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Below: Factory 2050
Our estate is central to the delivery of the University of Sheffield’s academic vision and its strategic objectives. The University estate has seen significant improvement and expansion over the last five years. In 2010, the University languished in the lower quartile of comparative Russell Group competitors, with only 56% of its estate in the target categories of RICS grades A & B. That position has changed substantially with 81% now in condition A/B through a combination of capital expenditure and targeted revenue investment.

The core activities of the University have increased in number in the last five years, from learning and teaching, and research, to now include a greater volume of translational research. The fast emergence of the University’s advanced manufacturing research agenda has shaped both our activities and our estate. This growth has been supported by estates development of AMRC activities with eight capital developments in the last five years. That growth, in particular the acquisition of 100 acres of land at the east of Sheffield, is designed to provide the spatial means to realise our translational research ambitions.

In the last five years, a total of 203 projects have been completed with capital spend of £406m. This figure includes the externally-funded AMRC projects. Those projects have been delivered in budget and, with one exception due to ground conditions, all delivered to timescale.

This strategy sets out principles for investment in the estate over the next five years to support the University of Sheffield’s strategic vision.

This Estates Strategy has been developed in close collaboration with the Faculties, Professional Services and AMRC to support the delivery of our plans utilising available and focused resources to deliver those goals.

The next period of development continues to support our excellence in academia. The principal development on the city campus is the consolidation of Social Sciences from 19 separate locations to form two mini campuses, with the main site located along the northern section of Northumberland Road between our Psychology and Management buildings. This development will promote new opportunities to build on the changed and improved pedagogy similar to the experience of students from the Engineering Faculty who use the world-leading facilities in the Diamond Building. The new building will accommodate a number of Social Science departments, enabling and promoting interdisciplinarity in teaching and research.

The relocation of Social Sciences will provide opportunities to continue to support the ongoing development of Engineering in line with the long-term estates plan for the Faculty: The Estates Engineering Development Framework (EEDF). The EEDF was developed as a bespoke response to detailed Engineering planning included in the last Estates Strategy. It remains current today by informing and supporting this Estates Strategy 2016-2021. Three buildings will become available for redevelopment and repurposing. This includes Regents Court which will provide a single location for our leading health research activities undertaken by SChARR: our Medicine Dentistry and Health Faculty priority.

Arts and Humanities will also see planned improvements, with the relocation of Archaeology closer to the Faculty centred on Jessop West. A business case for a new Performance Space facility will be developed to allow a fund-raising campaign to commence.

The renewal of parts of the Science estate will also be supported once the academic review of the Faculty has concluded. Professional Services also require support, particularly enabling schemes for our academic ambitions. Renewal of sports facilities will be necessary within the next ten years at the latest, and their planning is progressing as part of the Northumberland Road masterplanning process.

Finally, our translational and industrial research agenda continues to develop at great pace. The AMRC activities have been identified by the Local Enterprise Partnership as one of two principal economic drivers for the region. The supporting estate and allied infrastructure is a significant element in making this ambition happen. This is a new area for the University, in which Estates are playing a leading role in supporting and leading in some aspects of the development of the AMID (Advanced Manufacturing Innovation District).
The strategy clearly identifies the challenges that the University must address over the period of review. Key areas include:

- Carbon management
- Energy strategy
- Effective space management
- Efficiency and effectiveness
- Maintenance efficiency and effectiveness

The strategy includes the use of key performance indicators and sets out the projects which will form the Capital Plan.

The Strategy has been developed closely with the Faculties and key stakeholders. Following extensive consultation and review, the capital proposals were agreed at a UEB away day to ensure both the range and order of investments required. Importantly, in future, the process to agree capital investments will provide a rolling five year programme. This is designed to ensure that the “capital pipeline projects” are a constant, can be informed by opportunities as these arise, and maintains the stakeholder engagement necessary to inform a successful investment programme.
1 Driver for the Strategy

Our Guiding Principles

This Estates Strategy is informed by our overall strategic vision and has been developed to respond to these challenges. A capital programme has been established for the associated planning period. However, the University also needs to be able to respond quickly to any ad hoc or currently unidentified challenges and opportunities. Our ability in being able to respond efficiently and effectively to such opportunities has been a major success factor in securing inward investment in the past five years and will continue to be important in the next planning period.

The developed strategy is designed to address the following:

- Our academic priorities as defined by the Faculties
- Outstanding backlog areas, and maintenance of existing high quality estate
- Maintaining and enhancing the facilities for learning and teaching.
- Research facilities that require support either to address condition and scope/capacity.
- Translational and industrial research investment with the masterplanning and infrastructure investment at our new 100 acre campus.

Demand for capital resources is high and the University estate must be managed efficiently and effectively to deliver our ambitions and maintain our success as a World Top 100 University. There are many external factors, particularly in relation to construction costs, which create significant pressure and mean that prioritising our investment and delivering value for money are essential.

Advanced Manufacturing Research Campus

1 Temporary permitted development rights apply for change of use B1 (a) office use to C3 residential. This is under the Town and Country Planning (general permitted development) (England) Order 2015 Schedule 2 Part 3 Class 0.

Capital Project Pipeline

The Estates Strategy is, in part, designed to inform the capital investment plan of the University for the next five years and beyond. This is informed principally by the academic strategy, but also has to address those areas of backlog maintenance and condition that exist within the estate.

In order to improve the process of developing and maintaining the capital pipeline, the University will be adopting a process of annual review and assessment. This assessment will consider any changes to the academic strategy and will continue to be informed by the assessment of the estate condition. Changes to the delivery of teaching and research will more easily be picked up through this process.

The University will remain alert to the opportunities that periodically emerge from funders and from the research and teaching activities that are continuously being developed.

The newly approved capital pipeline will allow the governance approval process to review the decisions on an ongoing basis in the light of the higher education environment and the opportunities and challenges that face the University. The current capital pipeline will have, at its heart, the development of a new Social Sciences building. This development consolidates Social Sciences from their 19 separate locations into two broad areas which, in effect, will be able to act as mini-campuses.

Importantly, the development of a new Social Sciences building releases significant space at the east of campus in the areas of Engineering and Arts and Humanities, allowing expansion to take place. This is particularly important within Engineering as the opportunity to expand has been severely constrained by private sector student housing providers who have taken advantage of the permitted development rights associated with office to residential conversion.

