

**Ulster University  
Campus Relocation &  
North City Regeneration  
Mapping the Opportunities**

**November  
2015**

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# Ulster University Relocation: Mapping Opportunities



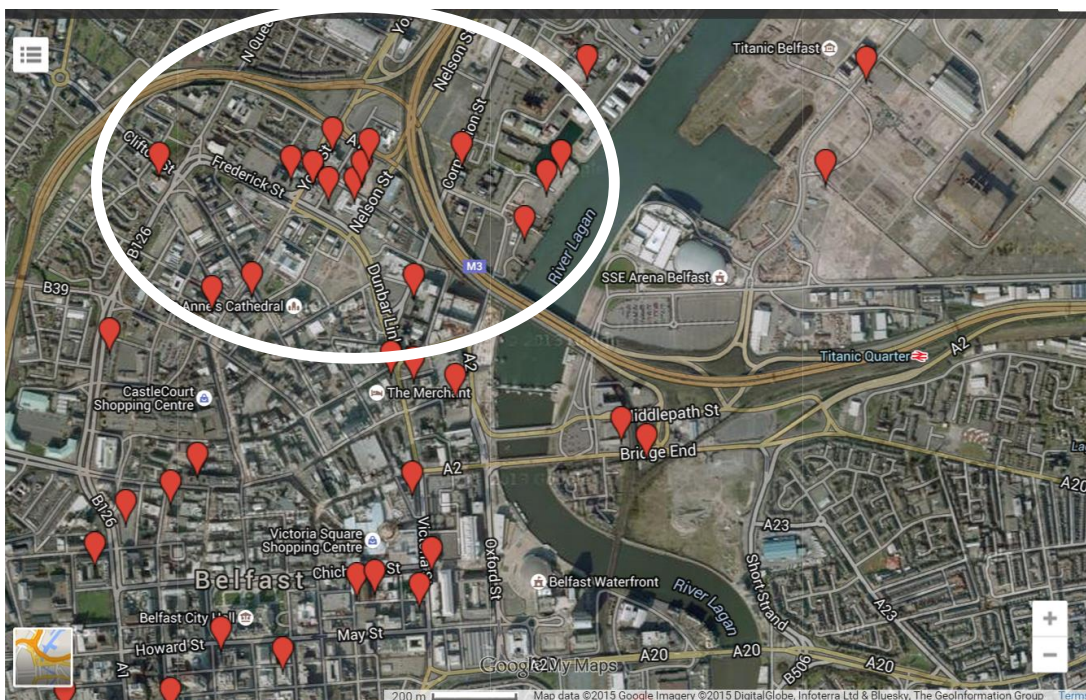
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## 1. Introduction

### Context

The Ulster University campus relocation from Jordanstown to Belfast offers the potential for significant regeneration in the northern section of Belfast city centre and North Belfast more generally. Further, other developments planned for the surrounding area (e.g. Queen's Quay and Northside regeneration) offer further growth opportunities. Historically, this is an area which has suffered considerable economic decline and high levels of deprivation over many years.

The University project represents an investment of over £250 million and is expected to be completed in 2018. It is anticipated that the new campus will attract over 15,000 students and staff from within Northern Ireland and internationally. The site is located adjacent to the university's existing York Street campus in the Cathedral Quarter on the northern edge of the city centre. Given its scale, the university redevelopment represents the anchor development in this part of the city centre and is seen as the catalyst development project to encourage further investment in the area. The catalyst impacts are obvious when considering the range of planning applications within a short distance of the university's address. These applications encompass a range of uses, including Grade A offices, student accommodation, public realm improvement and hotels.



Source: FutureBelfast.com

### Purpose of this report

A project steering group comprising Belfast City Council, Ulster University, Department for Employment and Learning/ Department of Social Development and North City Business Centre had identified a need to understand the opportunities available to local residents that should flow from the Ulster University move, and importantly, the other proposed developments in the area.

From previous engagement that each project steering group member has had with stakeholders and working groups in the local area, it is apparent that the local community have significant ambitions to take advantage of the opportunity that the

move offers. There is however a sense of disconnect, apathy and fear of the potential risks associated with the project. These risks are understood to be:

- that the university will move into the area as an insular entity;
- significant traffic congestion would be caused on a daily basis;
- an influx of students requiring accommodation may drive local residents out of the area; and
- a lack of any perceived benefit in terms of employment opportunities for those from the adjacent communities, given the relatively high percentage of those with no or low skills levels.

