

Te Rautaki Tūāpapa

The University of Auckland
Estate Strategy 2021–2030



THE UNIVERSITY OF
AUCKLAND
NEW ZEALAND

Foreword

Vice-Chancellor



I am very pleased to present to you Te Rautaki Tūāpapa, the Estate Strategy 2021-2030 for Waipapa Taumata Rau, the University of Auckland. The estate, as part of Waipapa ki Uta, The Landing Place, is a key enabler of Taumata Teitei and is an essential platform for our extensive University ambitions.

Te Rautaki Tūāpapa sets out our vision for how the estate will remain vital and relevant for the future. Significant changes have taken place in the tertiary education sector since the start of the global pandemic in 2020. We are rightly examining all of our estate to ensure the campuses are used efficiently and effectively and can facilitate changing pedagogies, support our research priorities, and activate new ways of working through the next decade and beyond.

The development of this estate strategy has created fresh opportunities for an energetic dialogue between Property Services and our Faculties, Service Divisions, Large-Scale Research Institutes, and student representative groups. Te Rautaki Tūāpapa is based on the principles of equity and co-design and this collaborative engagement is a critical component of our pathway as we progress towards 2030.

Thank you to everyone who has participated in the consultation and contributed to the formation of Te Rautaki Tūāpapa, our inaugural Estate Strategy.

Professor Dawn Freshwater

Ihorangi
Vice-Chancellor
The University of Auckland

Te Rautaki Tūāpapa

Our gifted name privileges Tūāpapa as the foundation. It describes the Estate as a bedrock where manaakitanga, whanaungatanga, and kaitiakitanga flourish, providing a strong launchpad from which to reach beyond. It speaks of longevity, acknowledging provenance while preparing for the future.

Waipapa ki Uta

Waipapa: The Landing Place

The place of arrival and connection, connecting the land and the sea, the domains of Tangaroa and Tāne. This is the space where people connect the far and the near, bringing in the resources that make this a space of abundance and generosity.

Tāne-a-nui-a-rangi (B251). City Campus

Introduction

Director



Welcome to Te Rautaki Tūāpapa, the inaugural University of Auckland Estate Strategy which sets out our ambition and vision for developing the estate and campuses of the future and provides a platform for all estate activities from 2021 to 2030 and beyond. The University of Auckland Vision 2030 and Strategic Plan 2025, Taumata Teitei, has established the institutional strategic objectives for the next ten years, including a strong focus on collaboration and partnerships, caring for our planet, and creating a distinctive sense of place. Our estate will also seek to amplify contributions achieved by a rich integration across the physical and digital environments.

Our estate represents a vibrant, valuable, and complex network of physical spaces that enable learning and teaching, research and innovation, and partnerships and engagement. This Estate Strategy provides the framework for how we will develop and manage all elements of the estate including our campuses, built and non-built environments, interstitial spaces, outdoor environments, and how we will reduce our environmental impacts.

Since the University was established in Auckland in 1883 the experience of all who have engaged with the University has been in part shaped by the environments created by the buildings and grounds. Over time the University has grown significantly but at its heart are the heritage buildings which now sit alongside excellent new buildings supporting the faculties of Engineering, Science, Medical and Health Sciences, Business and Economics, and student facilities such as Waipārūrū Hall. In 2023-2024, three new buildings will be completed that will further enhance the facilities through the new home for the Faculty of Education and Social Work and the School of Social Sciences (B201), the new Recreation and Wellness Centre, and the Carlaw 3 Student Accommodation.

The University contributes to the richness and diversity of Auckland through both its people and built environment. The three central Auckland campuses play a significant part in the street scene of Symonds Street and Princes Street, Park Road, and Khyber Pass Road. The University has worked hard to contribute to improving the environments in the parts of Auckland within which it is located.

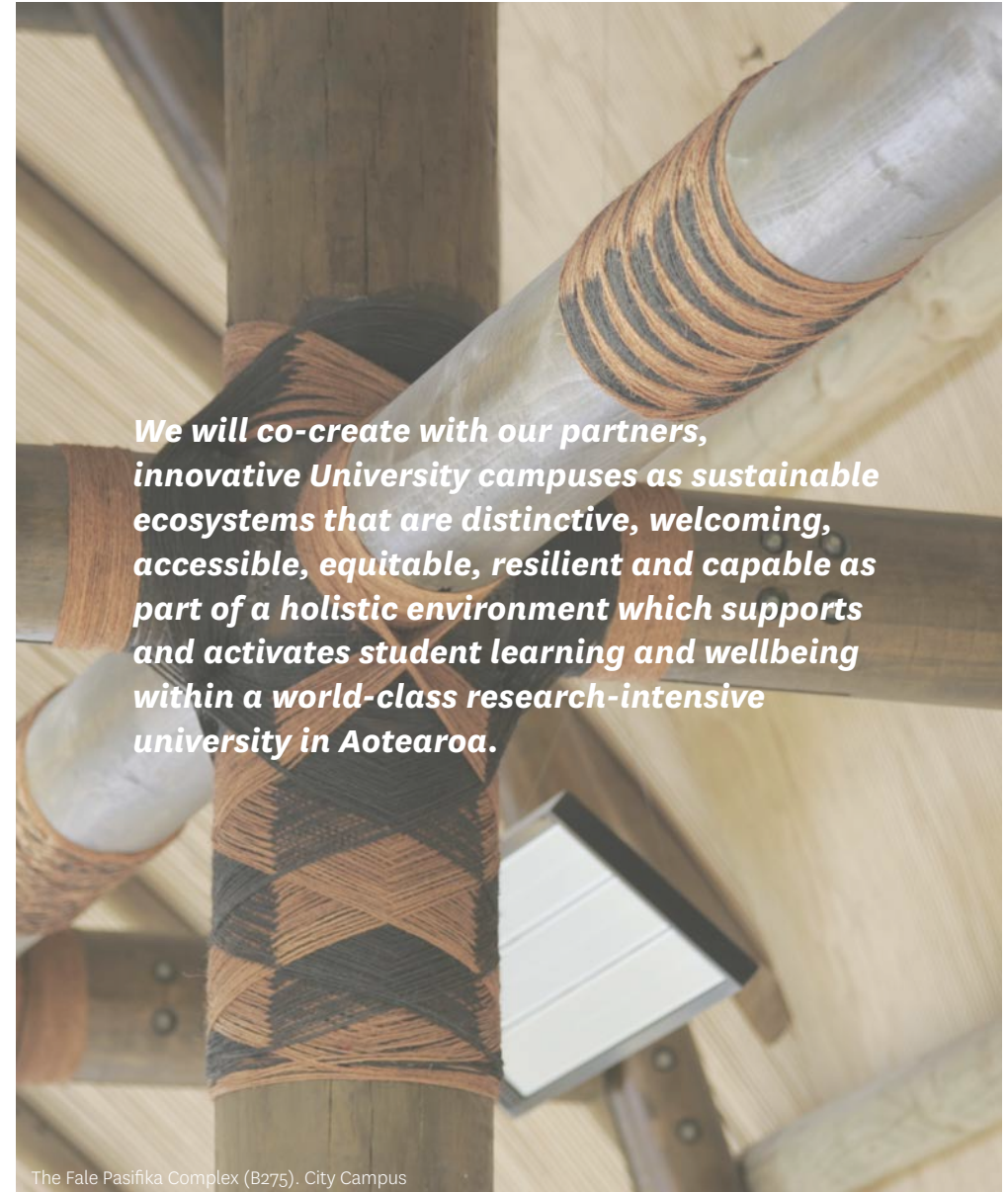
The estate supports a community of approximately 14,000 staff and 43,500 students, with more than 30% of students identifying as Māori or belonging to an equity group. In addition, our estate supports our engagement with our partners, collaborators, visitors, and the wider public.

The ten-year period to 2020 saw a capital investment in excess of \$1.5 billion into the development, maintenance, and remediation of our estate. The impact of the global pandemic has required some reprioritisation for capital investment for the period to 2024 and overall in the next decade a similar level of capital programme is planned. This Strategy responds to the needs of our University of Auckland community as established within the development of Taumata Teitei and its related Enabling Strategies across the University. Our Estate Strategy has a long horizon of ten years as is appropriate for this industry. During that ten-year period Te Rautaki Tūāpapa will be reviewed and developed further in order to ensure that our Estate Strategy will continue to be current and relevant over time. This Strategy will be supported by an operational plan, a sustainable estate and operations plan, a net-zero carbon plan, campus masterplans, and will be integral to the University's Long-Term Financial Plan.

Simon Neale

Manutaki Ratonga Whare, Rawa
Director of Property Services
The University of Auckland

Our Vision



The Fale Pasifika Complex (B275). City Campus

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B507: Grafton Campus

1. Executive Summary

Te Rautaki Tūāpapa, The University of Auckland Estate Strategy 2021–2030, builds upon the platform provided by Taumata Teitei, The University of Auckland Vision 2030 and Strategic Plan 2025. Te Rautaki Tūāpapa is an enabler to Taumata Teitei and responds to the Strategic Portfolios identified therein as:

1. Education and Student Experience
2. Research and Innovation
3. Partnerships and Engagement
4. Our Enabling Environment
5. Enabling our People and Culture

This Estate Strategy in particular responds to the “Our Enabling Environment” Strategic Portfolio which incorporates the following priorities:

- Mana-enhancing services and practices
- Efficient, effective, prudent, transparent, and informed operations
- Seamless, effective, and equitable user experiences across social, physical, and digital environments
- A distinctive, capable, and flexible built environment that celebrates our place in Aotearoa New Zealand and the Pacific
- A commitment to achieve net-zero carbon status and to publish meaningful metrics of the University’s progress towards overall sustainability

Te Rautaki Tūāpapa is formed with reference to our key Estate principles in order to articulate our commitment to ensuring that we respond to the challenges of today and the future to deliver a physical campus environment that is distinctive, capable, flexible, sustainable and celebrates our distinctive sense of place in Aotearoa New Zealand and the Pacific.

This Estate Strategy 2021-2030 has been developed against the background of a global pandemic, the full impact of which is not yet realised. The University continues to face challenges in maintaining international student and researcher numbers, alongside a challenging financial environment. Our forecasts indicate that the financial constraints will impact the University until 2023 when a 3% surplus will again be achieved, although with ongoing challenges associated with rising asset-related

and people costs in an environment of constrained revenue growth. Capital expenditure has already been reprofiled in the period until 2024 allowing only for priority projects.

The feedback received during extensive consultation across the University has informed the development of this strategy and centres around five key themes:

1. Environmental Performance
2. Distinctive Sense of Place
3. Flexible and Capable
4. Student-Centred Spaces
5. Affordability

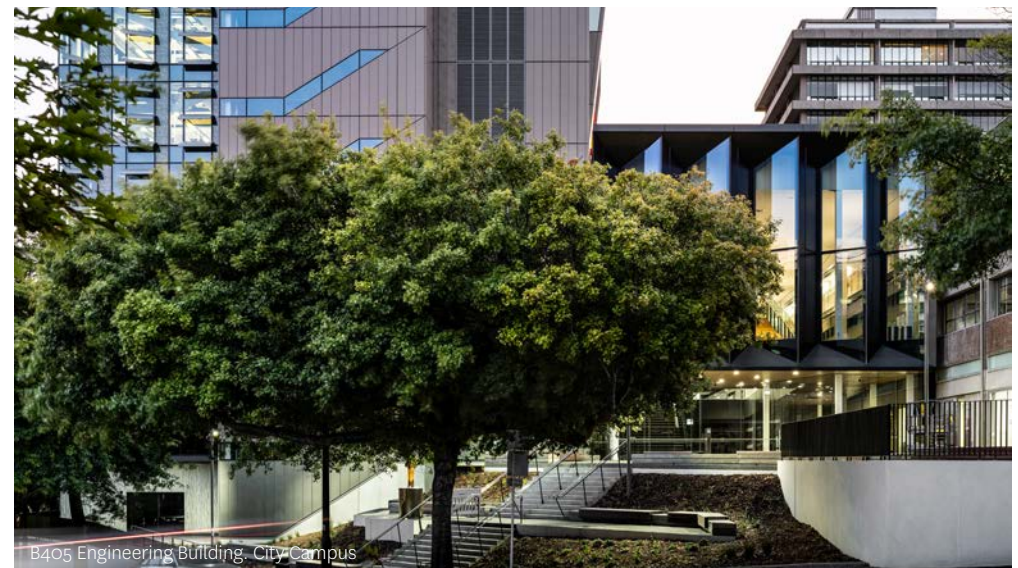
These themes are woven throughout this strategy and will inform how we create our future campuses from their current form and condition.

A detailed delivery plan is being developed to support the implementation of Te Rautaki Tūāpapa during 2021 and 2022 and will take into account the capital priorities and operational plans supporting Taumata Teitei.

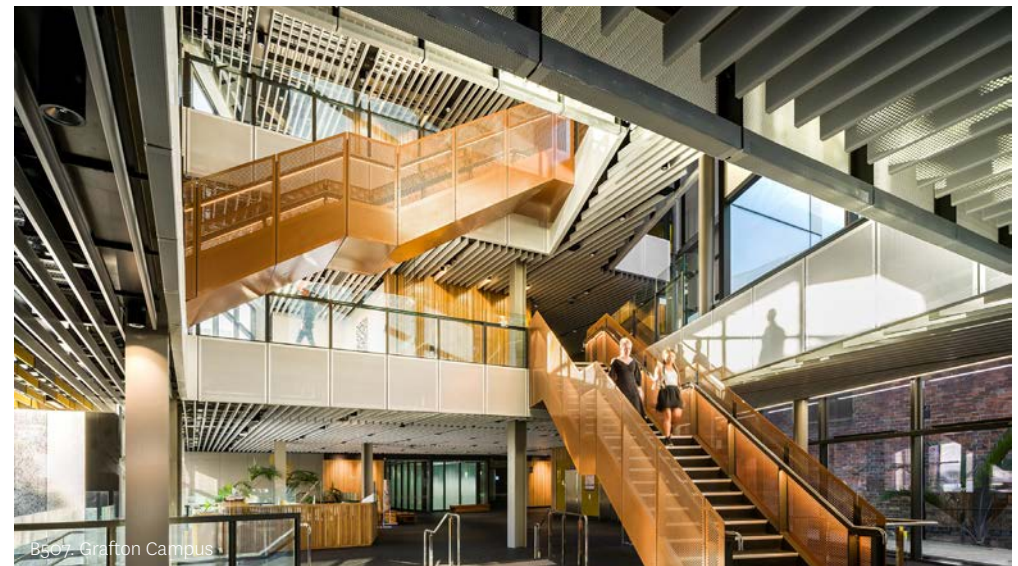
The capital programme will see estate-wide priorities progressed through to 2030 including:

- Environmental Sustainability and a Net-Zero Carbon Estate 2030
- Distinctive campus projects
- Brilliant basics projects
- Teaching space upgrades
- Rolling refurbishments
- Asset replacement
- Business continuity and resilience

Major projects undertaken between 2021-2024 will include B201 for the Faculty of Education and Social Work and Faculty of Arts, the Recreation and Wellness Centre, and Tai Tokerau. During this same period, masterplanning and space planning work will be undertaken for all campuses. From 2024, the capital programme is projected to be better positioned to respond to the University’s strategic goals. Projects will continue to be assessed against the requirements of Taumata Teitei and Te Rautaki Tūāpapa and funding balanced against competing capital programme priorities.