The University will continue to improve the estate condition with RICS condition A/B as the target quality to be achieved. Many changes already implemented through targeted capital and revenue-based investments are delivering significant improvements, but large parts of the estate still require significant investment to address the backlog maintenance issues.
In the past five years, the estate has targeted improvements to the student experience. Indeed, this has been recognised for the last three years by our students who have continued to identify Sheffield as a top four performer for facilities. The investment in our Students’ Union will continue to deliver benefits for years to come. The investment in teaching spaces has made an enormous change to those spaces used regularly by students: we must maintain the quality standards in these areas.

Incorporating social and informal learning spaces has undoubtedly provided students with a range of high quality facilities across the campus. This requirement will continue, as will our analysis of what we must do to remain as a leading provider of high quality teaching and learning spaces. One area where we do not perform as well as our competitors relates to our aged stock of sporting facilities. We plan to address this in the review period.

Our vision for the future is about more than simply supporting academia with fit for purpose buildings. Through innovative design and careful management of all our available resources, EFM will strive for all round excellence. That excellence will enhance both the student experience and that of staff delivering world class teaching and research across all of our facilities and estate. There are five key themes which underpin and drive this strategy:

1. **Academic Strategy**

Higher education has experienced some of its most significant change in recent years. Competition is truly international, not just for international students coming to the UK, but also for home undergraduate students, who increasingly look to universities overseas to expand their academic experience and aspirations.

The University has set out key challenges to continue to demonstrate that we provide the highest quality education to effectively equip every student for a successful future. This is articulated through our outcomes associated with employability, innovation and globally recognised graduate skills. A particular innovation for the University of Sheffield is developing new routes to degrees and new forms of access for all to enter into higher education.

Key elements of our approach include the improved use of digital technologies, internationalising our courses and activity, both in Sheffield and across the globe, and building the strongest possible links with employers to give students the experience of live projects and challenges. A key opportunity for the future is to further embed entrepreneurship and innovation within our teaching and learning delivery.

The Estates Strategy will support this ambition through providing world class facilities which attract both staff and students to choose Sheffield in the first instance, and then inspire them to stay in this internationally leading city which offers world class education and research and an increasing number of high level employment opportunities for the future.

A further key challenge for the estate is to support the University’s willingness to be innovative and to challenge the traditional divisions between universities, industry, schools and further education in the interest of students and employers of the future.

The education landscape has changed significantly with the rapid removal of recruitment caps over the last five years. This has meant that the University is truly competing for all of its students and, correspondingly, its staff.

Overall, the University continues to be optimistic but realistic about the opportunities for growth. We will ensure that resources are allocated across the institution in a principled, transparent and clear way, making fully evaluated choices on the priorities of proposed capital projects. There will be an increased focus on ensuring that the potential of our available resources is maximised and this will undoubtedly have implications for estate investment. Our academic strategy clearly states that the University will concentrate on key areas of research where we are acknowledged global leaders.

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ii. Carbon Management

The importance of climate change is a concern both for the University, as an organisation, and also for our students and staff as individuals. Much of our research is focused on reducing the impact of carbon upon the environment and managing the challenges brought about by environmental change. The Grantham Centre and Energy 2050 are two examples of interdisciplinary working across a wide spectrum of the University research community to understand the impacts of environmental change and how to respond to them. A significant issue is the contradiction implicit in using carbon intensive energy resources to research climate change. This research is vital if we are to maintain progress but it does create time limited emissions challenges.

We do recognise, however, that we must also concentrate on reducing our own carbon footprint by using available natural resources sustainably. Between 2005 and 2015, our carbon emissions reduced by 14% per m² of gross internal area within the estate (from 95.9kg CO₂ per m² GIA to 82.4kg per m² GIA). At the same time, our estate has increased in size by 10.47%, not including the recently completed Diamond and Factory 2050.

The University’s target however, established under the Climate Change Act of 2008, is to reduce carbon by circa 40% per m² of gross internal area within the estate (from 95.9kg CO₂ per m² GIA to 82.4kg per m² GIA). At the same time, our estate has increased in size by 10.47%, not including the recently completed Diamond and Factory 2050.

The University’s target however, established under the Climate Change Act of 2008, is to reduce carbon by circa 40% based on the 1995 carbon emissions of 42,000 tonnes per annum. For a growing institution this absolute measure in a dynamic changing environment is extremely difficult to achieve and one which a number of institutions are finding particularly challenging.

Our Strategy is to continue to target real reductions in carbon, irrespective of the significant progress that has already been made.

iii. Space Management: Effectiveness and Efficiency

As the University is now in a truly global competitive market, the need for effectiveness and efficiency is even more focused and challenging. Utilising space efficiently not only delivers the necessary and effective use of one of the highest cost resources, but it also provides an opportunity to continue to grow without significant capital investment.

Space is a key driver of carbon and effective use of space will significantly reduce our carbon footprint and contribute to our demanding sustainability challenges.

Delivering space efficiencies does, however, require behavioural change and effective governance and management to support that change. Opportunities to deliver space efficiencies include utilising the existing estate more effectively, possible extensions to the working day/week and effective timetabling and co-ordination across the whole University to ensure maximum utilisation. Work to improve performance against these key metrics will be undertaken.

iv. Condition and Competition

The University has continued to make real progress in managing the estate to support its academic plans. This progress must continue in order to maintain our facilities to support core business.

The condition of the estate has changed significantly since the last Estates Strategy was produced in 2010. At that time, 56% of the estate was classified as category A/B and a challenging target was set at that time to improve the estate condition to 65% A/B. That target has been exceeded with the estate now assessed as 81% in condition A/B. These changes have largely come about through the effective delivery of the 2010 Estates Strategy, which targeted significant backlog maintenance and condition improvement, as well as focusing long-term maintenance, both capital and revenue, on those parts of the estate assessed as C/D.

Our University strategy clearly identifies that the global competition between universities is increasing. Our staff and students deserve world class facilities and we have made major improvements over the last five years, adding to our considerable stock of globally significant facilities. Our drive for quality, both in terms of functional suitability and delivering accommodation and facilities which meet and exceed staff and student expectations, must continue in order to support our global academic reputation.
The condition of the estate is a competitive element and one which we should take full advantage of through a well-managed and effectively targeted investment programme.

