library, along with the listed churches and Georgian houses, set the stage for a high quality gateway into the University. The replacement of the Physics Deck with a prominent new public building would transform this avenue.



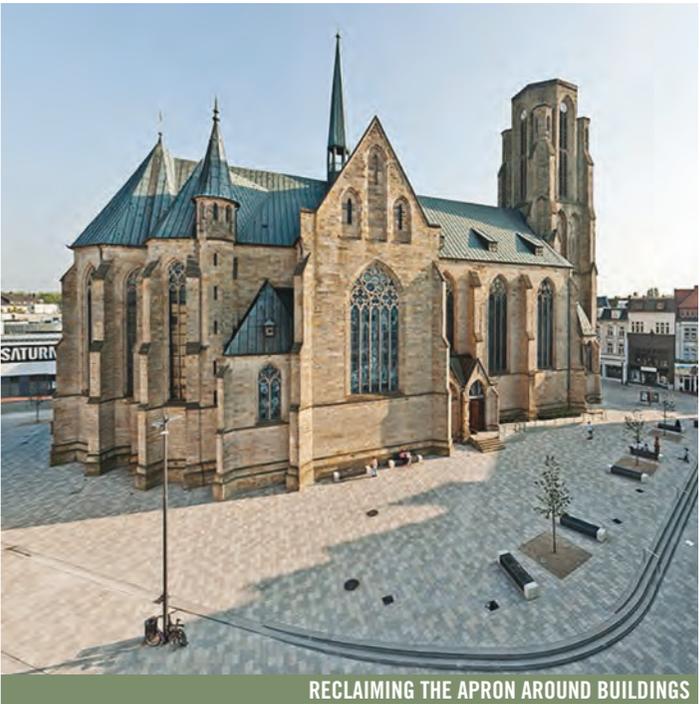
LIDLAW LIBRARY, WOODHOUSE LANE



IMPROVE PUBLIC ACCESS TO ALL



BEECH GROVE TERRACE



RECLAIMING THE APRON AROUND BUILDINGS



## RESIDENTIAL ACCOMMODATION

Good quality, affordable, convenient University accommodation makes a significant contribution to the recruitment of high quality students and the University's residential accommodation portfolio is one of the largest in the Higher Education sector.

The Masterplan acknowledges the need for the University's owned and operated accommodation to be both maintained and developed to meet future requirements and student aspirations.

Our residential strategy will seek to:

- » Provide sufficient beds to maintain the University's guarantee of residential accommodation to first year undergraduate, international and disabled students
- » Continuously improve the student experience through excellent facilities, services and pastoral care and by building even stronger communities in our residences
- » Consolidate and locate more residential accommodation on or near the University campus
- » Continue to develop the accommodation portfolio to match student demands, with a range of rents to offer choice and affordability
- » Optimise the financial return from the University's residences by maintaining their condition and by owning and operating more high quality, well-located accommodation

These objectives will be fulfilled by:

- » Maintaining and refurbishing residences located on or close to campus, to provide better living space and more amenities for students
- » Developing approximately 500 new bed spaces either on, or close to campus to replace beds at the Oxley Residence site that will be sold around 2017/18
- » Developing 500 further new bed spaces, also on or close to campus to reduce the number of rooms leased from the private sector
- » Redeveloping or replacing accommodation at residences (eg Lupton) that will need to be improved during the next 5 to 10 years

Experience shows a high demand for newer, better located accommodation with the right amenities and facilities. This strategy will enable the University's accommodation offer to meet or exceed students' expectations.



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## SUSTAINABILITY

The Masterplan builds on the University's commitment to sustainability, drawing together a number of existing initiatives that demonstrate our credentials and our ambition to provide future leadership in sustainability.