B405 Engineering Building, City Campus



B507 Grafton Campus

2. The University Estate

2.1 History and the Capital Programme

**“Whatungarongaro te tangata, Toitū te whenua
As people disappear from sight, the land remains”**

Waipapa Taumata Rau, our new Māori name for the University of Auckland, gifted by Ngāti Whātua Ōrākei, was confirmed in 2021. The University’s reach goes far beyond the boundaries of the Auckland supercity, with global standing and reputation, international partnerships, and facilities located across the North Island of Aotearoa New Zealand. The University estate is a key enabler and facilitator of the University’s vision, its engagement with mana whenua and communities within Aotearoa and supports the world-leading teaching and research that the University delivers.

The Auckland City Campus (City Campus) is home to a number of historically important sites that predate the University’s presence in Tāmaki Makaurau, Tāmaki Herenga Waka. Apihai Te Kawau’s, Ngāti Whātua Ōrākei paramount chief, gifted 3,000 acres to establish Auckland as the country’s capital in 1840. This gift was confirmed near Te Wahanga Ture, The Law School at Te Rerenga-ora-iti. Such places are of national and cultural significance and form part of our nation’s story.

From humble beginnings at its inception in 1883, the University’s estate has developed significantly in size, distribution, and complexity through to the present day. In 1883 a disused courthouse and jail served as premises for 95 students and four teaching staff. The early 1900s saw the addition of Old Choral Hall, the ClockTower, and the Biology Building. By 1949 the Tāmaki site had been acquired, igniting a debate to relocate the University there. In 1960 a decision was finally reached to set aside the Princes Street area for the University. This decision was a turning point for future development and opened the door for an ambitious planning and building programme through the 1960s and 1970s. In 1969 Old Government House was transferred to the University. The University’s footprint then began to spread and rise as multi-storey buildings were built for Science, Engineering, Human Sciences, Architecture, and the Library at the City Campus. In recent times the progressive transfer of titles from the Crown to the University supported the ability to effectively manage the estate. The Grafton Campus was established with the development of the Medical School. The Tāmaki

Campus provided sports grounds and associated facilities and the City Campus Recreation Centre opened. The University progressively acquired and incorporated neighbouring properties into its portfolio to provide for future developments. The Department of Māori Studies complex was constructed in modest buildings on Wynyard Street with its wharehenui and whare kai establishing Waipapa Marae which opened in 1988.

Development and expansion continued across the portfolio through the 1980s, 1990s, and on into the 2000s with the addition of the Epsom and Tai Tokerau Campuses for the newly-formed Faculty of Education (2004), the acquisition of the Newmarket Campus (2013), expansion of student accommodation and the opening of the Tai Tonga Campus in South Auckland (2020). A strategy of campus consolidation has seen the relocation of the School of Population Health from Tāmaki to Grafton Campus (2019) followed by the divestment of Tāmaki campus and the exit from Mercy Hospital and Auckland District Health Board leases. The campus consolidation strategy also underpinned the 2020 decision to relocate the Faculty of Education and Social Work (EdSW) from the Epsom Campus to the Auckland City Campus in 2024.

In addition to these primary campus locations, the University acquired six ecological reserves between 1940 and 2011 that are used for teaching and field research activities in the North Island. Additional capacity in the estate has been secured over time through leasing arrangements where demand has been unable to be met within estate-owned assets.

The ten-year period to 2020 saw capital investment in excess of \$1.5 billion into the development and maintenance of our estate. Some of the key projects delivered within that plan include:

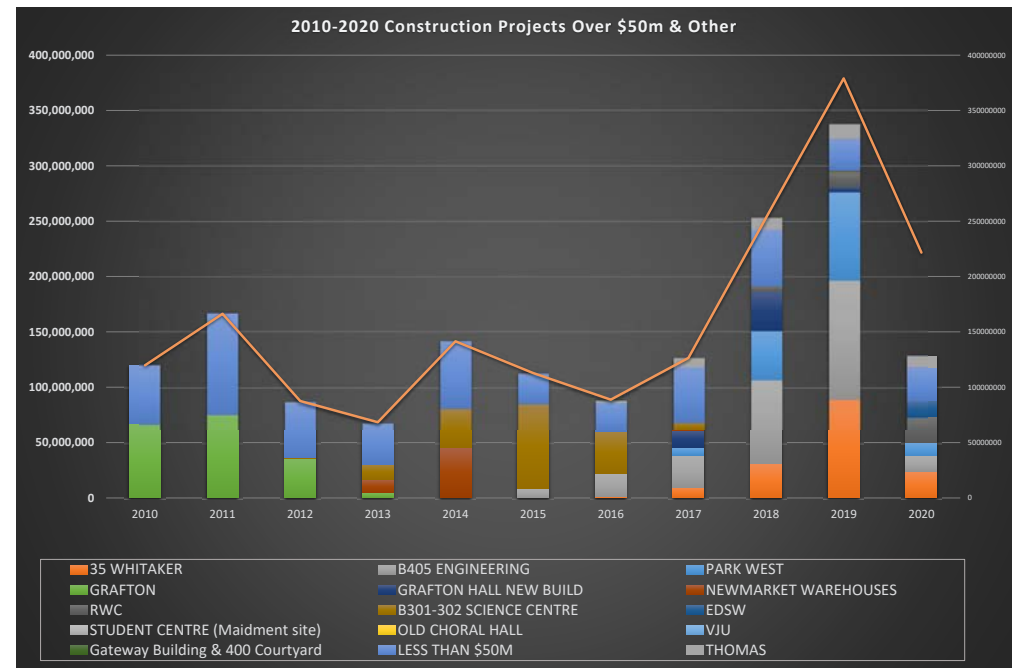
- Grafton Redevelopments \$223m
- Science B302 \$173m
- Engineering B405 \$236m
- FMHS Park West B507 \$143m
- Grafton Hall \$57m
- Waipārūrū Hall \$156m
- Engineering Newmarket \$97m

Significant investment was projected in the capital programme through to 2029, reflecting the University’s commitment to ongoing Estate renewal. The start of the Covid-19 global pandemic has however presented significant challenges for the University to fund the full capital programme. It is anticipated these pressures will remain in the short to medium term. Nonetheless, two significant projects are currently under construction for EdSW and Faculty of Arts (Arts) B201 (\$275m) and the Recreation and Wellness Centre (\$320m).

The ability to continue with the EdSW and Arts B201 redevelopment was made possible through a successful submission to the Infrastructure Industry Reference Group for loan support through the New Zealand Government’s Covid Response “Shovel-Ready” programme. This project will replace end-of-life 1970’s infrastructure and spaces with modern fit-for-purpose facilities for Arts and the EdSW relocation to the City

Campus; establishing a performing arts teaching hub; and making a step-change in sustainability performance and energy efficiency targeting a 6 Green Star design rating for the completed building. The redevelopment will be completed in 2024.

Following the demolition of the City Campus Recreation Centre in 2020, works for the new Recreation and Wellness Centre (RWC) are underway. The RWC will provide a modern, purpose-built facility that will be key to supporting health and wellbeing. It will provide a step-change in student experience at the University, and will be an important resource for multiple teaching programmes. The RWC is programmed to open mid-2024.



2. The University Estate

2.2 The Current Estate

Our Estate spans the North Island of Aotearoa, from Wellington in the south to Tai Tokerau (Whangārei) in the north. The estate buildings encompass a gross floor area (GFA) of 719,046 m², within 237 buildings, 84% of which are owned by the University and the remaining 16% are leased. Over 99% of building GFA is located within the Auckland region.

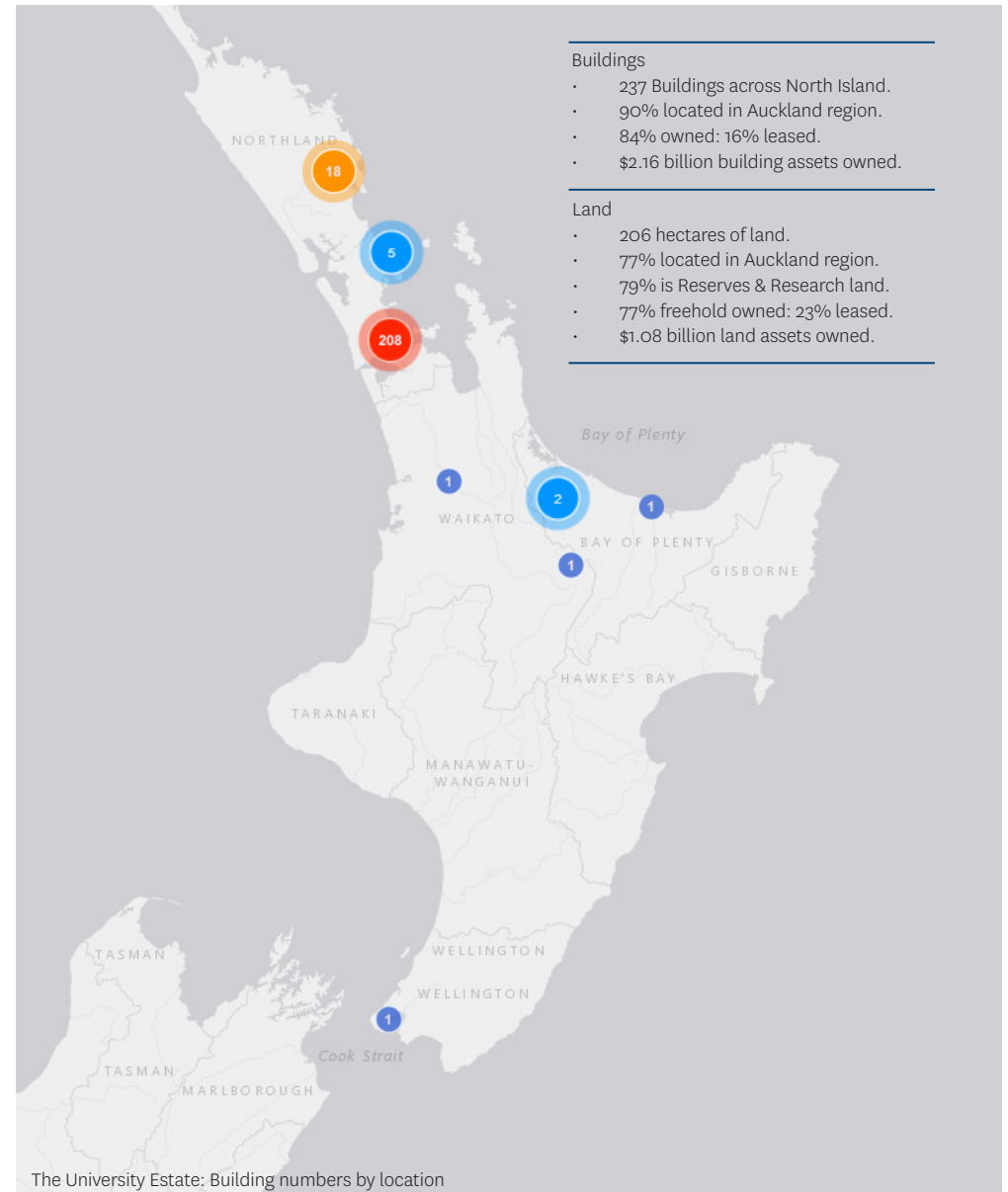
The Estate provides 403,052 m² useable floor area (UFA) of which: 94% is allocated; 4% is under renovation (primarily for the development works underway for relocating EdSW to the City Campus and the RWC); and 2% is vacant, non-contiguous space used primarily for decant during development works. A total of 68,616 m² UFA is leased. The largest space types are student residential accommodation (24%), office accommodation (20%), laboratories (16%) and general teaching space (10%). The student residential accommodation UFA portfolio is 58% owned and 42% leased.

Student accommodation provides a total of 4,136 beds (1,918 fully catered, 2,218 self-catered) across 13 buildings, with bed numbers projected to increase to approximately 4,418 in 2023 as self-catered beds increase to approximately 2,500.

Property Leases

The University currently holds around 41 leases primarily in the Auckland area. Of these, 80% of non-residential leases will have reached their next term expiry date by 2026, and 94% by 2030. Within that timeframe key decisions will be made in relation to leases in: Sector 800 Faculty of Law offices and library; Sector 700 including the data centre and warehousing; and Sector 500, Grafton Road offices. The seven residential leases have term expiry dates between 2021 and 2037, with final expiry dates between 2021 and 2052. Student accommodation makes up approximately 60% of leased UFA.

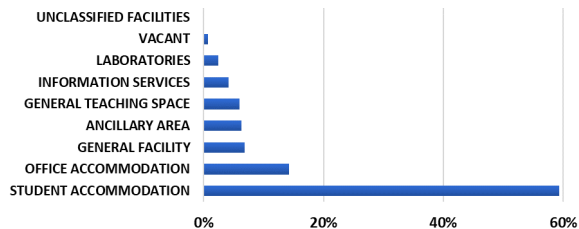
The University also holds approximately 48 tenant leases (and licences) to third parties in University-owned property. Of these, 28 are retail leases for cafés and shops around our large campuses. Other significant leases include: B620 (49 Symonds Street) three tenant floors and underground carparking; research building co-locators; Newmarket campus parking; and the Old Bindery. Almost all of the 48 leases are short-term, expiring on or before 2025.



Estate UFA Breakdown



Leased UFA Breakdown



2. The University Estate

2.2 The Current Estate

Auckland City Campus

The City Campus represents the historic heart of the University, containing many significant heritage-listed buildings and structures, including Old Government House, the ClockTower, Alfred Nathan House, the Thomas Building, and Old Choral Hall. The area extends in a triangular formation from around Eden Crescent (Sector 800) in the north, to the top of Symonds Street in the south and out to Grafton Gully and Nicholls Lane in the east. The northern end of Symonds Street is the highest density area of University-owned buildings, filling all available sites on both sides of this significant transport route. Adjacent to the western boundary lies Princes Street and the historic Albert Park.