Maintenance Management

As part of the ongoing development of the estate, changes to how we manage the maintenance portfolio are being introduced. Traditionally the estate has been managed by a combination of contracted and in-house direct labour. This strategy emerged over time and required review.

That review has been concluded and identified the significant uplift to service that could be achieved with a higher proportion of in-house staff. Pay rates are largely similar between the private sector and the University. The University, however, cannot reclaim VAT for contracted out services, unlike public sector organisations. This delivers the potential to make savings and also enhance service quality with highly trained and knowledgeable local staff.

This change has already been implemented for three core teams within Estates: Water Management (Legionella), Grounds Maintenance and Asbestos Management. All three services have been operating successfully in house, at lower cost and providing better quality services. This change is now being implemented for general maintenance.

A pre-cursor to delivering this change was the need to have a maintenance management system in place, which could support electronic job ticketing and maintain and enhance productivity. The IT to support effective job management has now been implemented. That work to deliver these maintenance changes is now underway and should be in place by the end of the calendar year 2017. Performance will be measured and regularly reported.
2.1 City Campus

i. Context

The success of the University over the last five years has had a material effect on the success of the city as a whole. The vast majority of the inward capital investment within the city has been delivered directly by the University. The secondary impact of the University has been seen in the inward investment in student accommodation. Over the last five years, a total of circa 4000 beds have been developed to support the student community. This will equate to approximately £200 million additional capital expenditure associated with the University’s normal business activity.

The economic effect of the inward investment by others has not been measured by the University or indeed the city. Notable exceptions to studying these economic effects have been undertaken separately with regards to The Diamond, the economic effects of the AMRC developments at the Sheffield Business Park and the benefits that our international students bring to the city and the city region. Undoubtedly, the effects of University growth and associated private investment are much greater than those formally reported.

The negative effect of these developments is that it has made University development more challenging. With the permitted development rights that developers have to change offices into housing, many properties have been converted to residential accommodation.

In addition, pockets of land have been secured by developers adjacent to the University, making development of academic buildings more challenging, and increasing land values as a consequence.

ii. Development Opportunities

Five years ago, the Estates Strategy 2010-15 identified three principal development sites. These included the sites of Jessop East, now developed out for the Diamond, and the car park on Clarkson Street/Durham Road which has been developed for the University’s multi-storey car park.

The remaining site is particularly significant. Known as the Hounsfield Favell quarter, this area has the potential to develop up to 48,000m² if massing is maximised. There is a need to extend library and learning resources, and we plan to extend the Information Commons over the next ten years. The site of the current Sainsbury’s local has been earmarked to provide accommodation for Student Services and a Welcome Centre for students arriving at the campus.

In addition, space to support the Faculty of Science is available, once the academic plans have been reviewed following the current external review of the Faculty and the opportunities provided by The Tooke Report: Aspiring to Excellence. Modernising Medical Careers (MMC) Training for UK Doctors, January 2008. A significant opportunity is to build further on the changing pedagogy that the Faculty of Engineering are delivering. The Diamond has provided new ways of
working with all five Engineering departments within the Faculty delivering integrated teaching and learning. This is being developed to a greater extent by the Social Sciences building, which is combining at least three departments in the one building, for all activities. It is planned that new levels of interdisciplinary working will be generated by these changes.

Various small sites have been acquired in the last five years in preparation for future requirements, but these are dispersed and smaller in size than the Hounsfield Favell quarter. It is therefore essential that this strategic and significant site is carefully planned to maximise benefits.

iii. Northumberland Road Masterplanning

The development of the new Social Sciences building is a key capital investment for the University. This will allow the consolidation of Social Sciences effectively into two mini-campuses, as well as creating space east of the ring road.

The buildings that will be vacated east of the ring road include 9 Mappin Street (Economics and Journalism), Regents Court (I-School and Sheffield Methods Institute) and ICOSS (Interdisciplinary Centre of the Social Sciences). Significantly, this provides opportunities for the continued growth of Engineering, which is severely constrained by the private sector developments in the area. These vacated buildings provide the opportunity to continue the delivery of the Engineering Estates Development Framework (EEDF), the detailed estates plan for the Faculty to support its growth and development.

An estates masterplan for Social Sciences is being developed to frame the area around Northumberland Road to the north of Whitham Road. The area is bounded by Psychology to the South and the Management School to the North. Central to the area is the Elmfield building which includes the departments of Politics and Sociological Studies. The masterplan will incorporate the principles of the new Estates Masterplan which was approved by the University’s Council in 2015. Changes to the public realm and transport infrastructure are being investigated to ensure that the place making of the area is in line with the main masterplan for the University. This plan will require the realignments of one sports pitch and the pre-enabling of the scheme with the extension of artificial grass pitches (AGPs) at our Norton Centre. The replacement of our Goodwin North Sports facilities is also being explored, so that we can maintain and enhance this increasingly important aspect of the student experience.
2.2 Campus East / AMRC Expansion

The acquisition of the Sheffield Business Park land at the former city airport opens up the opportunity to develop our campus to the east of the city. Combined with the developments at the Advanced Manufacturing Park at Waverley, the University has now developed an estate of circa 65,000m² representing 13% of our total estate. The capital value of the AMRC developments is £170m.

The 100 acres that have been secured provide the University with the opportunity of developing those interests that cannot easily be accommodated on the main campus. The principal developments on this land will be related to advanced manufacturing. This will include, in the short term, three Faculty of Engineering developments:

• Royce Translational Research Centre
• LVV (Low Vibration and Validation Centre)
• ICAIR (Integrated Civil And Infrastructure Research)

In addition to these developments, the site has been spatially masterplanned to include the provision of a site-wide infrastructure, including a mini district heating network and appropriate power requirements distributed via an 11KVa HV network. It is hoped to agree with the owners of the adjacent Amenity Hill (Sheffield City Council), a licence to install wind turbines to deliver zero carbon electricity to the site.

In addition to the developments within the current planning cycle, an extension to the Management School to work closely with AMRC, and the opportunity to provide incubation space, are being explored.