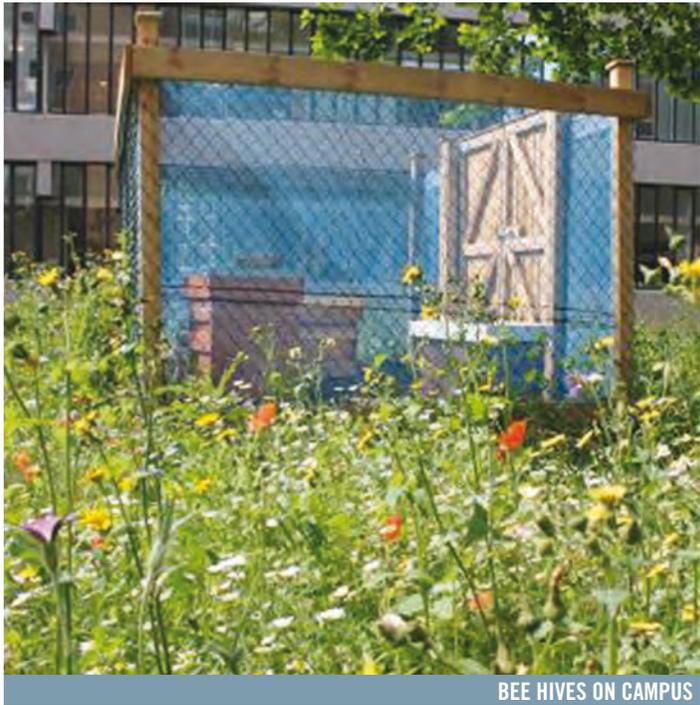
Our vision is to create a welcoming, accessible campus which provides a sense of place for our staff, students and visitors; we welcome those from the local community and further afield to enjoy the space, experience our facilities and share the knowledge created. Through the use of open spaces, such as the Sustainable Garden, we will promote a sense of belonging and community whilst sharing our sustainability expertise.

Being located in an urban environment means that green space, biodiversity, innovative infrastructure design, and ease of movement are key to our vision of sustainability, and this is reflected in the Masterplan. The green corridors and linkages will allow wildlife to move through the campus as easily as students and vehicles. One objective is to create a green highway for bees and other insects, while the dispersal of green spaces across campus will support the aim to improve biodiversity more widely. Equally as important are the connections around campus that allow for the most effective movement of people, so we will develop improved cycling and pedestrian access, and create sustainable urban drainage systems to improve the movement of water.

The sustainable Living Lab concept will enhance the value of the estate, student education, and innovation by using the campus as the site for sustainability teaching, research and discovery. The Living Lab supports the core University research themes, drawing on the social sciences as well as the STEM subjects. The Masterplan supports the Living Lab by integrating research and teaching ideas into the design and build within the development zones and the linkage corridors.

In addition to the direct benefits for the environment and for ease of movement on campus, the initiatives outlined in the Masterplan will offer other benefits including improved health and wellbeing, better education, more volunteering opportunities and an enhanced image of our campus.

The Masterplan is a tangible way for the University to demonstrate its continuing commitment to sustainability and to having a positive impact on society.