Over time the campus has extended both north and south from this centre to accommodate growth. Part of this growth has included leased buildings and also student accommodation.

There are 121 buildings within the City Campus occupying a site area of 23 ha and representing 421,458m² GFA of University-owned buildings and 96,718 m² GFA of leased buildings. The buildings are of mixed composition in terms of age, heritage status, condition, and functionality. At least 30 structures are classified as heritage buildings, presenting unique challenges for maintenance, design, cost, and limitations to alterations and building works. Building works were approved in 2020 for four of the buildings indicated in the red category (replace/dispose/conservate) shown on the map, and two of these are heritage buildings. Building works for one of these, Building 240, has been stopped because of the business recovery process.

The City Campus is the largest campus and home to our two main cultural buildings, the Waipapa Marae and the Fale Pasifika on Wynyard Street, and significant student-facing services, study facilities, and the Recreation and Wellness Centre (RWC). It also accommodates: the faculties of Law, Science, Arts, Engineering, Business and Economics, Creative Arts and Industries; the Auckland Bioengineering Institute; Student Residential Halls; and University Administration. EdSW will relocate to the City Campus from Epsom in 2024.

Significant investment has been made in the City Campus with recently completed projects including B405 Engineering, B302 Science, B441 and B442 Waipārūrū Hall, and B110 Thomas Building. Two significant projects with combined budgets of \$595 million are due for completion in 2024: The Human Sciences Building B201 and the new RWC. Notwithstanding this, there are significant challenges and investment required across the campus to maintain compliance and ensure a high-quality student and staff experience.

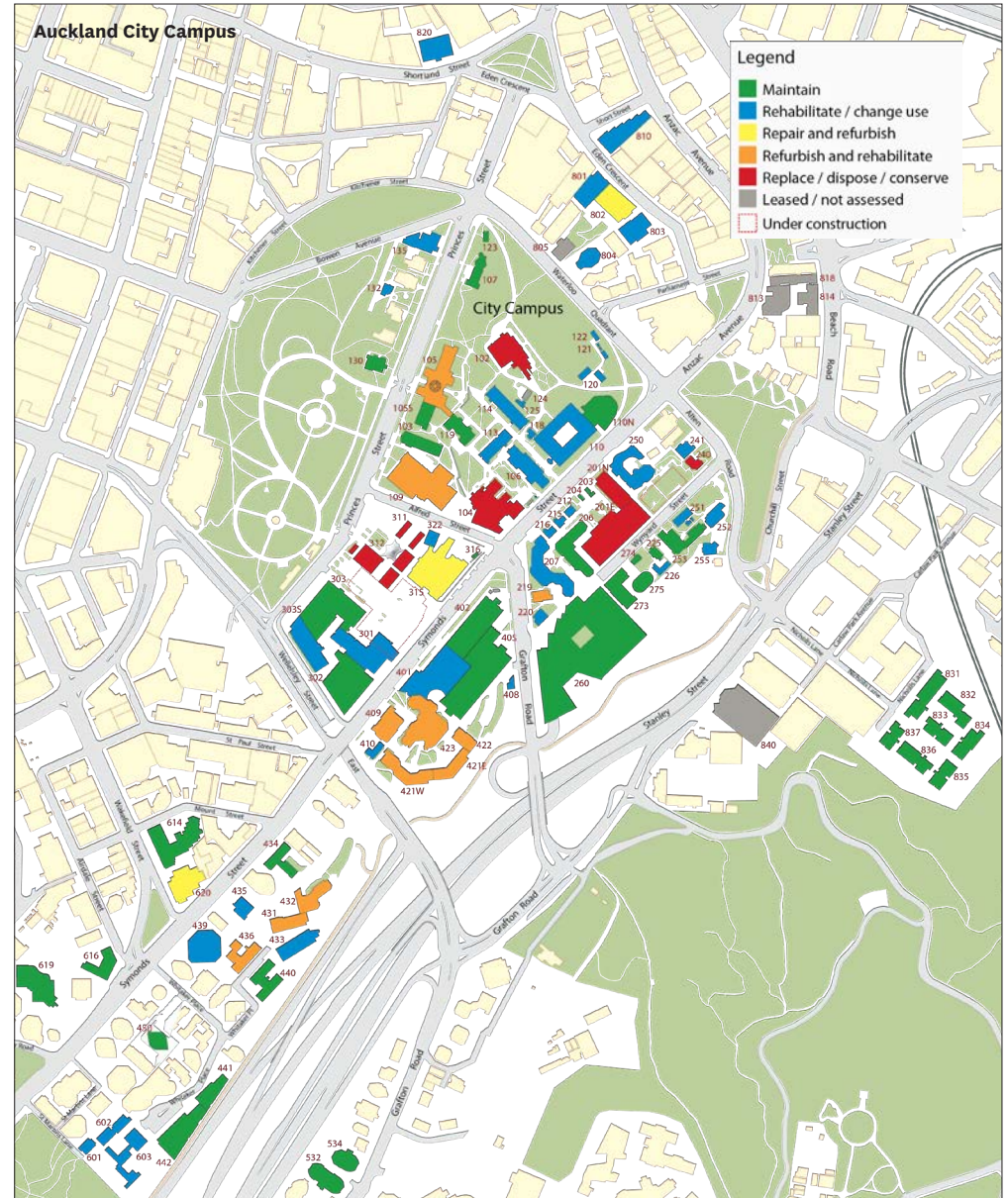


The ClockTower East Wing (B119). City Campus

The City Campus is divided into sectors for the purposes of property management (100, 200, 300, 400, 600, and 800) and is an area tightly controlled by the Auckland Unitary Plan.

Sector 100 houses some of our most important heritage buildings, external landscaped spaces, and plantings. As part of our environmental sustainability plans we will progressively 'green' the City Campus by removing non-mobility car parking, and in time replacing buildings such as Commerce A and B (Buildings 113 and 114), minimising vehicle routes, and increasing biodiversity and native planting. This strategy complements the more intensive development proposed elsewhere on the campus, by enhancing the sector's quieter, more parklike character through further extension of the planted and lawn areas.

The opportunity will be taken to improve the environment in Wynyard Street as part of the B201 rebuild for EdSW and Arts in 2023. With the close physical relationship and infrastructural dependencies of Sector 100 and Sector 300N a detailed master plan for the combined sectors will be developed including a review of the street environments of Alfred Street and Princes Street.



2. The University Estate

2.2 The Current Estate

Grafton and Newmarket Campuses

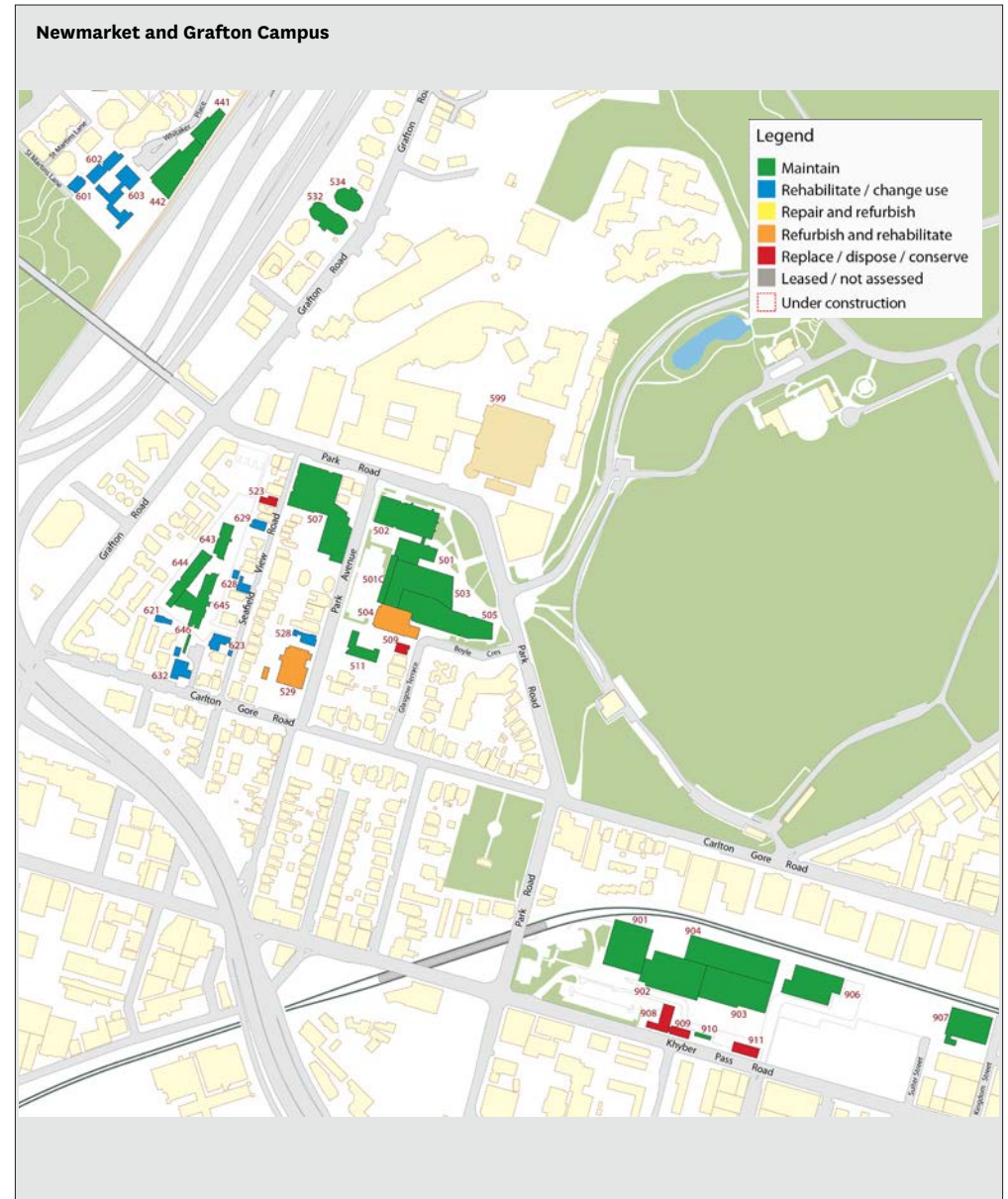
The Grafton Campus is at the heart of the Health Precinct and home to the Faculty of Medical and Health Sciences (FMHS), the Liggins Institute, and Grafton Hall. Located immediately opposite, and critical to this Health Precinct, is New Zealand's largest public hospital, tertiary centre, and clinical research facility, Auckland City Hospital and Starship Children's Hospital.

The campus site area is 3.87 ha and contains 105,085 m² GFA. Significant recent buildings include Grafton Hall student accommodation, and B507 Park West housing the School of Population Health following the exit from the Tāmaki campus in 2019. Whilst the majority of buildings at Grafton have modern infrastructure, there are three areas where significant investment is required to address poor condition and functionality and which present significant development opportunities. The B504 laboratory building has end-of-life infrastructure and plant embedded in its structure; B529, former home of the Liggins Institute and which has more recently been used for decanting laboratory uses; and the Vernon Jensen Unit (VJU) at the top of B502 and B503, which supports essential medical and scientific research. Other key challenges for future development at Grafton include the lack of future development space, the future development of the last remaining land site (B506), expansion space for laboratories supporting integrated cancer research, new genomics laboratories and specialist ancillary research facilities.

The neighbouring Newmarket Innovation Campus, located 450 metres away from Grafton accommodates some Faculty of Engineering postgraduate and research capacity, significantly in heavy engineering (B901-906), Exercise Science (B907) and Digital Services Teams (B906). The Newmarket Campus site consists of 5.3 ha of land and 30,323 m² GFA and is the only site with significant underutilised land and therefore is the landbank for University expansion unless other sites are purchased. It is likely that the Newmarket Campus will be an ongoing project for a significant time, and a number of small projects are being undertaken in 2021-2022 to improve student and visitor on-site experience and the look and feel of the campus, including external social space and a café.

The close proximity of the Grafton and Newmarket Campuses provides significant opportunities for the two sites to work in partnership and to be considered together for masterplanning purposes. Key strategic initiatives within Taumata Teitei such as the MedTech Innovation Quarter (Medtech-iQ) and Innovation and Entrepreneurship strategies can be well supported through a joint planning approach to the two campuses, and Newmarket is well suited for externally-facing activities and co-locators. Funding of further development in the medium term will also be a challenge and will require innovative solutions. A review of options to derive a greater return from land and space that will not be required for University use in the near future is underway and a number of options are being explored. The Grafton and Newmarket campuses will be better connected to the CBD when the City Rail Link is completed in 2024.

There are a number of poor-quality unoccupied buildings at Newmarket (B908, 909 and 911) which will be considered for demolition and redevelopment as part of wider masterplanning.



2. The University Estate

2.2 The Current Estate

Epsom Campus

The Epsom Campus site area is 9.7 ha and contains 46,902 m² GFA. It is located approximately 5 kilometres from the City Campus and contains most of the facilities for the Faculty of Education and Social Work (EdSW), which also provides teacher education at the gateway campuses of Tai Tonga and Tai Tokerau. Epsom-based EdSW staff and students will relocate to the City Campus in 2024 once works for their new facilities in Sectors 100 and 200 are completed.

The buildings at Epsom Campus are generally of poor quality in both condition and functionality. Investment in this campus is limited to providing for business continuity in the short term pending a decision over the future of the site.



The Epsom Campus wharenui Tutahi Tonu

Tai Tokerau Campus

The Tai Tokerau Campus site area is 1.5 ha and contains 2,198 m² GFA. It is located in the central Whangārei City CBD and is primarily used by EdSW for teacher education. The buildings are all of poor quality and investment is planned to revitalise and activate this important Gateway Campus with opening of the new facilities projected to be in 2025.

Tai Tonga Campus

The Tai Tonga Campus located in Manukau, Auckland contains 2,505 m² GFA and opened in January 2020 in newly-leased and refurbished premises. It provides a gateway to our communities in South Auckland and is another key location for EdSW teacher education.

Leigh Marine Laboratory

The Leigh Marine site is 60 ha and contains 3,232 m² GFA. It is located north of Auckland, near Warkworth, and accommodates Marine Science post-graduate teaching and research at the Goat Island Marine Reserve.