Our Campus East site has been identified and accepted as the principal economic driver for the City Region, and in particular the Local Enterprise Partnership (LEP). Work has commenced to develop the opportunity of an Advanced Manufacturing Innovation District, based upon the University’s world-leading activity in the area. There are significant opportunities for OEM’s to co-locate to the area in order to benefit from the leading research that AMRC continues to deliver.

The Estates Department has played and continues to play a major part in these developments. The acquisition of the land at the Business Park was recognised within the region with two awards for “Deal of the Year” (Sheffield City Region and Yorkshire Region). It is essential that the local authorities support these developments in order to ensure that the benefits can be realised for the City Region as a whole and to deliver the necessary investment. Sheffield has been identified as the city with some of the lowest wages in the UK and the opportunity to inject high quality employment opportunities will benefit the region enormously.

A significant element in securing these benefits is the work that EFM are undertaking with regard to land, planning and developments in the area. This area of work will continue to develop both within the City Region borders and beyond, supporting the hub and spoke arrangements that are being developed as a part of the AMRC expansion.

AMP 1 - Advanced Manufacturing Park
AMP 2 - Advanced Manufacturing Campus

3 Paved with gold? Low pay and the National Living Wage in Britain’s cities The Resolution Foundation has: January 2016.
2.3 Residential Accommodation

The University has consistently been able to maintain its position as the leading provider of the sector’s best accommodation. Residential accommodation continues to be provided at the Catalyst owned and operated sites at Endcliffe and Ranmoor. The combination of the new accommodation design, maintenance and location has provided the University with a significant advantage over many of our competitors.

However, this is not applicable to all of the University retained accommodation, particularly where maintenance and refurbishment budgets were constrained and the quality is variable. Some spaces have been fallow for some time and will be brought back into use with significant investment in refurbishment. This both protects our capital values and also provides the necessary accommodation, particularly for those students with family responsibilities. The University retained accommodation was identified five years ago as requiring investment to bring the quality of that provision up the standards of peers. Progress has been made.

In 2010 condition appraisal of the accommodation was 53% A/B for the total, condition is now overall appraised as 82%. This splits as follows:

<table>
<thead>
<tr>
<th>Location and ownership</th>
<th>Condition 2010</th>
<th>Condition 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endcliffe Village: Catalyst</td>
<td>A</td>
<td>A/B</td>
</tr>
<tr>
<td>Ranmoor Village: Catalyst</td>
<td>A</td>
<td>A/B</td>
</tr>
<tr>
<td>Broad Lane Court: TUoS</td>
<td>7% of A/B</td>
<td>11% of A/B</td>
</tr>
<tr>
<td>Oakholme Road Properties: TUoS</td>
<td>0.1% of A/B</td>
<td>6% of A/B</td>
</tr>
<tr>
<td>Ruth Square: TUoS</td>
<td>3% of A/B</td>
<td>5% of A/B</td>
</tr>
<tr>
<td>Other University Properties</td>
<td>43% of A/B</td>
<td>60% of A/B</td>
</tr>
</tbody>
</table>

The necessary investment needs to continue to take place as the condition of accommodation remains a significant factor, not just in terms of compliance, but also in attracting students. A full review of the retained accommodation and the approach to its management and maintenance will be undertaken by Estates & Facilities Management and Accommodation and Commercial Services. The property strategy for the University needs to be a single approach and include these important assets.

Strategically, the University should consider the potential to develop some accommodation at the heart of the Hounsfield Favell Quarter. This would be an important aspect of place making for this area and keep the planned University Square enlivened. The development of student accommodation within the wider city is well catered for by the private sector and partnership arrangements with developers will form an important part of the Residential Accommodation Strategy.

The University will continue to benefit from the wide choice of accommodation in the city. The costs and opportunities should help the University to secure cost effective accommodation to ensure that our students can continue to secure a guaranteed space for their first year of study.

4 THE Student Experience League Table
3 PRIORITIES FOR INVESTMENT

3.1 Public Realm

Building condition is a key performance indicator, measured and reported by HEFCE. It also represents, in shorthand, a measure of the stewardship of an estate. Public realm, by contrast, is not measured formally but has an intrinsic value which is often of greater importance to the occasional visitor or the potential student, providing a first and, importantly, lasting, impression of the University and its estate.

In contrast to our significant investments in buildings over the last five years, investment in our public spaces has been relatively low. There have, however, been some notable areas of success, such as the Octagon Piazza, which demonstrated the impact and importance of this kind of investment.

The University has now begun significant investment in these outdoor spaces. The University has approved an investment of £5.6m with additional funding through the Sheffield City Region Investment Fund of £2.89m which was secured with support from Sheffield City Council.

The first phase of that investment, detailed within the University’s Estates Masterplan 2015-2025, has recently been completed.

A key tenet of the approach is the opportunity to move cars away from the centre of the campus. Our investments in peripheral parking facilities such as the purchase of the Velocity 2 multi-storey car park (550 spaces) and the opening of the Durham Road Car Park (561 spaces), means we can now make real progress on delivering this ambition. Over time, we expect to see a modal shift from cars to more sustainable means of transport. That said, the current means of accessing the campus by car is supported with fragmented and pocket parking facilities much of which is of poor quality. In addition, the University has undertaken detailed traffic surveys in the area of the city campus and beyond to ensure that potential changes to roads and bus routes do not have a negative impact on the City’s transport movements.
We have worked closely with the City Council who are supportive of the development programme. A number of roads are being un-adopted or stopped up through the use of Traffic Regulation Orders creating a safer, pleasanter environment around the campus area.

The ‘Transforming our Public Spaces’ programme included removal of the Western Bank crossing at Brook Hill Roundabout and replacing it with an “at grade” crossing across all four lanes of Western Bank to help make it quicker and safer for pedestrians and cyclists to move around the campus. This will have a positive impact on timetabling and enable the University to maintain short turn-around between lectures.

Hounsfield Road, Leaygrieve Road West and Favell Road are currently of very poor quality. Our masterplan identifies these areas as development sites, with the removal of cars vital to delivering that change. A significant improvement for the campus will be the introduction of landscaping, including a number of “pocket” parks across the campus. Although we are based in Europe’s greenest city, the University campus currently has very little green space. Introducing planting, trees and green spaces will have a significant effect on improving the campus environment.