A campus community regeneration forum has been developing a community campus regeneration plan which has identified five main themes of action -

- **Relationship and Engagement:** Building University - Community relationships
- **Education:** Improving the provision and promotion of educational opportunities and engagement
- **Employment:** Creating employment opportunities and supporting innovation
- **Physical Regeneration:** Enhancing the connectivity and physical regeneration of the north of the city.

The draft community campus regeneration outlines a number of proposed actions and creates a baseline from which progress can be measured. This report provides the evidence to support stakeholders in planning and managing future opportunities.

This paper follows the 'North Belfast Economic Conference', held in the Ulster University on 10<sup>th</sup> September 2015 and build upon the 'Articulating the Opportunity' presentation that was delivered at the conference.

The aim of the conference and this report is to quantify, to some extent, the potential presented by the Ulster University Campus move and the additional opportunities beyond Ulster University but located within the vicinity of this development. Further, it is intended to support the facilitation of consultation and help to create a degree of excitement and intrigue about the opportunities that the Ulster University Campus relocation and surrounding proposals bring. Ultimately, this paper aims to provide an evidence based quantification of the scale of the opportunities that forms the consensus view.

In acknowledging a sense of 'consultation fatigue' within the local area, the approach was primarily based on a review of existing documentation and information held by BCC, UU and others. The research has also benefitted from focused conversations with BCC, UU, North City Business Centre and the Harbour Commission.

## Structure of this report

The remainder of this report is structured as follows:

- Section 2 provides an insight in the current socio-economic context in North Belfast
- Section 3 presents the transformational opportunities and points towards a very different future for North Belfast
- Section 4 focusses on UU Belfast as the catalyst for change
- Section 5 presents examples of significant regeneration from elsewhere
- Section 6 presents conclusions.

# Ulster University Relocation: Mapping Opportunities



## 2. Socio Economic Characteristics

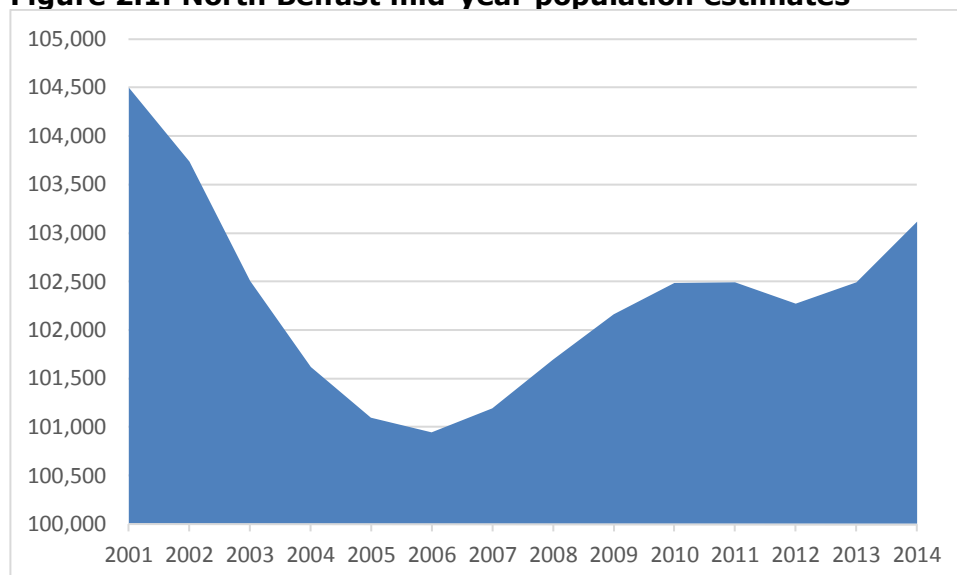
### Introduction

North Belfast<sup>1</sup> is an area that has endured significant social and economic turmoil over many decades. 60% of residents live within the 30% most deprived Northern Ireland areas and economic inactivity levels are close to 40%. That said, there is a significant dichotomy within the area as four out of every ten Belfast jobs is within one mile of the Ulster University campus. This section 'sets the scene' to show that North Belfast is an area of significant 'need' by outlining key socio-economic trends and characteristics.

### Demographics

In June 2014, there were 103,000 people living in North Belfast. The recent trend has been broadly one of growth from a recent low of just over 100,000 in the middle of the previous decade. The 103,000 people that live in North Belfast account for 6% of Northern Ireland's total population.

**Figure 2.1: North Belfast mid-year population estimates**



Source: NISRA

North Belfast has a broadly similar demographic profile to Northern Ireland as a whole (table 2.1). Close to two-thirds of residents are of working age and two in ten are children aged 0-15.