Ngapouri Research Facility

The Ngapouri Research Facility is a leased site providing 45 ha of land and 723 m² GFA. This site, which is located south of Rotorua, is primarily used to support research by the Liggins Institute but is also used by some FMHS researchers too. This site is located on highly-active geothermal land that could provide additional opportunities for research in areas including geology, geography, environmental science, and conservation.

Other Locations

The current estate also includes a number of other assets including: Research Stations at Waiheke (Goldie Estate) and 11 ha at Ardmore; 32 ha of land within four Auckland Reserves; and some satellite locations that include Tāmaki, Wellington, Whangārei, and Bay of Plenty.



Te Papa Ako o Tai Tonga, Tai Tonga Campus (B654)



The Bunk House (B609), Leigh Marine



Newmarket Campus



Te Tai Tokerau Campus

2. The University Estate

2.3 Estate Performance

Facilities Management Investment

The annual average investment in asset replacement and renewals typically exceeds \$5 - \$6 million. This investment is split into building services (45%), exteriors (45%), and interiors (10%). Compliance, operation-critical, and health-and-safety related assets and systems take priority in relation to lifecycle replacement. Much attention has been given to compliance works in recent years, including structural works due to seismic requirements, life safety systems, and asbestos removal.

In addition, particular focus has been made to further enhance water and electricity utilisation efficiency and sustainability across our campuses. Expenditure on asset replacements/renewals and improvements runs at approximately 0.3% of Capital Replacement Valuation, which is significantly lower than some best-practice benchmarks. It will be important to ensure that sufficient funding is made available in future for cyclical maintenance to ensure that the existing estate assets are maintained in a good usable condition, support a consistently-good user experience and deliver on our environmental sustainability objectives.

Minor Capital Works

Minor capital works (MCW) projects for 2021 are largely focused on teaching and research-based initiatives. Around 65 MCW projects are proposed by faculties, service divisions, and Large-Scale Research Institutes (LSRIs) each year, with an average annual expenditure between 2017-2019 of \$2.6 million.

Asset Age

The estate portfolio covers a wide range of building assets varying in scale, complexity, importance, and use. These assets can be broadly classified as either Young or Old based on a weighted average of remaining asset life. Currently 59% of existing buildings are classified as Young. The remaining 41% of buildings have assets which on average have passed their end-of-life and will need replacing in the foreseeable future. Assets have traditionally been replaced in accordance with the importance of the buildings they serve and the criticality of the asset system involved. Limitations to addressing this backlog centre mainly around funding and resourcing constraints, combined with the scheduling and space-access challenges posed by operating in a live University environment. The estimated backlog liability

of these end-of-life assets across the estate is estimated at \$127 million (2021). This estimate does not include other associated costs such as betterment, consultant costs, change in capacity, space use, nor a holistic work programme, which will significantly increase the total cost incurred for replacement. If no works were undertaken prior to 2030, the backlog liability would increase to \$218 million. A proportion of this liability will be addressed through the planned capital programme, with the balance requiring allocation of an ongoing budget for a programme of asset replacement and refurbishment.

Building Condition and Functionality

The last ten years have seen an increasing drive to ensure that capital investment in infrastructure renewal provides for improvements in the condition and functionality of our buildings. The development of a condition and functionality framework based on GFA provides current base information to inform and support investment decisions to maximise continual improvement across the estate.

Current GFA-based building ratings show 67% good-excellent condition and 40% good-excellent functionality. The poorest condition buildings are centred around the Tai Tokerau Campus, Epsom Campus, and some City Campus buildings.

Projects are planned for a significant redevelopment of the Tai Tokerau Campus, and the move of EdSW into the City Campus has triggered a review of the future of the Epsom Campus. Major building works approved in 2020 included two of the largest buildings in the City Campus which are amongst the worst-rated buildings (B201 Human Sciences Building and B104 Old Choral Hall). Completion of these projects will continue to advance our drive towards removing poor infrastructure and increasing the quality of the University estate.

Infrastructure Asset Resilience

The water supply infrastructure at City, Grafton, and Newmarket Campuses has a high level of resilience. Electricity infrastructure resilience is high at both the City and Grafton campuses, however there is finite capacity remaining to the City Campus and this will be an important consideration. Significant investment and engagement with Vector will be required for essential

additional capacity to be added to the City Campus to facilitate future developments and the removal of fossil fuel sources as we implement the net-zero carbon plan. The electricity supply to the research base at Leigh Marine can also be adversely impacted by network fluctuations and outages. At the Newmarket Campus the electricity resilience level is medium with no generator for back-up. No major resilience concerns have been identified and improvements are progressively addressed during development projects.

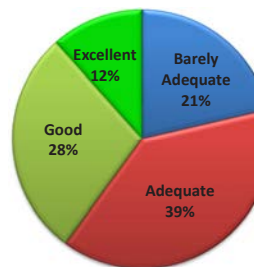
Seismic Status

Identification and management of potentially earthquake-prone buildings is governed by the provisions of the Building Act 2004. The University has progressively improved the Estate's seismic status since 2007 and has only two buildings designated as earthquake prone. Both are located on the City Campus and are classified as Heritage Buildings. In order to comply with legislation the buildings need to be upgraded by 2054. Both these buildings are scheduled within the capital plan 2021-2030 for strengthening and major refurbishment.

Building Condition Rating

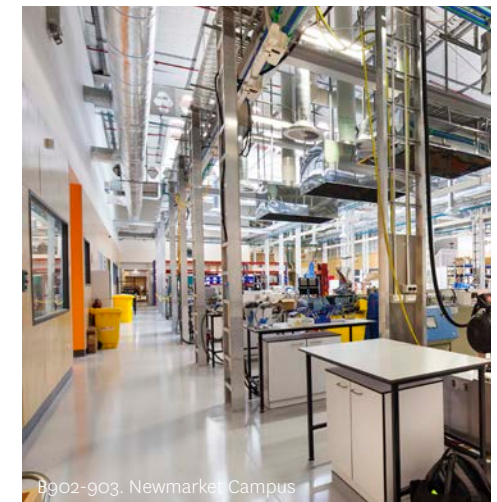
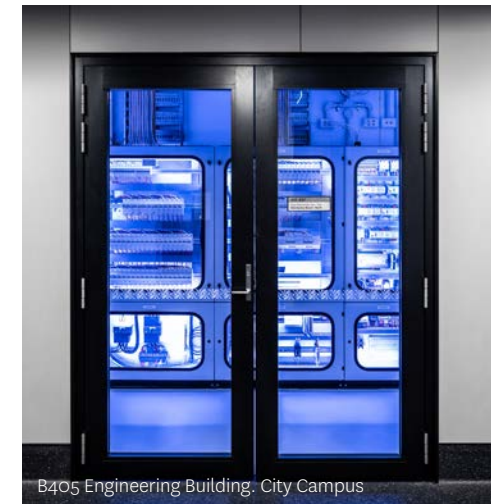


Building Functionality Rating



Asbestos Management

Given the age of some of our buildings, asbestos management continues to contribute complexity and cost to our estate activities. The University's Asbestos Management Framework regulates such activities in alignment with the required standards.



2. The University Estate

2.3 Estate Performance

Space Utilisation

The University has traditionally allocated space using the Tertiary Education Facilities Management Association (TEFMA) space benchmarks, with some adjustment for New Zealand conditions. The TEFMA metrics have been used as a means of benchmarking and determining the space allocation for faculties, research institutes, and service divisions.

The impact of the pandemic on space across the University has been significant, with many staff now choosing to work more flexibly and space utilisation across the University below pre-pandemic levels. Low utilisation of space incurs a real cost to the University. Not only baseline capital and operating costs apply to space, but where underutilised space is not repurposed for emerging needs, then additional capital and operational expenditure is incurred to supplement supply. These costs could be mitigated if we can repurpose any underutilised space such as underutilised office space into student learning, study, and collaboration spaces.

With 17% of the University estate (UFA) in leased property there are opportunities to consolidate into higher-quality University-owned accommodation by reassessing space needs across the University.

The current space metrics are out of date and to support the curriculum transformation, new pedagogies, and flexible working practices, a detailed space analysis of the University will be completed in 2022, and new benchmarks established. TEFMA, AUDE, and other tertiary education facilities management bodies are reviewing their own benchmarks, but a new reporting standard is almost certainly some way off.

Effective space management requires that our spaces are adaptable and that greater sharing of resources is supported through centralised provision and timetabling.

Our campus environment needs to support new and emerging models of hybrid learning, teaching, research and working, together with the transition to a more collaborative, cross-functional, and transdisciplinary environment. Space management policy and allocation guidelines will be developed during 2022 to ensure that estate resources are being utilised efficiently and align with our sustainability commitments. This will support a University-wide culture focused on sustainable sharing of estate spaces and resources.

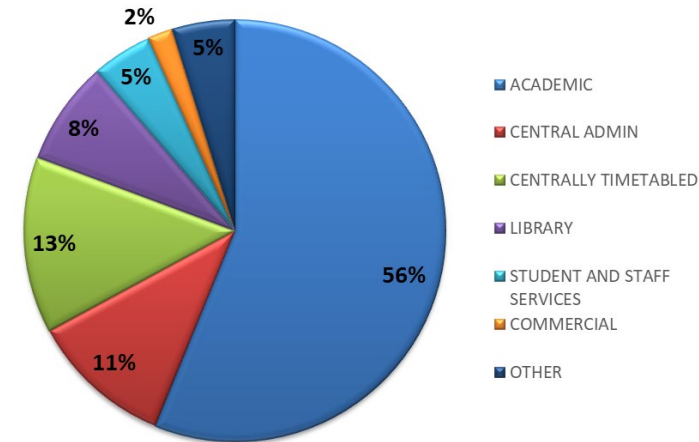
Room-use surveys have been undertaken at the University since 2006. Based on the TEFMA Space Planning Guide 2009, the current method measures Room Frequency (number of hours a room is used compared to available hours) and Room Occupancy (average number of occupants in rooms when in use, compared to total capacity). The latest survey results in 2019 are shown below together with the Group of 8 (Go8) benchmark where available.

Significant improvements to the accuracy of data from room-use surveys and thus space management are increasingly possible by integrating emerging technologies within our campuses. These technologies offer opportunities to provide timely, wider-ranging, and more powerful space-management data that will support a greater focus on sustainable use of spaces and the building systems and utilities that support them. Increasing the scope of surveys and providing a continual feed of utilisation data will be pivotal in our future ability to provide efficient, effective, and responsive space management.

In addition to measuring the utilisation of space, the University benchmarks the breakdown of space types against other New Zealand and Australian tertiary institutions. Our current space composition is shown in the pie chart.

2019 Semester Survey	Frequency (Go8 Average)	Occupancy (Go8 Average)
General Teaching (Flat/Tiered) Space	55% (60%)	68% (56%)
Computer Laboratories	74% (56%)	46% (53%)
Postgraduate Offices	57%	27%
Meeting Rooms	23%	47%

Useable Floor Area by Space Type



This benchmark is based on TEFMA UFA, which excludes Student Residential Accommodation.

Definition of Academic Space: includes teaching, research, academic offices and academic general support offices, dedicated teaching rooms and laboratories



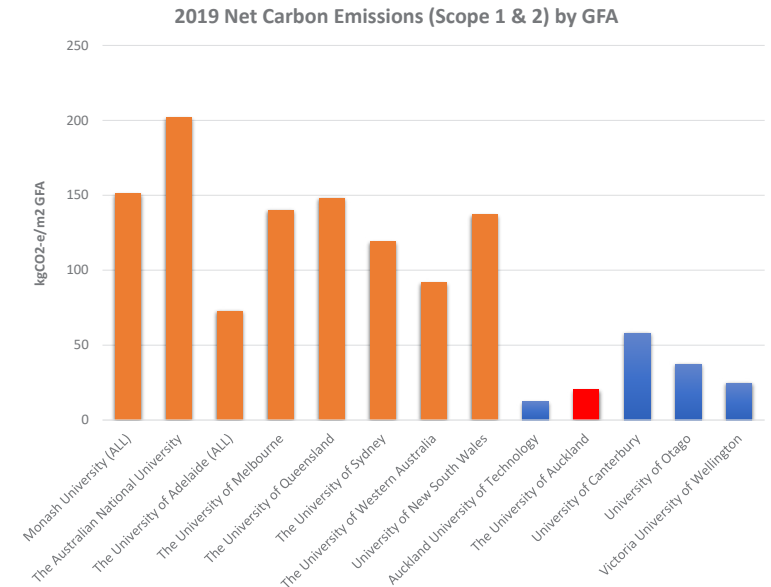
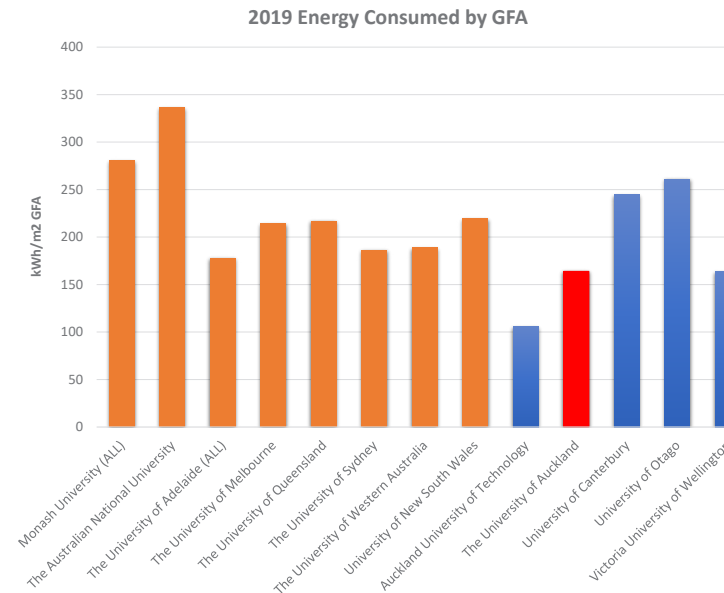
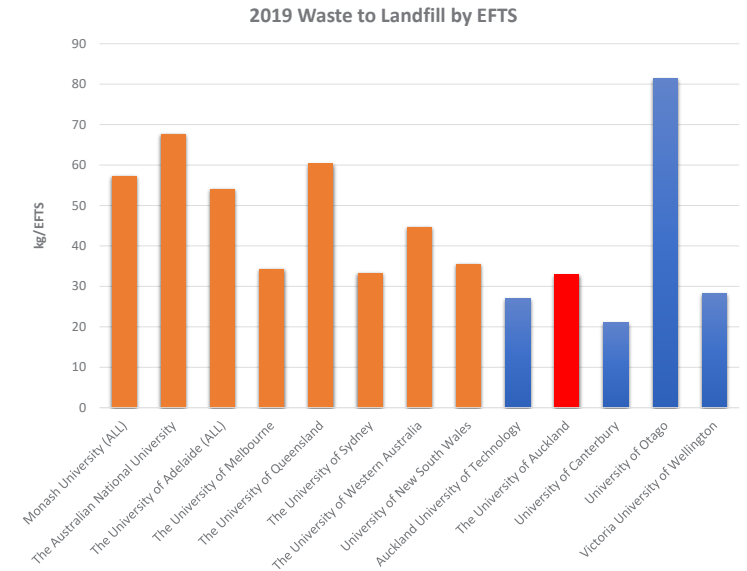
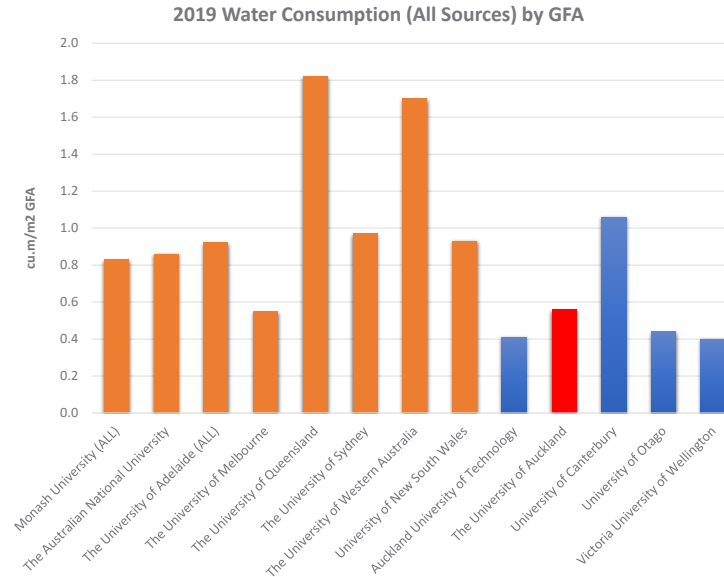
2. The University Estate