## BEING PART OF THE CITY

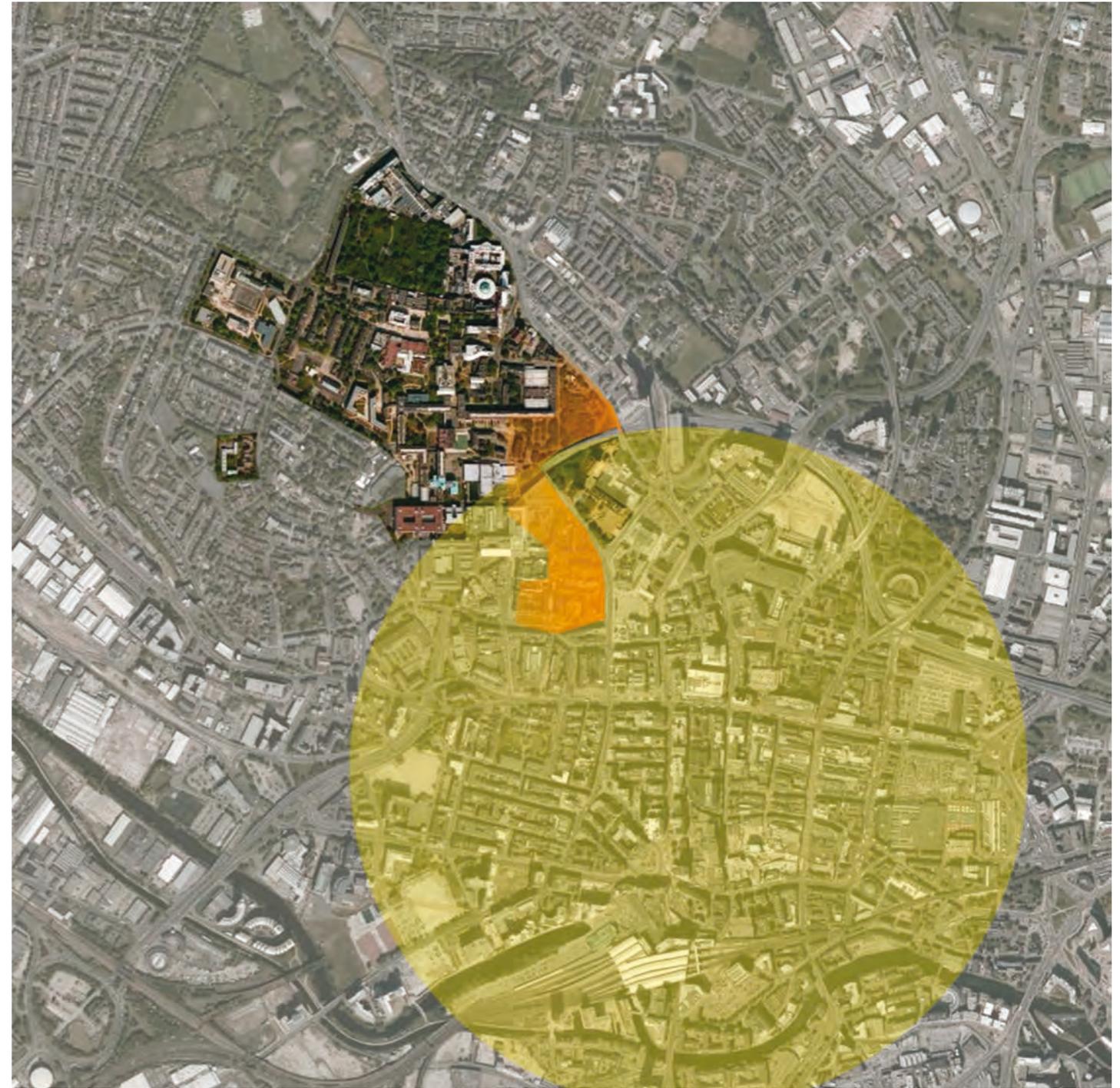
The University recognises the value of being part of the City of Leeds, and the importance of working with partners to continue to deliver an outstanding city experience.

We continue to engage and collaborate with our neighbours and with Leeds City Council. This Masterplan has also taken due regard of the Leeds City Centre Area Action Plan 2007 which remains valid in many of its aspirations for development and improving connectivity, navigation and permeability.

### **Leeds Teaching Hospitals**

There is a strong working relationship between the University, Leeds Teaching Hospitals NHS Trust, and their development partners, with all organisations continuing to share ideas and opportunities for enhancing the boundaries between the two estates. Discussions have included the possibility of Bio-medical innovation development, unlocking existing buildings, encouraging further investment into the area and improving commercial links with the city centre as well as:

- » Protecting and making best use of listed buildings
- » Making better use of ground floor frontages addressing Millennium Square





## BEING PART OF THE CITY

### Leeds Beckett University and Civic Campus

The University of Leeds continues to work with Leeds Beckett University and the city with the development of Central Village. There are now over 980 beds provided on the site with a further 400 to follow within the current development plan.