The Masterplanning process has allowed us to develop a palette of materials which will be used consistently across the campus to create a “University feel”. That palette is also complimentary to the successful public realm around much of the city centre.

These improvements will allow current operations within the running of the campus to continue efficiently, with faster student movement times. With up to 14,000 visitors on open days, the campus environment is extremely important in creating a positive and lasting impression for prospective students when they visit with their families.

A major opportunity for the future is to develop a University Square, to deliver a significant uplift to the public realm. That square will be framed by new University developments, creating the most important city campus site for the future with up to 48,000m² of accommodation if delivered out to its full capacity. An image of University Square, taken from the University’s Masterplan is shown below:

Below: University Square (artist impression)
3.2 Carbon Management – Part 2

In 2010, the University signalled its commitment to reduce carbon as part of its corporate and social responsibility. In addition, the University has to meet challenging carbon reduction targets set out within the Climate Change Act 2008.

Performance against these targets has been mixed. The target is an absolute against carbon emissions generated in 2005. The University at that time generated 42,397 tonnes of carbon. The target to achieve was set at 24,167 tonnes, a reduction of 18,230 tonnes.

This is a particularly challenging target for a University that is growing in size, when that growth has to be delivered at zero carbon, in order not to affect the principal target. Over the preceding five years, carbon has reduced to 40,239 tonnes. At the same time, the estate has grown by 10.5%, but carbon has reduced by 5% in real terms.

If carbon emissions had grown at the same rate, generated at 2010 levels, emissions should have been 10.5% greater at 46,838 tonnes per annum. Effectively the University has delivered a 15% improvement in carbon, but we must do more.

Space and the activities undertaken within, remains the greatest contributor to carbon emissions. Therefore, effective use of space is the greatest opportunity we have of reducing CO₂. Space is is only one metric – the activities take place within the space are also very important, for example energy hungry research is in many instances seeking new ways of reducing the effects of climate change on the planet. This research by its very nature requires significant amounts of energy to be effective in pointing to new ways to reduce carbon and/or the effects of carbon.

HEFCE published in its consultation on carbon emissions the abatement potential of various interventions in 2007.

A full space audit was undertaken during 2013/14 to review the efficient and effective use of all space throughout the Campus. The results of that audit identified that more work could be done to deliver improvements to utilisation, particularly departmental space across the University. Developing this work programme will require the hearts and minds of the University community to change to new ways of working.

Further work is also required to replace the infrastructure in many of our Science buildings. The dominance of LEV (local exhaust ventilation systems), supported by equipment designed before utilities conservation was as important is an opportunity to further reduce our carbon.

Overall the University has a relatively low level of carbon emissions associated with its use of heating and hot water. This is in large part drawn from the City’s district energy network. The carbon index of the district energy network is relatively low due its fuel source which is the City’s waste which is incinerated and used to generate electricity and heat. This element of utilities represents 17% of the carbon emissions of the University (2014/15 data).

<table>
<thead>
<tr>
<th>HE Sector Totals</th>
<th>Lights and Electrical Appliances</th>
<th>1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioural Change and New Ways of Working</td>
<td>Building and Space Management</td>
<td>55%</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>Efficient Energy Supply</td>
<td>3%</td>
</tr>
<tr>
<td>Building Fabric Upgrade</td>
<td>13%</td>
<td></td>
</tr>
</tbody>
</table>

Reference: HEFCE Consultation on a carbon reduction target and strategy for higher education in England 2009/27
By contrast electricity used is sourced from the National Grid. Grid-based electricity has a relatively high carbon index. Consequently, it forms the largest part of tackling the challenges we have in reducing carbon emissions.

### 3.3 Energy Strategy

In 2013 EFM developed the University’s first Energy Strategy.

That strategy was designed to be specifically focused on the carbon reduction targets as set out within the Climate Change Act 2008. Four key tenets were established:

- Establish a new energy centre, combining gas fired CHP and Biomass boilers.
- Development of a private wire connection to the city’s District Energy Network and purchase all the University’s electricity via this route.
- “Sleeving” of the EON Energy waste wood heat, purchasing this via the city’s District Energy Network.
- Energy conservation through engagement with stakeholders throughout the University.

Each of these activities was calculated to contribute approximately 4500 tonnes reduction. Two of the solutions relied on the ability and willingness of the City’s Energy Network manager to engage with the proposals. This has not been possible and the University will therefore be seeking other opportunities to develop and deliver reductions.

An updated strategy will be developed which will be produced within the next 12 months to address the challenges with carbon. Opportunities include the development of a small wind farm at the new AMRC research campus to the east of the city. This will require the co-operation and help of the City Council to establish, as this could be achieved through the use of their adjoining landholdings.
3.5 Learning and Teaching

In the last five years, the University has increased and improved the number of centrally timetabled teaching spaces. These have been added to through a combination of new buildings and through the incorporation of spaces into the pool from Faculties.

Over those five years, a total of 8746 seats at a gross investment value of £6.9m within the various rooms have been refurbished. A policy of refurbishing teaching spaces to encourage rooms moving to the central pool of timetabled rooms has been largely successful. A total of 826 seats have been released to the pool for the whole University to use. All new developments have also required that generic teaching spaces are made available to the pool.

In the review period, the quality of the spaces across the campus has improved significantly. Some areas, such as the Hicks Building, have seen transformational changes. Teaching spaces within this building have been transformed from bare-faced brick walls to high quality world class spaces which compare with any leading University accommodation. The £6.9m invested needs to be maintained in terms of the quality of the teaching environments. This investment will be supported with an annual ongoing investment plan of £1m per annum. This sum has been calculated based on a five year cycle of minor upgrades over the coming years.

Teaching cohorts across the University have been changing in line with developments in pedagogy. The large scale teaching spaces which proved so problematic five years ago have been delivered as part of the Diamond. The large scale teaching spaces required in laboratories have not been delivered. The refurbishment of large parts of the Science estate is scheduled over the next 5 years and this gives us the opportunity to address these issues.

Provision of smaller scale seminar and tutorial space teaching has been improving in line with demand. The repurposing of the St. George’s Library will provide further opportunity to deliver significant improvement.

Further teaching support has been provided at 301 Glossop Road as planned in the last strategy. That support will be augmented with the co-located Modern Language Teaching Centre which will be based at the recently acquired 299 Glossop Road.