2.3 Estate Performance

Key Performance Indicators

When compared to our regional peer group, the Go8 research-led Universities (orange bars) and other New Zealand Universities (blue bars), the University of Auckland (red bar) scores well across the KPI spectrum. Our estate consistently outperforms the average in the Go8 Universities for KPIs for maintenance cost, operating expenses, gross cleaning cost, energy and water consumption, waste to landfill and net carbon emissions. Our performance against other New Zealand Universities is comparable and reflective of the different estate components.

The comparison of some of the key sustainability metrics is shown in the bar charts. Net carbon emission KPI results are significantly lower in New Zealand than for the Go8 Universities, due to the electricity grid network in New Zealand deriving the majority of its power from renewable sources and therefore significantly less fossil fuel usage in the electricity supply.



2. The University Estate

2.4 Carbon and Sustainability

There are a number of closely related and interlinked aspects to environmental sustainability in the built environment. To date the University has focused its attention on reducing utility consumption with some success. The University has been collecting environmental performance data for over forty years and our performance over this period shows an improvement in efficiency, especially in the three key metrics of energy consumption, water consumption, and waste to landfill.

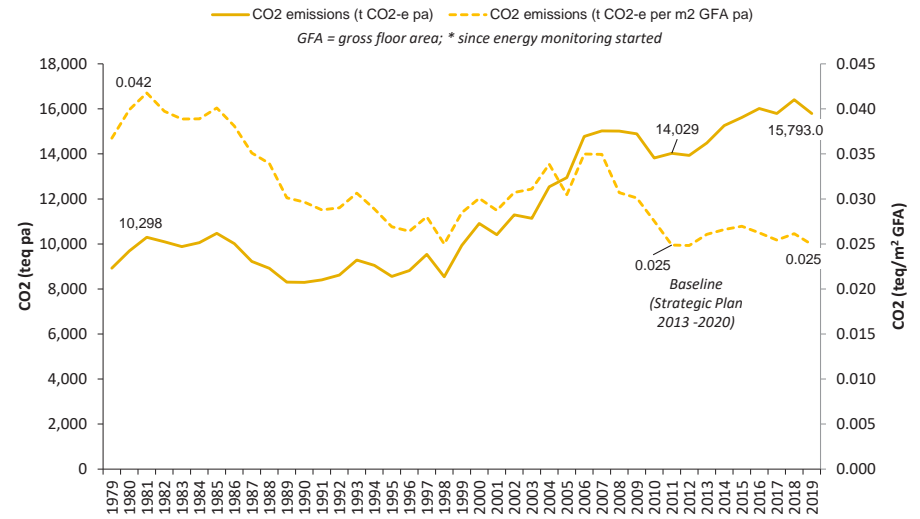
Since 1979 the University has measured carbon emissions, energy consumption, and water consumption (see charts). Measurements for solid waste to landfill started in 2008. Taking into account the increasing scale of the University, the relative measures for both carbon emissions and water consumption have decreased. Energy consumption relative to GFA has remained stable over the past decade, whilst solid waste to landfill relative to student numbers is now trending downwards. Carbon emissions and utility consumption remain a key area for our work ahead.

Electricity consumption will decrease as a result of improving our mechanical and electrical infrastructure, and building systems controls. This includes introducing LED lighting, heating, and cooling control systems, higher performance plant and building replacements, reducing distribution losses and improving control of operating hours. The introduction of new monitoring and

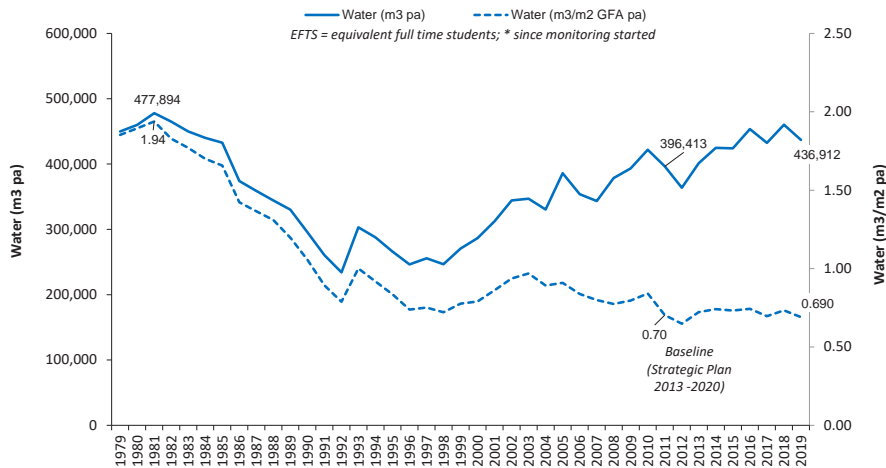
reporting systems to provide time-sensitive information on utilisation has enabled rapid resolution of issues and a reduction in wastage. Additional downstream benefits will be realised once the full potential of these systems is implemented. The increasing role of the Internet of Things, Building Information Modelling, and the digital interface within our building management system and estate operations offers opportunities to inform and accelerate our gains in this area. Baseline data already available include building rankings in terms of their carbon, energy, and water usage, highlighting target areas of low performance to be addressed.

Significant work has already been completed in the development of a new set of measures in alignment with ISO14064-1:2018, for the reporting of greenhouse gas (GHG) emissions, which will form the basis of our net-zero carbon emissions reporting and sustainable environment monitoring into the future. Our commitment to a net-zero carbon estate and wider environmental sustainability was reflected in the 2020 decision to make a step-change in building sustainability performance by targeting a 6 Green Star design rating for the B201 Project. The project achieved the highest Green Star score (93 points) awarded by NZGBC to date at the design stage. This turning point also recognised that full refurbishment of the building retaining the structural frame would result in lower carbon emissions than total replacement due to embodied carbon.

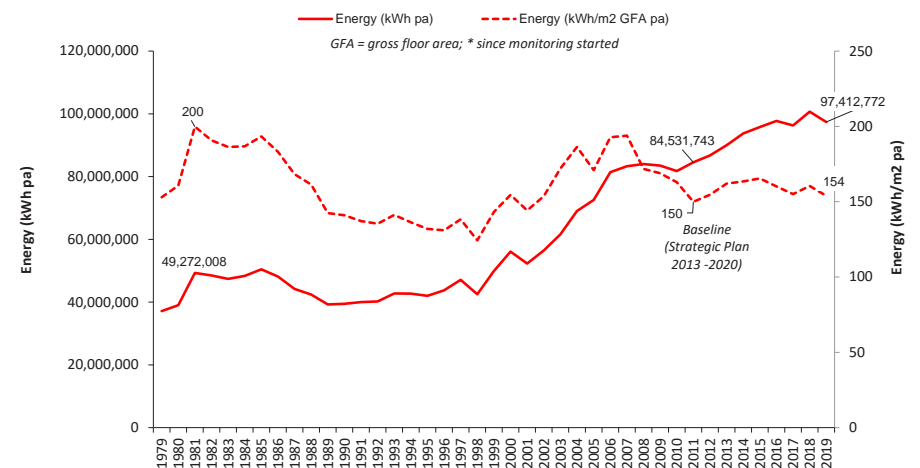
The University of Auckland Carbon emissions trends (energy used in buildings) 1979 -2019*



The University of Auckland Water consumption (1979 -2019)*



The University of Auckland Energy consumption (1979 -2019)*



2. The University Estate

2.4 Carbon and Sustainability

Estate Context

This strategy focuses on the contribution the management and development of the University's physical environment makes towards achieving the University's overall sustainability goals and net-zero carbon targets. This includes the development of more-sustainable buildings, sustainable maintenance and operational practices, life-cycle approach to resource use, waste prevention, resource recovery, and supporting sustainable practices of building use and occupation.

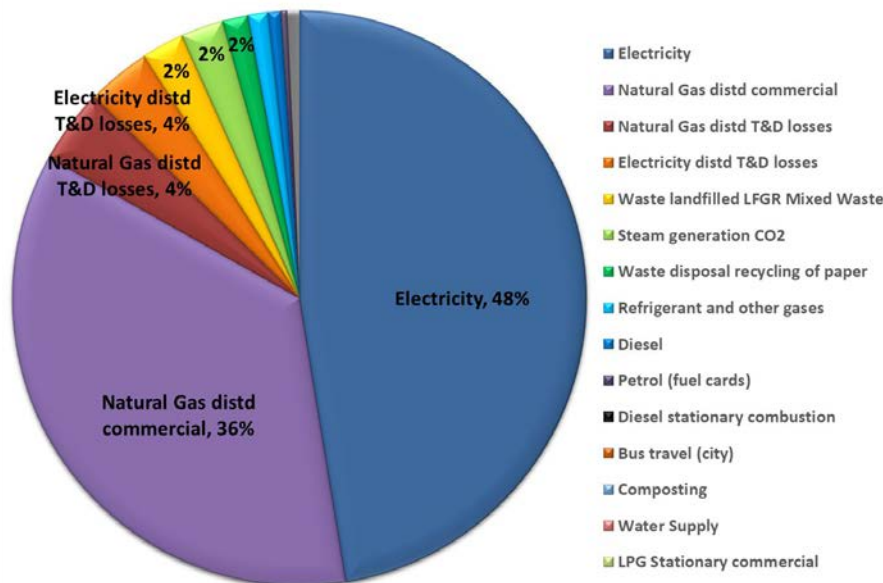
Carbon Emissions

Preliminary estimates indicate that estate-related CO₂ emissions total circa 17% of the University's CO₂ emissions with the remaining 83% largely relating to air travel. In 2019 estate-related emissions totalled approximately 14,400 tonnes of CO₂. This figure represents those sources for which Property Services assumes operational control on behalf of all faculties,

service divisions, and research institutes. Of this, more than 90% relates to electricity and natural gas. Reducing the estate's use of electricity and eliminating the use of fossil fuels will be central to the estate contribution to the net-zero carbon target. Improving waste to landfill, steam generation, waste disposal recycling of paper and refrigerants are the next most significant foci. Work will be undertaken to measure embodied carbon within the estate's buildings and structures to more comprehensively record overall carbon status.

The net-zero carbon plan for the estate and operations of the University will consider the options for offsetting the essential base level consumption of the University through a combination of measures which may include establishing renewable energy sources such as solar photovoltaic, carbon sinks, carbon capture technology, and afforestation projects.

2019 Estate Emissions
~14,400 t CO₂



2.5 Town Planning and Development Context

Across New Zealand, land use and development is controlled by the relevant District Plan. The majority of our estate is located within the Auckland Region and is controlled by the Auckland Unitary Plan. This plan has numerous zones and overlays relating to the various University sectors. Each sector has its own characteristics, often with bespoke regulations around height limits, building floor area, building setbacks, and permitted use. Certain sites have heritage restrictions and other generic rules (including signage, parking, tree protection, landscaping, excavation limitation).

Generally speaking, and noting site-specific limitations and controls, the Unitary Plan provides for intensive high-rise (30-50m high) development opportunity within the City and Newmarket campuses, and intensive mid-rise redevelopment (18 m high) within the Grafton Campus. City-wide generic zone provisions apply to other Auckland sites, with the exceptions of Ardmore Research station and Leigh Marine which have bespoke controls permitting a wide range of research activity.

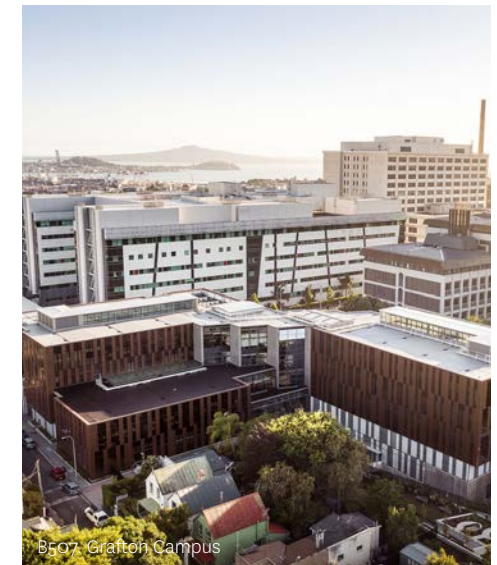
The Tai Tokerau Campus in Whangārei is controlled by the Whangārei District Plan. This plan provides for mid-rise (21m) development of the campus. The campus has recently been rezoned to Mixed Use which enables a wide range of development and land use options.

In the early planning stages, all development propositions are assessed against the relevant District Plan to test compliance and understand the town planning context.