The increased provision of residential accommodation on the south of the ring road enhances the link with the city and complies with the Unitary Development Plan, whilst increasing footfall and demand for convenience, retail and leisure activity. The developments extend the vibrancy of Millennium Square further north and link with the main University campus on the north of the ring road.

The Masterplan highlights the advantages of upgrading Calverley Street Bridge – rather than creating a new footbridge – to enhance safe and secure links with the city.

The development of an innovation centre close to the ring road gives the University the opportunity to develop and expand towards the city, and in turn help local high value start-up companies to access our research and collaboration opportunities.

### City Centre Area Action Plan

The University has taken due regard of the Leeds City Centre Area Action Plan 2007 and the development aspirations of the city, specifically addressing the following:

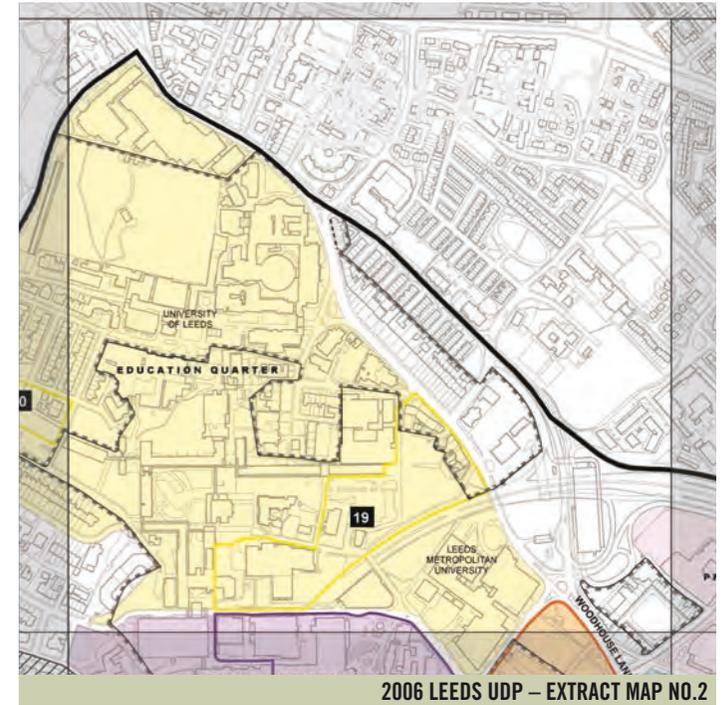
- » Improving cycle and pedestrian permeability through the campus
- » Linkage improvements across the ring road
- » The development of the south east part of the campus (South Campus) for innovation and collaboration
- » Enhancing St George's Field with improved access