The success of the Information Commons has meant that demand for learning and reader spaces has been under considerable pressure. The newly opened Diamond Building provides a much needed 1000 additional study spaces. The building is operated on a 24-hour basis. The masterplan for the estate has a long-term option to extend the Information Commons at its south and west corners. This opportunity will be developed when demand is forecast to exceed the acceptable levels of access to these types of learning spaces. It is believed that that the Diamond will be able to accommodate current growth up to 2021.
3.6 Professional Services

Five years ago, the Professional Services Executive (PSE) were spread across a range of accommodation. Much of this was of mixed quality. Many of the buildings were let from the private sector and, in large parts, were not fit for purpose. Significant changes have taken place, with the consolidation of large parts of PSE into the lower floors of the Arts Tower. CICS have also seen some significant improvements with the move to a single main site within the newly refurbished Brunswick Building.

Overall PSE delivered an 18% reduction in accommodation as a consequence of the move to the Arts Tower. PSE accommodation now totals some 53,180m² down from 68,976m² in 2010. The quality of that accommodation is largely condition A/B (83%).

In spite of significant progress, Student Services continue to operate from 13 locations. There is now the opportunity to consolidate these activities close to the learning centre at 301 Glossop Road, and the refurbishment of 288 Glossop Road (Education / Husband) building is a priority to enable this.

During the recession, the University was able to purchase a number of buildings to gradually move away from leased properties to owner occupation. This has been undertaken for both cost and quality reasons. Changes have taken place along the West side of Glossop Road where many of the Georgian street properties have been vacated in favour of better value and fit for purpose accommodation. This change is nearing completion with the planned refurbishment of 288 Glossop Road.

The work to improve the Students’ Union was completed in the summer of 2013. A £23m investment was made to expand and improve capacity. This represented phase 2 of the investment plan and opens up the opportunity for the refurbishment of the Octagon Building, by creating additional social space in the former University House.

Car parking, travel and access are an increasingly important aspect of the University and of the city. The University now has two multi-storey carparks which can be used to relocate cars to the periphery, as large parts of the centre of the campus become pedestrianised. We still need to both generate a modal shift and maintain access for our staff and students, as well as for deliveries and services. The carparks are operated on a full operating cost basis and are subject to planning restrictions.

Access to the AMRC campus in the east of Sheffield will become more important as the campus continues to grow. Business attraction to the east of the city will continue; building on the success that Rolls Royce are delivering close to the University’s AMRC Factory of the Future. We anticipate that significant support will be required from both local and national government to realise the opportunities there, including proper support for the necessary transport infrastructure.

3.7 Infrastructure and Environment

The infrastructure which supports the University has been assessed over the last five years. The High Voltage (HV) Network has now been extended and three HV rings exist on campus, providing resilience in the case of a failure.

The significant risk, however, is the city’s District Energy Network (DEN). Catastrophic failures have been experienced with the network, with one outage affecting large parts of the campus for over 100 days. The network infrastructure requires ongoing investment and concerns remain that this investment needs to be confirmed.

One significant response to that continued concern is to review the supply of heating at the campus, moving gradually to a combination of local and city-based systems. This also accords with one important aspect of the current energy strategy to develop a small
energy centre located to the north of the Chemistry North Building. This energy centre will provide heating and hot water as well as self-generated low carbon electricity to the Science estate on Western Bank (north).

Continued investment and renewal of the LEV infrastructure will be required over the coming years. The University currently operates a total of circa 1000 LEV’s (fume cupboards). Whilst meeting the statutory requirements, improvements to energy efficiency will be targeted with this plant in the next five years.

Asbestos has also proven to be a major issue. An extensive programme of works has been undertaken, including removal works in readiness for capital schemes and general refurbishments. A new detailed management plan has been developed and should become industry best practice in higher education.

The development of the Advanced Manufacturing Campus at the Sheffield Business Park will require infrastructure investment. This will include the development of a mini HV ring and District Heating Network to the buildings on site. The Advanced Manufacturing Campus has been master-planned to help deliver and address the opportunities and needs on the site. It is hoped that the discussions with the City Council will result in the development of a small wind farm of up to 6 quantity 1MWe wind turbines to be located on the highest edge of the area, known as Amenity Hill.

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5 Martin Stear December 2014, A review of the University of Sheffield’s strategy for the management of asbestos-containing materials “I, therefore, believe that the University is achieving ‘best’ practice in its asbestos management that goes beyond the ‘good’ practice required by statute. In this regard, I believe that the University is a model for how asbestos should be managed in the education sector.”
The University is organised around five academic Faculties, plus the Advanced Manufacturing Research Centres, which have become increasingly important, not just in terms of their impact but also their scale. The Professional Services departments are a significant support element with responsibility for large parts of the estate and activities undertaken therein.

4.1 Faculty of Engineering

The Estates Strategy in 2010 was dominated by the need to rapidly improve the condition of the estate across the whole of the University campus. A particular challenge was to address significant backlog maintenance within the Faculty of Engineering.

In 2010, the Faculty of Engineering had 28% of its estate in condition A/B. Despite the estate condition it was performing at a world class level with 67% of the Faculty’s research found to be internationally excellent or world leading. The estate however did not support that academic quality and needed significant investment.

Significant progress has been made in recent years with the completion of the Pam Liversidge Post Graduate Engineering School and the completion of The Diamond facility to support Engineering teaching. Significant refurbishment works have also taken place and further work is planned.

Investment Plans

- The pre-enabling of George Porter for Mechanical Engineering is essential in order to support the Heartspace scheme which will refurbish the central wing, the Sir Frederick Mappin building, as well as extending and expanding laboratory and teaching spaces within the atrium which spans the two buildings. This pre-enabling scheme for George Porter would also deliver infrastructure improvements which would be beneficial in the longer term to the future refurbishment and usage of the whole building.

- The full refurbishment of George Porter for EEE is proposed to take place in the next five year plan, in large part due to the timing of the various schemes necessary for moves within the Faculty of Engineering. The Heartspace scheme is already underway.

- Further work is required to consider the future use of the Bio-Incubator and ICOSS buildings. There are opportunities to consider this for Energy 2050 and Translation Science activity but further analysis is required regarding the exact configuration of these activities.