Opportunities

- Significant development potential of the Newmarket Campus. The Grafton and Newmarket campuses are well located relative to the CBD and its population which creates opportunities to leverage these assets to support the strategic initiatives in Taumata Teitei.
- Development of a Health Precinct that incorporates the emerging opportunities in Medtech-iQ.
- Redevelopment of the Tai Tokerau campus reflecting the University's commitment to this crucial Gateway campus.
- Strategically leverage Gateway Campuses to provide points for engagement with the University beyond the City Centre.

- Opportunities for further City Campus development.
- Development of our campus environments to optimise opportunities within the adjacent Public Realm by partnering with our local authorities.
- Work with our partners, Auckland Transport, and Auckland Council, to improve transport links and sustainable transport options for commuting to and travel between our campuses.
- The University will investigate how the National Policy Statement on Urban Development and the proximity of its campuses to transport nodes might facilitate greater heights and density in future development.
- Work with Auckland Council as part of the Council consultation on Development Contributions to ensure that the cost of Development Contributions is equitable.
- Embrace opportunities presented by national and local government through their Sustainability and Climate Change initiatives.



3. Meeting the University's requirements

3.1 Taumata Teitei

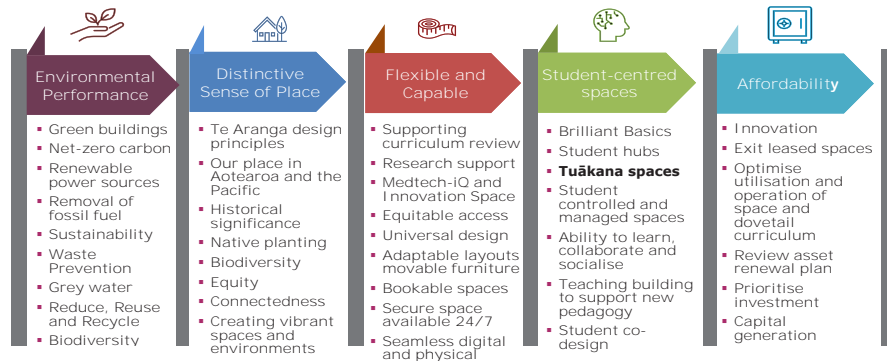
The estate of Waipapa Taumata Rau, The University of Auckland, facilitates and enables the University to achieve its ambitions, as articulated within Taumata Teitei. The following describes how the estate supports and activates those ambitions across five Strategic Portfolios identified in Taumata Teitei.

- Our Enabling Environment
- Education and Student Experience
- Research and Innovation
- Partnerships and Engagement
- Enabling our People and Culture

Common themes relating to the physical environment have emerged from Taumata Teitei and during our Estate Strategy consultation. These include:

- Environmental Performance
- Distinctive Sense of Place
- Flexible and Capable
- Student-Centred Spaces
- Affordability

These themes are woven throughout this Estate Strategy.



We will co-design the campus environments with mana whenua and create distinctive campuses respectful to, and reflective of, the heritage of the distinctive location of our University campuses. We will use Te Aranga Māori Design Principles as an integral part of our design and engagement processes. The physical environment of the University will reflect Māori language and customs, and our unique Māori and Pacific spaces will be understood and respected for the benefit of our University community.

Our campuses will be open, welcoming spaces that support meaningful connections; a platform from which to tell the story of our unique heritage by bringing history to life through a blend of physical and digital experiences. Our campuses can showcase the unique biodiversity in Aotearoa and in turn activate learning in sustainability, ethnobotanical knowledge, and our history.

From this an enduring sense of place will be formed as a foundation for our future development. Actions that will enable this include: storytelling and narrative to relate the history of the campus environments in a respectful and informative manner; creating a unified and integrated campus experience through signage, connections, and acknowledgement of gateways and entrances into the campuses; pou whenua to anchor buildings and the campus in its historical context; creating sustainable external environments that reflect the native planting and heritage of Aotearoa; the development of an ecosystem with our adjacent public realm spaces, parks and reserves; and creating student facilities that support all student communities regardless of origin including Tuākana spaces and spaces for quiet reflection and celebration.

Environmental Sustainability

“Meeting the needs of the present generation without compromising the ability of future generations to meet their own needs” - World Commission on Environment and Development (1987).

Our University, staff, and students have expressed a resounding commitment to expanding our work on environmental sustainability. Legislation, standards,

government policy, funding and international requirements will provide a powerful impetus to perform strongly on environmental sustainability. Whilst progress has been made, critically important performance in this area must become embedded across our estate. Estate activities will be built around key factors including the United Nations Sustainable Development Goals (SDGs), carbon emissions, and environmental sustainability.

The SDGs relevant to the estate are identified and performance measured against them. Similarly, a verification of estate-related carbon emissions will be completed to form the baseline of our decarbonisation work ahead, in support of our net-zero carbon aspirations.

With more than 90% of estate-sourced carbon emissions arising from electricity and natural gas, investment will be focused on energy and resource efficient building design, retirement of fossil-fuel-driven building plant, net-zero carbon rated supply chain and leasing contracts, electricity generation from renewable sources, and establishing a requirement that all capital investments contribute towards the goal of a net-zero carbon impact estate.

3.2 Our Enabling Environment

The priorities for the Our Enabling Environment Strategic Portfolio are:

- Mana-enhancing services and practices.
- Efficient, effective, prudent, transparent, and informed operations.
- Seamless, effective, and equitable user experiences across social, physical and digital environments.
- A distinctive, capable, and flexible built environment that celebrates our place in Aotearoa New Zealand and the Pacific.
- A commitment to achieve net-zero carbon status and to publish meaningful metrics of the University's progress towards overall sustainability.

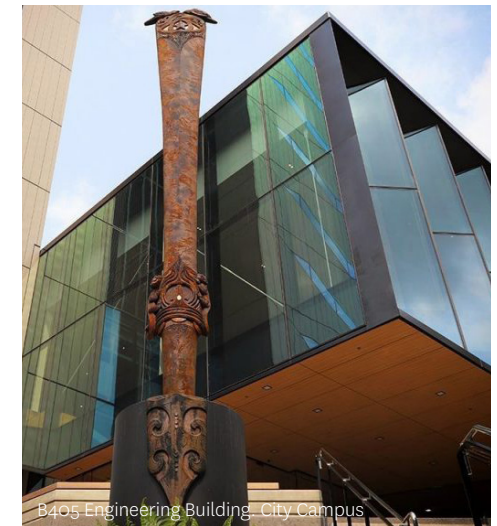
The estate supports campus and research-institute activities by providing the physical infrastructure as

part of the “Enabling Environment” and will support the ambitions of the University in the following ways.

Distinctive Sense of Place

Our aspiration is for an estate that evokes a rich and unmistakable sense of being in Aotearoa, New Zealand and the Pacific; celebrating our culture, our heritage, our distinctiveness, and diversity amongst our peoples. Our diversity will be evident throughout our buildings, our transitional connections, our green spaces, and our wider campus areas.

The estate, as part of Waipapa ki Uta, The Landing Place, has strong connections within the Waipapa Framework. This framework will inform our estate activities on the Te Ao Māori principles of manaakitanga, kaitiakitanga, and whanaungatanga.



B405 Engineering Building, City Campus

3. Meeting the University's requirements

3.2 Our Enabling Environment

In addition to the focus on carbon emissions, significant attention will be given to areas of environmental sustainability including: biodiversity in both the built and non-built environment, ensuring efficient, effective, and responsible utilisation of estate resources, waste prevention, resource recovery, space management, sustainable University fleet transport solutions, enabling sustainable commuting and transport, enhancement of green spaces, engagement and communication on sustainability, activation of a sustainable culture in our estate, and risk management of our climate-related risks for the estate.

All projects for new buildings, plant replacement, and refurbishment will be expected to improve efficiencies. A dedicated funding stream will be ring-fenced for distinct projects that contribute to the achievement of our sustainability goals and to ensure projects that are instrumental in achieving our net-zero carbon and sustainability ambitions are completed.



B405 Engineering Building, City Campus

Campus Development

Our campuses will be places that our students, staff, and community want to spend time in and where they can rely on a seamless, effective, safe and equitable user experience across social, physical, and digital environments. The synergies between these environments will be strengthened to support our world-leading academic and research ambitions. We will reshape and reformat our campus environments as needed to support the new curriculum,

transdisciplinarity, and human-centric activities whilst developing and implementing innovative and adaptable future ways of working, teaching, studying, research, collaboration, and engagement that have been accelerated by the global pandemic.

Our work on integrating evolving technology across our estate will continue to ensure our systems and processes support our estate operations and are being continually improved.



Postgraduate computer science student

Physical and Digital Environment Integration

Our estate will be richly integrated with relevant digital overlays to ensure new and evolving ways of working, teaching, learning, research, and collaboration are fully enabled. In partnership with Digital Services we will develop seamless digital and physical environments that are flexible, capable, and support our student, staff, and community activities of the future. Together we will develop innovative and relevant ways to: activate our campuses; showcase and communicate our distinctiveness and heritage using consistent messaging; enhance wayfinding and signage; provide sustainable and equitable human experiences across all our campuses; integrate evolving digital technology to drive sustainability, efficiency and effectiveness; support the evolution of hybrid operating modes; and provision digital technology as part of the estate's Brilliant Basics package of facilities and services to enhance student and staff experiences.

3.3 Education and Student Experience

The University aims to provide a high-quality teaching and learning and student experience across all our campuses. The student experience is supported through the physical environment by a number of key elements including cultural facilities, teaching and learning environments, support for study, essential student-facing services, recreation and wellbeing, accommodation, retail, and catering. Our estate will continue to respond to evolving pedagogy, curricula and learning environments, always ensuring effective integration with digital technology and environments. There will be increased emphasis on flexible teaching spaces and supporting the new curriculum.

Our students want a campus environment that supports their needs, is welcoming, creates a sense of belonging for all people, supports equity, is environmentally sustainable, and reflects our cultural diversity and celebrates our distinctive place in the Pacific. Our campuses will be safe, accessible, equitable, and provide student-centred spaces for flexible collaborative study, informal and formal learning, engagement, and social activities in comfortable spaces that are well-equipped

and provide a blend of public and quiet space options. Students want to have appropriate and sustainable access to 24/7 study spaces and to have increased access to bookable spaces and the ability to personalise "student-owned" spaces.

The campus environments will be supported through Brilliant Basics, an approach to ensuring that the basic quality of services and facilities provision is of a consistently high standard across the University. Basic needs for our students include quality teaching and learning environments, reliable and good capacity Wi-Fi, power points, computer supply, comfortable and adaptable furniture, basic kitchen facilities, retail vendors, bike storage, end-of-trip facilities, prayer facilities, social spaces, quiet study spaces, student gardens, and higher-level resources such as recreation and wellness support and student accommodation.

Student-centred spaces that meet the specific needs of Māori, Pacific, and Equity students will form an important element of our Brilliant Basics, to support their outcomes and enhance opportunities to connect and collaborate.



B507. Grafton Campus

3. Meeting the University's requirements

3.4 Research and Innovation

The University aims to invest in and strengthen infrastructure and resources to enable cross-organisational collaboration. This investment will be focused to recognise the University's transdisciplinary priorities and existing and emerging areas of proven strength. The University's strong research and innovation reputation will be augmented with increasing focus on translational research and the development of new commercial, social, and creative enterprises.

The estate will support and focus on core research infrastructure and platforms as defined by the University Research Strategy. This will require a collaborative approach to ensure sustainable use of shared infrastructure across the University and will strengthen business continuity and resilience and ultimately the achievement of research goals.

The physical estate will facilitate the University's translational research and commercialisation capability. Supporting an innovation ecosystem through our current facilities and future developments at Grafton and Newmarket in a way that enables the University to showcase its entrepreneurial activities, innovative

business, industry, and research partnerships, in an environment that is welcoming, porous, and collaborative to our University community.

There is a unique opportunity to support the research ecosystems through partnerships with co-locators and industry as we develop the Medtech-iQ and innovation and entrepreneurship capability.

As research and innovation centres achieve significant scale, our estate can support promotion of these centres by enhancing their "front door" presence and visibility within their environs and wider community.

An intensification of the "Unleashed" model supporting incubation and maker space for startup innovation and entrepreneurial activity could provide a bridge to the higher innovation intensity foci within the University.

Our estate goals will be to work collaboratively with UniServices, Office of Research Strategy and Integrity (ORSI), and the LSRI's together with our external research and innovation partners as their strategic initiatives evolve.

3.5 Partnerships and Engagement

The estate will provide a physical environment that is open and inviting to all peoples across Aotearoa New Zealand, the Pacific, and the World. Our gateway campuses will provide critical pathways connecting our students and staff to the University. We will develop platforms within the estate that support an ongoing dialogue and relationship with our Alumni. From these connections our University community and Alumni engagement will become deeply embedded and continue to grow. Opportunities such as Medtech-iQ and national research agendas will require new and evolving partnership models for the estate to support.

Our relationship with tangata whenua and our commitment to Te Tiriti must be strengthened and deepened within our estate domain. In addition, other partnerships and engagements need to form key components of how our estate develops and operates.

These will be reflected in how we engage with and hear the voice of our students, how we partner with our faculties, services divisions and LSRI's, and how we work in collaboration with external partners such as Auckland District Health Board (ADHB), Crown Research Institutes, Auckland Council, Auckland Transport, Ministry of Business, Innovation & Employment, New Zealand Infrastructure Commission, local councils, and our industry and sustainability partners.

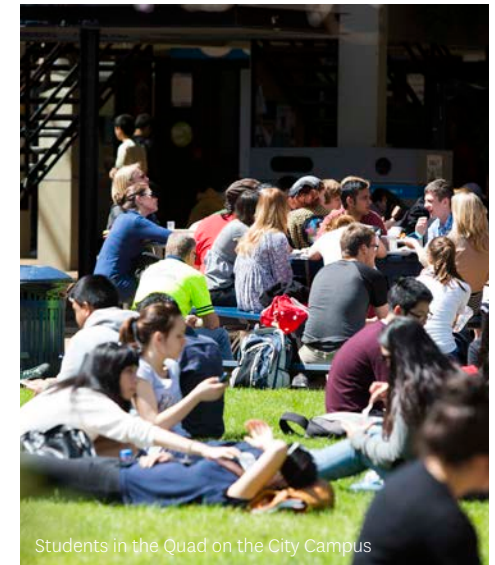
The challenging financial environment the University operates within has increased the importance of philanthropic funding streams to support critical research and academic posts. These will become increasingly important within the term of this strategy.

The importance of effective partnerships and engagement is recognised within our critical pathway to developing a high-trust culture around the estate.