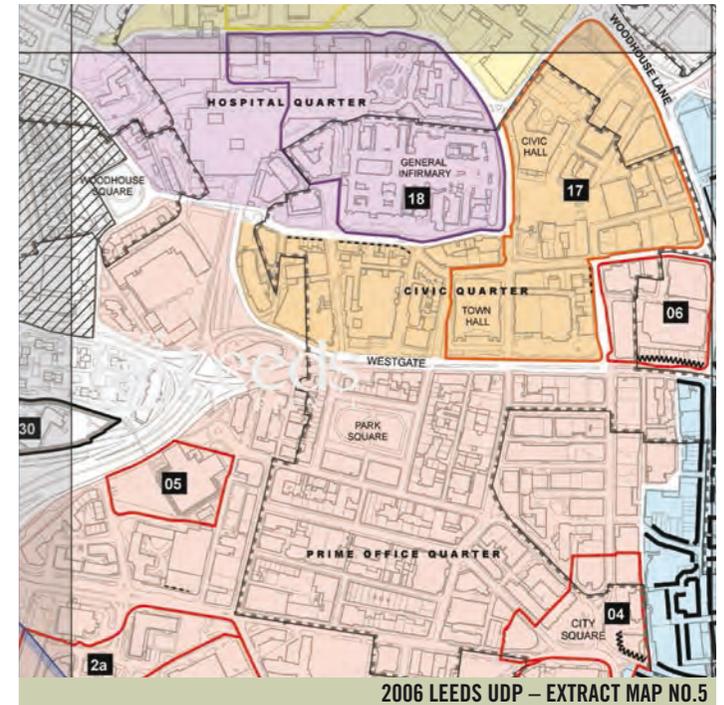
CENTRAL VILLAGE



AERIAL VIEW OF CENTRAL VILLAGE



2006 LEEDS UDP – EXTRACT MAP NO.2



2006 LEEDS UDP – EXTRACT MAP NO.5



## CONCLUSION

The Masterplan provides a development framework to support the vision set out in the University's Strategic Plan 2015-2025. Collectively the documents will ensure the University of Leeds continues to compete at the highest level on a national and international stage.

Throughout the report there is the recognition of the University's rare asset in occupying a cohesive city centre campus rich in architecture and character. It also recognises the finite size of the campus and limitations on what further development is possible, whilst protecting and enhancing public areas.

The Masterplan has been developed at a time of great change in the nature of the workplace. Working practices are evolving rapidly with the relationship between space, technology and time, transforming how people choose to learn and interact. This in turn influences how existing building stock should be adapted and how new buildings should be designed to meet these changing needs.

Greater collaboration between disciplines has emerged as a key to developing new ways of thinking and working – and this in itself raises questions of how buildings and institutional environments should be designed. The proposals for the Engineering and Physical Sciences development and the innovation centre are two key developments within the Masterplan that demonstrate the University's intention to deliver cutting edge learning, research and innovation space.

Universities need to be accessible, and providing a more prominent front door to visitors will help us embrace local and international business and enterprise, and the wider community. Meanwhile, proposed alterations to the road network in and around the campus will ensure an effective servicing infrastructure for future development of the estate.

### Consultation

This Masterplan has been developed following wide ranging consultation across all faculties and support services at the university. Discussions have included the size and type of spaces required, the need for lecture theatres and new types of teaching space and the impact of the extended working day on the 24-hour campus.

A desire to truly understand the needs of campus users resulted in the psycho-geographic profiling of a selection of the population to identify their views of the campus and wider University. This study was revealing in highlighting inconsistencies across the campus and a desire for greater social learning environments, open spaces and improved safety, which have further informed the proposals.

### Development

The Masterplan has outlined a total of 19 development sites within the campus, with the potential of providing approximately 80,000 square metres of additional accommodation.

In addition some engagements and discussions relating to the development potential beyond the campus have been omitted from the document, given their commercially sensitive nature.

The landscaping within the campus has been considered in detail, because this is arguably as important as the built environment, in delivering a positive experience for students, staff and visitors. Increased pedestrianisation of the campus aims to provide a consistently high quality experience, with improved accessibility and safety.

The improvements to the public realm and the unlocking of St George's Field will help to ensure that we strike a balance between essential development and protecting the character of the campus as a whole.

Improvements to the road and service infrastructure have been proposed to ensure the campus can support the increase in development and the subsequent increase in occupancy. The proposals to re-open Lodge Street and upgrade Calverley Street Bridge represent two large infrastructure investments which will need further detailed investigations to validate and justify them.

The Masterplan relies on developments and projects to be completed in a particular order if the services provided are to be maintained. Some developments are reliant on planned moves and changes across campus. This is particularly relevant to the Engineering and Physical Sciences and Innovation Centre projects.

The programme has linked associated elements of landscaping with major development projects and the ability to achieve these may depend on negotiations with the City Council and the availability of funding.

The Masterplan provides a clear road map to deliver a comprehensive development programme that will enable the University to evolve and succeed in an increasingly competitive global higher education market place.



IT'S ALL PART  
OF OUR CAMPUS

# MASTERPLAN



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