- A Translational Centre at the Advanced Manufacturing Research Campus for Energy 2050 also requires further work but requires grant funding.

- Proposals for Computer Science have been carefully considered. Computer Science, the iSchool and SchARR are all located within Regents Court. The most pressing demand is such that SchARR could fill the building immediately. On this basis SchARR have been identified as our key priority. In order to accommodate that priority, proposals are being considered to make space for co-locating more parts of SchARR into the building. It is proposed that the iSchool are moved out of Regents Court earlier than the availability of the new Social Sciences building. This could allow co-location of SchARR facilities currently in the Innovation Centre. From a revenue perspective this would be particularly helpful as the Innovation Centre is a relatively expensive facility to rent.
• The proposal is that Computer Science will move to a new facility either purchased or developed on existing land holdings in the general area of the Engineering Campus.

• This expansion does not need to be delivered immediately as growth could be accommodated in the medium term within 9 Mappin Street, ensuring that this space is used to its maximum utility and ensuring that the University achieves maximum value for money out of its accommodation.

• The proposals for the Royce Institute, LVV and iCAIR projects are predominantly externally funded and are considered not to have an effect on the University funded capital programme.

• The proposals for Harper Hill and in particular the refurbishment of bunkers will require decisions together with the Faculty of Engineering, as those bunkers are to be properly decommissioned and improved over a long period of time on a priority basis. Conversion of the teaching and laboratory spaces vacated as a consequence of The Diamond are included. The costs have been limited from previous estimates.

Refurbishment of Broad Lane for Civil Engineering has been pushed back to August 2020 and similarly the Portobello site optimisation and North East corner development have also been moved so that they sit within the next five year funding period.
4.2 Faculty of Social Sciences

In 2010, the Faculty of Social Sciences represented the most geographically dispersed Faculty within the University. Based at 19 separate locations, the opportunity for interdisciplinary teaching and research is clearly more challenging within Social Sciences than any other Faculty.

In 2010, condition status for Social Sciences was 43% condition A/B, our second lowest quality accommodation after Engineering.

Some significant improvements have taken place over the last five years, including the relocation of the Management School from 9 Mappin Street to the Crookesmoor Building. This facility was fully refurbished at a cost of £11m and provides an additional 1100m² of accommodation for the department. Very quickly this new accommodation has been filled by expansion within the Management School, which has also in the intervening period gained a triple crown status (EQUIS, AMBA and AACSB). The building has recently been extended by a further 308m².

9 Mappin Street was refurbished and repurposed for the departments of Journalism and Economics, which had previously been in very poor privately rented accommodation.

During the same period, the department of Landscape and the School of Architecture were subject to a full refurbishment of floors 9 – 19 inclusive of the Arts Tower. This investment in Social Sciences has brought the overall estate condition up to 91% A/B and has made a significant difference to the quality of the environment and the student experience.

The next five years must address the dispersed nature of the Faculty and provide a significant opportunity to release space in and around the Faculty of Engineering to provide continued growth of that Faculty, whilst also offering the opportunity of consolidating Social Sciences along Northumberland Road in order to create a mini Social Sciences campus.

The Estates Strategy for Social Sciences is therefore to consolidate into two small campus areas; one around Bartolome, Geography, Urban Studies and Planning and Landscape and Architecture. The second campus will be located along Northumberland Road and will include all the remaining Social Sciences departments.
Initially it is proposed that the iSchool relocate to one of a number of options within the University’s estate on a temporary basis until such time as the new Social Sciences building is fully constructed.

The new Social Sciences building is being brought forward with an estimated start on site of winter 2017. Refurbishment of the Elmfield building has been put within the plan but timing needs to be worked through carefully.

Geography and Planning has been pushed back, for economic reasons, to September 2020 but some long term maintenance monies will be allocated by EFM to ensure continued operation of appropriate elements within the building. Space will be created as part of any Science estates development teaching facilities allowing further expansion of Geography, Urban Studies and Planning.

It is proposed that the Architecture Workshops are relocated to the basement of the Arts Tower as soon as possible. This facilitates the refurbishment of the George Porter building for Engineering.

A notional sum of just under £1.7m has been included for South East Asian Studies and the facilities that they occupy to be refurbished. This set of proposals requires clarification regarding the Faculty home for South East Asian Studies in the future in order that appropriate investment decisions for the estate can be made.

There are proposals to develop an Executive Management School at AMRC2 for both hotel type accommodation, and teaching and conferencing facilities. These could be progressed with private investment and developer partners or University-funded – this is yet to be determined.

4.3 Faculty of Medicine, Dentistry and Health

Medicine, Dentistry and Health already had high quality facilities, with the vast majority of accommodation located within buildings owned by the Sheffield Teaching Hospitals NHS Trust. The ongoing maintenance and refurbishment of that accommodation is the responsibility of the University and all costs are fully met by the institution.

During the last review period, significant refurbishment/reconfiguration and repurposing of the Medical School on Beechill Road has been undertaken. A £5.6M scheme was completed which included the consolidation of teaching and learning spaces, together with the Library which can now be accessed directly from the Medical School where previously this required leaving the building and entering the hospital - a fairly poor experience because of the disjointed nature of the facilities.

The Department of Nursing has been relocated from the Northern General Hospital site and located onto a mini health campus based around SITraN and the newly refurbished Barber House. SITraN was completed largely as a result of philanthropic donations as the world’s leading centre for translational neuroscience research.

The MDH Faculty offices were relocated from the Medical School to Barber House and consolidation with the Department of Nursing took place on this site. Further opportunities to develop the site have been planned as part of the next five years. It is planned that the transport department based on this site will locate to a new logistics centre and the current accommodation will be released for redevelopment to support the Faculty and in particular, the ongoing success of the SITraN facility and its need to provide additional fit for purpose accommodation.
Investment Plans

• The priority from a space perspective is the consolidation of ScHARR. The department operates out of three separate locations which are relatively close but nevertheless separated by different buildings. Under proposals being considered, Regents Court will be occupied exclusively by ScHARR.

• The plans for refurbishing Claremont Crescent for Dentistry are supported because of the condition and the demand issues associated with these proposals.

• The development of postgraduate, academic and clinical research space at the Royal Hallamshire cannot occur until such time as animal research is consolidated and this will occur within the next five year funding round, commencing in approximately 2022.