3.6 Enabling Our People and Culture

The Property Services teams will continue to work collaboratively and engage with our University communities and partners ensuring that a people-centric approach is taken to co-design and co-development of our University campuses. Our estate processes will support and enable our people by responding to new ways of operating, including supporting more flexible and equitable ways of working. We will ensure our processes are streamlined, effective, efficient, and mana-enhancing.

Our distinctive campuses will embrace opportunities across physical and digital environments that enable te reo Māori to flourish. Our spaces need to be welcoming to and enriched with a sense of our diverse communities. Our green spaces will showcase our heritage and biodiversity which will include a rich array of native planting with outdoors spaces for the enjoyment and wellbeing of all.



Students in the Quad on the City Campus



Group of Students at Graduation

3. Meeting the University's requirements

3.7 University Size, Shape, and Composition

The physical campus environment will continue to be the foundation platform for University activities, even as online and hybrid modes of operating develop further and mature. The Auckland City, Grafton, Newmarket, Tai Tokerau, and Tai Tonga campuses remain central to future operations, as do a number of specialist locations including Leigh Marine Laboratory, the Goldwater Wine Science Centre on Waiheke Island, Ngapouri Research Facility and our lands and reserves. The way we use these sites and the scale of these operations must now adapt to changes in the size, shape, and composition of the University, which will also require impactful change to facilities for study, community engagement, social interaction, working, learning, teaching and research practices. Our commitment to environmental sustainability demands that we use our scarce resources efficiently and effectively. We will meet this commitment with increased collaboration, sharing of resources,

flexibility and adaptability of spaces, repurposing underutilised resources and retiring or exiting obsolete resources. Some of our lands and reserves may provide valuable opportunities in which to develop carbon sinks.

In 2020 the estate accommodated around 43,500 students (approximately 34,000 equivalent full-time students (EFTS)) and 14,000 staff (>5,000 FTE). This includes 4,990 International Full-Fee EFTS. EFTS numbers are projected to increase to approximately 37,000 including 16% International Full Fee by 2030. In addition, postgraduate EFTS will increase from 25% to 30%. In 2021, more than 30% of students (over 14,000) identified as being Māori or belonging to an equity group. The current student accommodation bed numbers of 4,136 (1,918 catered, 2,218 self-catered) in 13 buildings, will increase to approximately 4,418 by 2023.

3.8 Principles For The Estate

Distinctive

- Design with reference to Te Aranga Māori design principles
- Showcase our distinctiveness and celebrate our place in the world
- Respects our history and Māori heritage

Sustainable

- Facilitates our University Sustainability Strategy
- Facilitates and delivers our net-zero carbon target
- Factor environmental sustainability, whole-life costing, and lifetime carbon in investment decisions
- Meet the highest standards of efficiency for energy and utility use

Effective and Efficient

- Deliver high quality and long-term solutions that will stand the test of time
- Leverage our estate to support Taumata Teitei
- Deliver flexible, capable, and rightsized spaces
- Reflect new ways of working and the new curriculum, facilitating efficient and sustainable space utilisation within a space management policy and new space management standards
- Plan holistically and join up sources of funding to deliver the most cost-effective solutions on a life-cycle basis
- Scrutinise all estate investment decisions through business case review, implementing whole-life costing and carbon evaluation of projects

- Exit poor quality space and consolidate into our owned estate

Equitable

- Ensure spaces are accessible and enabling for all
- Adopt universal design principles
- Supports the delivery of the Disability Action Plan
- Support all our communities through collaborative design and engagement
- Recognise and support the differences in our communities
- Create effective and pleasant work environments that all staff enjoy

Student First

- Adopt a student first approach to the provision of services and facilities
- Ensure that the estate supports an excellent student experience
- Provide excellent teaching and learning spaces that are inspiring places to study
- Enables excellent student support and pastoral care

Responsible and Adaptable

- Create long-life buildings that are flexible and adaptable in the long term
- Deliver cost-effective solutions with long-term benefits
- Minimise disruption through holistic planning
- Maximise the use and value of land assets

3.9 Strategic Investment Requirements

The capital programme within the Long-Term Financial Plan for 2021–2030 has been significantly impacted by the global Covid-19 pandemic. The capital programme for the period 2021–2023 has been revised to ensure that the two significant capital projects in the programme can be delivered, namely; Building 201 for Arts and EdSW; and the Recreation and Wellness Centre. Some other projects planned within this period have been rescheduled and will be brought forward again if funding allows, or delivered after 2024.

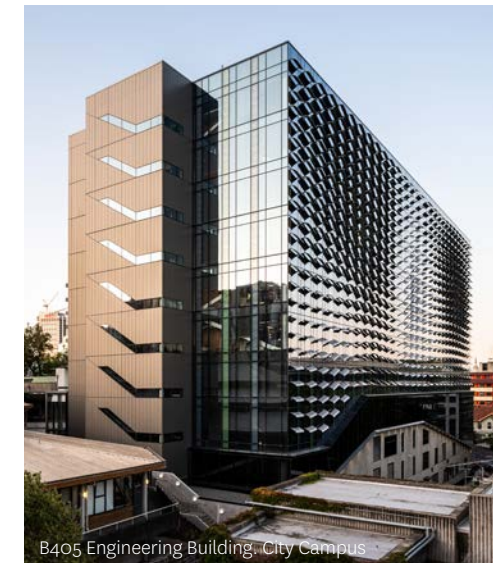
Capital developments require long lead times and the commitment of significant capital funding. It is foreseeable that challenges will exist in the short to medium term in the ability to fund and support estate developments. The existing estate requires funding for maintenance, upgrading, and refurbishment in addition to providing for the heritage, seismic, asbestos, and other compliance requirements of some of our unique and older buildings. The estate strategy will establish the investments essential to supporting Taumata Teitei in the short to medium term and those which will be deferred until appropriate funding becomes available.

The estate requires significant capital investment in the period of this strategy to address compliance issues and significant aged infrastructure. A level of investment between \$1.8 billion and \$2 billion is currently anticipated but this will not address all the significant needs for our estate including the need to deliver cyclical asset replacement alongside compliance, new building, and refurbishment works. Other significant challenges such as the transition to net-zero carbon will also require capital investment on an invest to save basis. We will establish the essential priorities and affordability landscape to progressively inform future investments. Alongside this an evaluation will be undertaken of options available to us to increase the efficiency in the cost of running the University estate including exiting leased properties and generating capital to fund our ambitious plans, which could include asset divestment.

Consideration will also be given to alternative sources of capital funding including private sector capital, philanthropic funding and strategic alliances with industry, and the arrangements under which these could operate.



The foremost development investments presented in Taumata Teitei include the Tai Tokerau gateway project, Medtech-iQ and Health Precinct, funding to achieve our net-zero carbon and sustainability goals, undertaking previously deferred maintenance, developing a coherent development plan for the Newmarket Innovation Campus and improving our campus environments.



4. Delivering the strategy

4.1 Delivery Plan

A detailed delivery plan will be developed to support the implementation of Te Rautaki Tūāpapa. A significant piece of work needs to be undertaken to review the space utilisation and allocation across the University alongside masterplanning of all of our campuses.

Much of the delivery plan will be developed through 2022 and will take into account the capital priorities and the operational plans developed to implement Taumata Teitei. Alongside this, the structure and provision of resources and service models required for delivering Te Rautaki Tūāpapa will be assessed.

4.2 Estate-wide Capital Programme Priorities

Estate-wide priorities that will be progressed through to 2030 will see improvements across our campuses and include the provision of our Brilliant Basics approach. Detailed planning through 2022 will establish the long-term development plans and scope of works required and the staged delivery plan for how this will be achieved over the period.

Aside from the major projects, priorities include environmental sustainability and achieving a net-zero carbon estate, distinctive campus projects, brilliant basics packages, teaching space upgrade, rolling refurbishment, asset replacement, and business continuity and resilience. Funds will be committed to these priorities on an annual basis within the Capital Programme. In addition, work will be undertaken in space management and estate resilience to ensure our estate is efficient, effective, and robust.

Environmental Sustainability and a Net-Zero Carbon Estate

Environmental sustainability will be placed at the heart of everything we do. In our new developments and by improving the performance of the existing estate we will aim to achieve a bold set of new sustainability-focused objectives:

- We will aim to achieve a net-zero carbon estate by 2030. We will enhance and refine systems that provide a holistic view of estate emissions to support decarbonisation of the estate
- We will be a champion for building standards, carbon reduction, and environmental sustainability within the University, the sector, and Aotearoa
- We will adopt the Sustainable Development Goals framework to guide and inform the path of all estate activities



- The estate will be an enabler to net-zero carbon, biodiversity, and environmental sustainability initiatives across the University
- The estate will play a key role in contributing to the University's carbon performance, through evaluating appropriate mechanisms, including renewable electricity generation, natural carbon sinks, and afforestation, to achieve our goals

Distinctive Campus Projects

We will deliver campuses that are uniquely reflective of our place in the local communities we serve, Aotearoa, New Zealand and the Pacific. We aim to provide welcoming environments from which strong community engagement and partnerships can develop. Our University community will experience a distinctive sense of place that balances acknowledgement of history, heritage and place with the vibrant evolution of our physical campus.

Brilliant Basics

The provision of facilities and services under the concept of Brilliant Basics will be planned in partnership to ensure a consistent and sustainable response to the needs and requirements of students and staff. This will consider and address not only the facilities within buildings, but also the informal and social spaces between buildings, across our campuses.

Teaching Space Upgrades

We will work collaboratively to upgrade teaching spaces to be flexible and meet evolving pedagogy, learning environments and curricula, whilst ensuring that these are richly embedded with relevant digital technology.

Rolling Refurbishments

We will develop a work programme to progressively refurbish spaces within the University that are not incorporated within any larger capital projects to ensure a consistent level of fit-for-purpose space is maintained and that aged infrastructure and plant are addressed.

Asset Replacement

The capital programme of asset replacement will continue to focus on compliance, operation-critical and health and safety related assets and systems, and the exterior and interior building fabric which has an impact on user experiences and the University's reputation. In line with Taumata Teitei, projects and investment will be assessed around the contribution to achieving the University's net-zero carbon and sustainability goals, and

to reducing the University's impact on and from climate change. An increase in cyclical maintenance and asset replacement will be required to keep the estate in a good usable condition and to ensure a consistent user experience across the new and older buildings. During 2021-2022 an asset condition survey will be completed to inform future planning.

Space Management

Through 2022 detailed space analysis of the University will be undertaken, new and relevant space benchmarks established, and space management policy and allocation guidelines developed and communicated.

Business Continuity and Resilience

The physical estate as a key enabler for the University provides critical functions and platforms that support business continuity of University activities. The global pandemic has emphasised the critical connection between the physical and digital environments and the evolution of a hybrid operational model.

Key factors for resilience in our estate include: critical infrastructure and supply such as power, water, stormwater and sewage connection; backup supplies and generators for critical assets and systems, building engineering systems, seismic strength, security, and climate change resilience. Work will continue to be progressed on the estate systems that are critical components of estate resilience to ensure that our estate is robust.



Students Sitting Outside FMHS Cafe



B405 Engineering Building. City Campus

4. Delivering the strategy

4.3 The Capital Programme Priorities 2021-2030

2021-2023

The period from 2021–2023 is driven by and aligns to the Business Recovery Plans established in 2021. The capital programme during this time will progress the refurbishment of buildings for the relocation of EdSW to the City Campus and the development of the Recreation and Wellness Centre as approved within their respective business cases. In addition, work will continue on developing the design for Tai Tokerau and on other projects including Leigh Marine Aquaria and solar farm, B104 Old Choral Hall, asset replacement, rolling refurbishments and environmental sustainability.

Masterplanning and space-planning work will be undertaken for all campuses through 2022-2023. This planning will set the foundation for how the future estate operationalises the University’s strategic ambitions through to 2030, and will be developed in collaboration with our University community. This work will bring together a broad set of elements including our academic and research priorities, projects to support the new curriculum, student facilities and services, accessibility, town planning controls, public realm, environmental sustainability, biodiversity, and infrastructure resilience.

2024-2030

From 2024 the capital programme is projected to be better positioned to respond to the University’s strategic goals. During this time potential projects will be assessed against the requirements of Taumata Teitei and Te Rautaki Tūāpapa and funding balanced against competing capital programme priorities.

Within the capital programme funding provision has been made to ensure that aged infrastructure and facilities can be upgraded on a cyclical basis in buildings that will not be rebuilt or subject to a major programme of refurbishment in the next fifteen to twenty years.

The total capital expenditure between 2021 to 2030 is projected to be between \$1.8 billion and \$2 billion, with an annual average capital commitment of \$184m. This includes annual allocations for net-zero carbon and sustainability, rolling refurbishment and asset replacement, teaching space upgrades, distinctive campus projects, and other small projects.



B507. Grafton Campus

Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Recreation & Wellness Centre										
B201										
Tai Tokerau										
Old Choral Hall										
Grafton B504/VJU/B529										
B401/2										
Student Centre										
Faculty of Law										
Thomas Projects B110/106										
Old Government House										
Performing Arts										
Other & rolling refurbishment										

4.4 Campus and Sector Capital Priorities

CITY CAMPUS - 100 SECTOR

This is an area tightly controlled by the Auckland Unitary Plan due to its significant heritage buildings. The 100 sector is home to the faculties of Creative Arts and Industries and Science, and the Faculty of Education and Social Work (EdSW) will relocate to sector 100 and 200 in 2024.

Because of the close physical relationship and infrastructural dependencies of Sector 100 and Sector 300N, masterplanning will cover the combined sectors, including a review of the street environments of Alfred Street and Princes Street.

Planned Development Projects

Old Choral Hall

A project has been developed for the adaptive reuse of the heritage-listed Old Choral Hall. The existing building, amongst the oldest on the campus, has been modified since it was originally constructed, and the original spaces have been converted to other uses. It will provide accommodation for EdSW, as part of the move from Epsom to City Campus. Important compliance work will be undertaken together with the major infrastructure upgrades and refurbishment to make it fit for purpose for the University in the longer term. Originally planned to be undertaken concurrently with B201 this project has been rescheduled to start on site in 2022.

Old Government House

Old Government House requires a major refurbishment in order to maintain the 160-year-old building’s fabric and infrastructure. The heritage timber building last underwent a major refurbishment during the late 1980s and requires external and internal surface finish restoration, major infrastructure works and structural retention of its brick chimneys and repair of timber elements affected by rot. The future use is still under consideration and it may provide a future home for Alumni Relations. The strengthening and repair work required will be undertaken in conjunction with any alterations required to accommodate a future use.