• Proposals to expand SITraN provide an opportunity to develop out the Transport Services site which would be relocated to a Logistics Centre elsewhere within the city. This is prime land for development for the Faculty and is the optimum solution rather than the purchase of the nearby Loch Fyne building which is both listed and has significant structural defects which would add considerably to the cost of the acquisition and refurbishment of this space.
4.4 Faculty of Arts and Humanities

In 2010, 90% of the Arts and Humanities facilities were in condition A/B. These facilities are largely centred around the Jessop West building and HRI, together with the refurbished Jessop, Victorian and Sound House which accommodate the Department of Music. A key challenge for the Faculty was the provision of small seminar and tutorial rooms adjacent to the Jessop West facility, which in large part will be addressed by the provision of additional space within The Diamond.

Some further improvements have taken place with the closure of West Court, which previously provided some accommodation for Archaeology but is now consolidated within Northgate House. Further work is planned during the next five years to move this department closer to the main Faculty offices. Some work will be undertaken to improve the current condition and aesthetics of the Philosophy department on Victoria Street which will further consolidate and improve facilities for Philosophy.

A major opportunity for the Faculty in the next five years is to generate philanthropic interest in a new Performing Arts space, predominantly focused on musical performances.

Investment Plans

- The proposal to relocate Archaeology into the vacated ICOSS Building is included. This cannot take place until the new Social Sciences building is built and fully commissioned.
- It is further proposed that Philosophy remain within a redecorated Victoria Street location, near the Faculty offices located on Gell Street.
- The securing of 299 Glossop Road as an acquisition is now progressing with a property swap agreed in principal with The Stroke Association. Proposals are therefore that the Modern Languages Teaching Centre is relocated to 299 Glossop Road and the remaining space is allocated to support CiCS colleagues and their growth in the adjacent building, Brunswick House.
4.5 Faculty of Science

In 2010, the Science estate was assessed as 46% condition A/B. Some works have been undertaken, in particular within the Chemistry complex of buildings and specifically within the Hicks building which has been fully refurbished through our long-term capital and revenue maintenance investment. This has taken five years, largely concentrating on delivering that change through the summer months.

The next priority is to address the condition appraisal of Chemistry North, Chemistry West and, to a lesser extent but importantly, the Dainton complex of buildings.

Investment Plans

- The proposal is that our Biological Services Unit facilities are refurbished. This proposal is predicated on the development of teaching space elsewhere on campus. Work is ongoing to both look at the potential development of this accommodation, as well as a review of the existing accommodation within F and G floors to ensure that the mechanical plant and equipment can continue to support our research activities in this area in the intervening period.

- A sum of just under £66m has been allocated for approximately 14,500m² of new build to support teaching and research space for Science. Further work is required to develop these solutions as part of the Science Estates Development Framework and will be informed by the impending Science Faculty review.

- The refurbishment of Chemistry West, Chemistry North and Dainton are also included as essential elements within estate condition improvement plans.

4.6 Advanced Manufacturing Research Centres

Over the past 5 years the AMRC centres at Waverley have grown exponentially. All of the buildings are new and are therefore considered to be condition A. The volume of activity however continues to grow significantly from 2010, where 5317m² of accommodation was available, including the Factory of the Future and the original AMRC building.

The University has now added the Composites Centre as an extension to the Factory of the Future, the Design Prototyping and Testing Centre as an extension to the original AMRC, the Knowledge Transfer Centre, the Nuclear Advanced Manufacturing Research Centre, the Apprentice Training Centre, CTI buildings 1 and 2, with building 1 currently being extended to include a specialist smelting facility. Factory 2050, which opened its doors in November 2015, is the first building on our new 100-acre Advanced Manufacturing Research Centre site at the former Sheffield City Airport.

We fully expect the success of our AMRC activities to continue and that the growth will be at similar levels as in previous years. It is also entirely probable that the hub and spoke arrangement, which AMRC seek to deliver, working in partnership with our industrial partners, will also be achieved. Developments both elsewhere and within the UK and across the world are planned.
4.7 Professional Services

- The creation of a Logistics Centre is essential in order to pre-enable a number of schemes including the George Porter refurbishment, SITraN expansion and relocation of the Architecture Workshops.

- The Cycle Hub and Prayer Room are a planning condition associated with The Diamond building (in part), as well as significantly improving travel, access and supporting our Muslim staff and students with appropriately co-located facilities on Leavygreave Road.

- The provision of a new Energy Centre including CHP engine is a business continuity risk investment and one which could subsequently be moved into the private sector in order that they would own and operate this facility on University land with direct maintenance and management supervision resting with the University on a performance-based contractual basis. This could therefore move that expenditure from capital to revenue overhead.

- The proposal to develop a Research Commons and Innovation Sovereign Space requires further discussion to properly review the future use of the Bio-Incubator (see previous reference) and the ICOSS buildings and how these two facilities can work together.

- The Confucius Institute will move from their current location on Sherwood Road to the basement of the Rotunda. This will require the relocation of Corporate Communications into the newly refurbished Husband Building at 388 Glossop Road. Given the age and condition of the building it’s likely that this will be brought forward if the Education Department can be accommodated elsewhere, rather than wait for the Cathedral Court space (occupied by Psychology from Easter 2016).

- A business case will be developed for the Nursery to be closed on Brunswick Street and a new Nursery managed with appropriate business outcomes within Stevenson Hall. This is significantly underutilised space within our residential accommodation with good access, outdoor space and this would address condition issues within this building.

- The proposals to refurbish the Octagon Centre have been pushed back in light of the performance space review proposals.

- The Sports Centre development is split into two parts. Additional capacity at Norton will be essential in order to support the Social Sciences plan application. The development of a new Sports Centre, as part of the masterplan planning application, will be included but for cash flow purposes has been pushed back to September 2020 but could be brought forward with appropriate support from UEB as part of the University’s student experience and investment within sport.

- The final three projects include Western Bank Library refurbishment and the refurbishment of the Graves building which are both scheduled to take place in quarter three of 2020. The final project to relocate the English Language Teaching Centre from Hoyle Street to Velocity 2 has a positive net revenue impact moving from rented accommodation to that which is owned and will be used temporarily as decant to support the various moves in the Faculty of Engineering.
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