Library

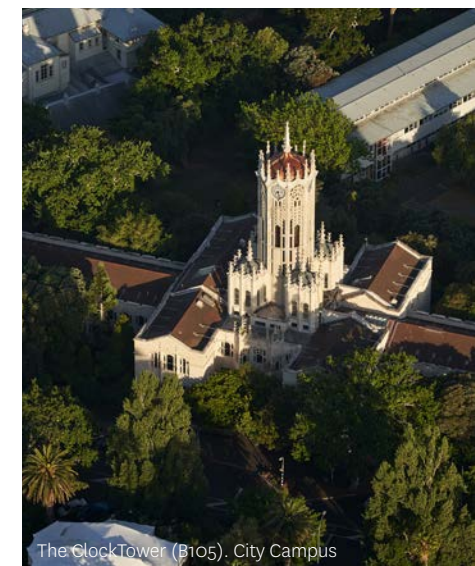
Plans are being developed to update the lower three floors of the library and create centralised student support facilities in the short-term. Much of the fabric and infrastructure in the library is end of life and requires modernisation and with changes in the use of the library the opportunity exists for reconsidering the current building and either replacement or major upgrading.

Thomas Building B110 and B106

Significant works have been undertaken on a floor-by-floor basis to address asbestos and aged infrastructure within the Thomas Building B110. There still remains two floors to be refurbished and some of the overarching infrastructure for the building to be replaced. Once fully refurbished it is likely that this will remain the home for the School of Biological Sciences. The teaching facilities in B106 are scheduled to be upgraded in a similar phased manner.

ClockTower

With the southern wing of the ClockTower now upgraded, there remains works to be undertaken in the north wing, the Great Hall, and common spaces.



The Clock Tower (B105). City Campus

4. Delivering the strategy

4.4 Campus and Sector Capital Priorities

CITY CAMPUS 200 SECTOR

The 200 sector is the heart of much of the cultural activity within the City Campus and homes the Waipapa Marae, Fale Pasifika, and Māori and Pacific Studies (Te Wānanga o Waipapa). The largest buildings are B201 22,390 m² GFA and OGGB (Sir Owen G Glenn Building) 29,800 m² GFA.

The sector is the long-term home to the Faculty of Business and Economics and the Faculty of Arts, with some presence from Creative Arts and Industries (CAI). The completion of B201 in 2024 will complete a significant reimagining of the sector including addressing much of the landscaping and streetscape around some of our most significant cultural and social buildings.

Planned Development Projects

B201 (Formerly Human Sciences Building)

The project to completely refurbish B201 is currently under construction and will open in 2024. This will be a new home for much of EdSW and part of Arts and CAI, with additional socialisation and study space which will be provided through a new atrium fronting on to Symonds Street. The project is the first University building to achieve a 6 Green Star rating, awarded by the NZGBC for design and will incorporate significant

environmental sustainability measures. The main structure is sound and the large floor plates and column spacings allows flexible internal configurations. All of the shortcomings of the former building are being addressed through the new design which saves significant embedded carbon by retaining the main structure while giving the building at least another fifty years of life.

Once complete, B201 will address both Symonds Street and Wynyard Street and the environment through Wynyard Street will be reinvigorated to activate this area and turn it into a “front of house” area providing opportunities for cultural activity, student uses, and social and catering uses. This will also support activation of the John Hood Plaza and improved access routes into B201 and the Music School B250.

Performing Arts Centre

As a result of the demolition of the Maidment Theatre in 2016, due to its inherent structural weakness and inability to be repurposed for contemporary needs, it is intended to build a new performing arts centre which is likely to be part of a mixed development in sector 200 on the site of the current temporary sports courts towards the latter part of the decade.

CITY CAMPUS 300 SECTOR

Sector 300N and Sector 100 represent the most significant areas for student-facing services and facilities, and are at the heart of the student experience. The major academic buildings within Sector 300 support the Faculty of Science and have been the subject of significant investment in the last decade.

The largest buildings are the Chemistry Building B301 (12,555 m² GFA), Chemistry / Psychology B302 and Maths / Physics Centre B303 (26,265 m² GFA), and the Kate Edger Information Commons B315 (12,449 m² GFA).

A new master plan will be developed for Sector 300N and Sector 100 focusing on the opportunities to support the student experience and provide first-class student-facing facilities in close proximity, and also to support student-led activities, and the “greening” of the City Campus. Sector 300N has been badly impacted by the removal of the Maidment Theatre, underinvestment in the Quad buildings, and now the construction work for the RWC. As the heart of much student activity it is important that we invest in Sector 300N and Sector 100 to deliver an excellent environment for student study, support, engagement, socialisation, and involvement.

Planned Development Projects Recreation and Wellness Centre

A new Recreation and Wellness Centre (RWC) is currently under construction and will open in 2024. It will accommodate the significant increase in student numbers since the original building opened. Due to land constraints the new building has been designed as a high rise stacked building providing modern recreation facilities including gymnasium studios, multiple courts, and indoor swimming and diving pools.

Quad Reactivation

During the current Sector 300 disruption due to RWC construction, some work is being undertaken to improve and activate the Quad. This area needs to be thoroughly overhauled or rebuilt and a project proposal to provide new student hub and facility space will be developed after the completion of the RWC. This new development will support Campus Life and the Library and Learning Services strategic plans with respect to student service delivery.

New Academic Building

There is a potential site and opportunity within Sector 300N to develop an academic building to support curriculum delivery, although with the construction of the RWC the construction logistics could be challenging.



The B201 Refurbishment (B201). City Campus



The Recreation and Wellness Centre (RWC B314). City Campus

4. Delivering the strategy

4.4 Campus and Sector Capital Priorities

KEIC

The Kate Edger Information Commons (KEIC B315) will require further seismic strengthening to achieve 67% New Building Standard (NBS). This work is invasive, requiring decanting and removal of activities, and should ideally be undertaken as part of a larger refresh of the building. Works completed in 2020 updated fire protection and raised the seismic rating to 35% NBS.

CITY CAMPUS 400N SECTOR

The 400N sector comprises 2.7 ha of land and is relatively less developed than other sectors, with only 51,576 m² GFA. The sector is home to the faculties of Engineering and Creative Arts and Industries and the largest buildings are Engineering B401 – B405 (26,833m² GFA) and Architecture B421 (11,925 m² GFA). The sector is challenging for development with poor access and a steeply sloping site.

Development opportunities

The 400 sector master plan prepared in 2008 identified a number of major development options for the sector. Following the completion of B405 for Engineering the opportunities and plans for the sector will be reviewed as part of masterplanning.

Engineering Refit (B401, 402)

The Engineering Tower B401 and B402 require upgrading and infrastructure works and will be refurbished in the period after 2024.

New Eastern Edge Buildings (NEEB)

There is a development opportunity that could extend from the northern end of the School of Architecture, over the site of the current acoustics laboratory and towards Grafton Road, to the rear of the Faculty of Engineering. This could be a building of significant size, although would present logistical challenges in construction given the site constraints.

Gateway Building and Courtyard development

A new gateway building has been proposed to be built on the Wellesley/Symonds Street corner, opposite B302. While early concept design has been undertaken this project is unlikely to be affordable within the current development cycle.

58 Symonds Street (B435)

Digital Services have been relocated from B435 to

Newmarket, into accommodation one-third of the size of B435 adopting a fully-flexible approach to working practices. Building 435 has been adapted as semi-flexible space to support the decant of Arts during the construction phase for B201. B435 may have a use as a long-term decant option during refurbishment works, however the site has potential for greater development and could accommodate a larger building.

49 Symonds Street (B620)

Since the pandemic started, flexible working practices have been employed to a significantly greater extent, and despite a return to normal work practices much of the office accommodation around the University has a lower level of occupation than previously. As part of the review of space across the University the space allocation and usage of B620 will be analysed and the building will be restacked to facilitate some of the moves from other buildings.

CITY CAMPUS 800 SECTOR

S800 includes a number of buildings located at the north-eastern end of the City Campus. This is home to the Faculty of Law and some student accommodation. The Faculty of Law occupies the leased properties B801 and B802, which cannot be renewed beyond 2029. A long-term solution for the Faculty of Law will be developed within this timeframe.

Medtech-iQ

The creation of a Medtech-iQ as a world-class medical innovation precinct is a key strategic project within Taumata Teitei. The estate will be a key enabler for the creation of a central hub to catalyse the Medtech-iQ bringing a step change in innovation capability and ensuring that partners can co-locate in proximity with Auckland Bioengineering Institute (ABI) and medical professionals. Initially the core facilities for Medtech-iQ will be located around the Grafton-Newmarket campuses. Over time the Medtech-iQ can be central to a health innovation ecosystem attracting startups, co-locators, and manufacturing from within and outside the University.

GRAFTON CAMPUS

The Grafton Campus is at the heart of the Health Precinct and the principal location for the Faculty of Medical and Health Sciences and the Liggins Institute. Taumata Teitei has prioritised health initiatives, the Health Precinct, and

creation of a Medtech-iQ that could be located across the Newmarket and Grafton campuses.

There are a number of areas of poor infrastructure that need to be addressed, most notably the laboratory building B504, the Old Liggins Building B529, and the Vernon Jensen Unit (VJU). The CAMRI scanning facility is also coming to the end of its useful life and requires replacement. There are two areas of opportunity for development on the Grafton campus, the carpark site (B506) and the Old Liggins Building (B529).

Park West Building (B507)

B507 was completed in 2020 to facilitate the move of the School of Population Health and clinics from the Tāmaki Campus. Due to the pandemic this space has not been fully utilised and an assessment will be made as part of the space-use review as to whether it can accommodate more activity.

B503/504 and B506 Site

B504 has significant end-of-life infrastructure that will need replacement. The building contains wet laboratories and much of the infrastructure is embedded in the building fabric. In order for a significant renewal to take place the building will need to be vacant. An extension to B503 and B504 is required to accommodate ongoing growth in research activity in the Faculty. It is therefore proposed that the extension (B506) is constructed to accommodate the laboratory activity in B504 and future growth, and that B504 is refurbished as dry laboratory and office-based activity, possibly accommodating a relocation of ABI as part of the creation of the Medtech-iQ. The facility would also accommodate part of the VJU ancillary research support and could accommodate uses such as CAMRI and laboratories associated with an expanded cancer research facility in conjunction with new clinical facilities at ADHB. It is recognised that the University will need to undertake significant investment in the VJU and related facilities in this development cycle in order to meet increased requirements. A review of the scale of facilities required is currently underway and will be completed during 2021 ready for feasibility and business case to be undertaken during 2022 and design to commence in 2023 for a construction start on site in 2024. A decision on the final location of these facilities will affect the investment options and timelines for this sector.

B529

The former Liggins Building B529 has proved to be a useful laboratory decant building since the Liggins Institute relocated to new accommodation. The plant and infrastructure in the building are end of life and the building will need to be replaced. Although a new build will be height-restricted due to the residential zoning of the neighbourhood there is the opportunity to get better use out of the site and the adjacent property, which the University also owns. The site could support a building of approximately 9,200 m² GFA.

NEWMARKET CAMPUS (SECTOR 900)

A strategy and planning process for the Newmarket Campus will be developed through 2022. The Newmarket Campus is in close proximity to the Grafton Campus and will be considered jointly in the masterplanning exercise. Key strategic initiatives such as the Medtech-iQ and Innovation and Entrepreneurship strategies could be activated at Newmarket.

Concurrent with the planning processes some small projects to improve the look and feel of the campus will be undertaken in 2021-2022 which will introduce more external social space and a café. A review of options to derive a greater return from land and space that will not be required for University use in the near future is also underway and a number of options are being explored.

Newmarket presents a significant development opportunity to support strategic initiatives in Taumata Teitei and could be especially valuable for co-locators and connection with industry and the City. The Campus will be better connected to the CBD when the City Rail Link is completed in 2024.

There are also a number of poor-quality unoccupied buildings (B908/9/11) that will be considered for redevelopment or demolition in the masterplanning.

EPSOM CAMPUS

The buildings are being maintained at a minimum level to ensure that they remain in a safe and usable condition until the Faculty of Education and Social Work and other users relocate to the City Campus in 2024. The future of the campus will be decided during 2021 – 2022.

4. Delivering the strategy

4.4 Campus and Sector Capital Priorities

STUDENT ACCOMMODATION

Whitaker Hall (Waipārūrū II)

Following the completion of Waipārūrū Hall (B441 and B442) at 35 Whitaker Place the opportunity remains for the construction of up to 900 beds of purpose-built student accommodation on the adjacent Whitaker Hall site. It is likely that any development will be undertaken in partnership with a third-party developer. Demolition consent for the existing buildings has been extended to 2024.

44 and 47 Symonds Street

There is an opportunity to extend the student accommodation at 44 Symonds Street (B434) which would see another wing added to the building. Diagonally opposite B434 is the site at 47/49 Symonds Street, this site forms part of Building 620 and is another potential future site for student residential accommodation (or office space) and is adjacent to O'Rorke Hall. The site lies over an existing basement carpark and foundations and will require careful planning. There are no current plans to develop these projects during the current planning period.

Carlaw Park

The extension to the Carlaw Park Student Village (Carlaw 3) is scheduled to open in 2023 and will provide accommodation to an additional 900 students.

GATEWAY PROJECTS

The capital programme within the Long-Term Financial Plan includes the provision of a new academic building to replace the current poor-quality buildings at the important Northern Gateway campus of Tai Tokerau in Whangārei. The Southern Gateway campus, Tai Tonga at Manukau, was completed in 2020 and will be reviewed to see if a larger facility is required in order to facilitate remote study and work for those locally based. Consideration may also be given to the need for other Gateway Campuses to be developed.

4.5 Measures of Success

To ensure we are delivering on our commitments in this Estate Strategy, a key performance indicator framework will record and communicate our progress. This framework will include:

- SDG reporting
- Recognition for Sustainability (NZGBC, Green Star)
- Student Satisfaction
- Staff Satisfaction
- Student, staff, and partner feedback
- Service and facility efficiency and effectiveness
- Resource utilisation and recovery (Carbon, energy, water, waste)
- Financial Performance
- Carbon Emissions including Embodied Carbon
- Climate-Related Property Risk Management
- Land use and changes thereof
- Space efficiency and effectiveness
- Biodiversity

4.6 Implementation and Activation of the Estate Strategy

Te Rautaki Tūāpapa affirms the strategic direction for the University's estate through to 2030. This foundational document will now provide the basis from which we will engage with our University community to develop the future estate.

The estate strategy will become activated through the continued development of our operational plans, campus masterplans and our connection to the University Sustainability Plan.