**Table 2.1: Demographic profile**

	North Belfast	NI
Total Population	103,115	1,840,498
Children (0-15) % of total	21%	21%
Young working age (16-39 years) % of total	32%	32%
Older working age (40-64) % of total	31%	32%
Older (65+) % of total	16%	15%

<sup>1</sup> North Belfast is defined according to the Westminster constituency boundary

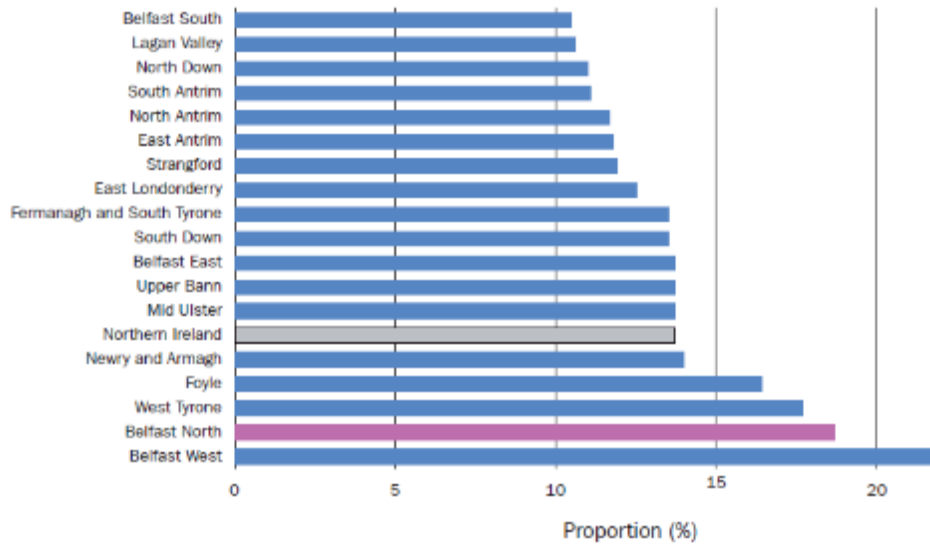


Source: NINIS

## Health

Close to one in five residents are in receipt of at least one disability related benefit in North Belfast. This is the second highest proportion of disability related benefits in Northern Ireland.

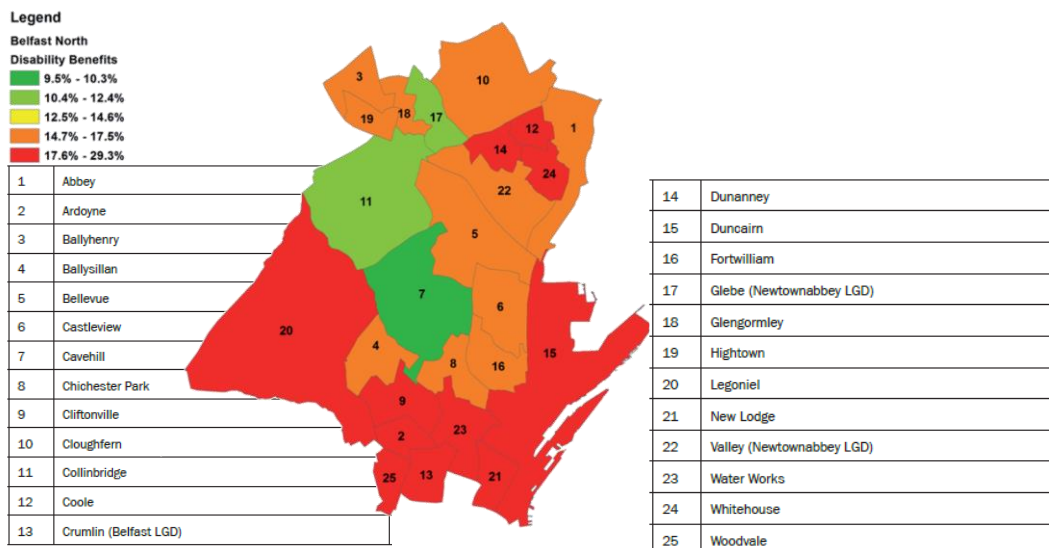
**Figure 2.2: Proportion of people in receipt of at least one disability related benefit, February 2014**



Source: NINIS

Data at ward level (figure 2.3) shows that the highest proportion of people in receipt of at least one disability-related benefit (as a percentage of the population) are concentrated in a cluster of wards in closest proximity to the Ulster University Campus. These statistics will have implications for how 'equipped' the local community in North Belfast is to avail of the opportunities that the Ulster University and wider regeneration could present.

**Figure 2.3: Proportion of people in receipt of at least one disability related benefit at ward level, February 2014**



Source: NINIS

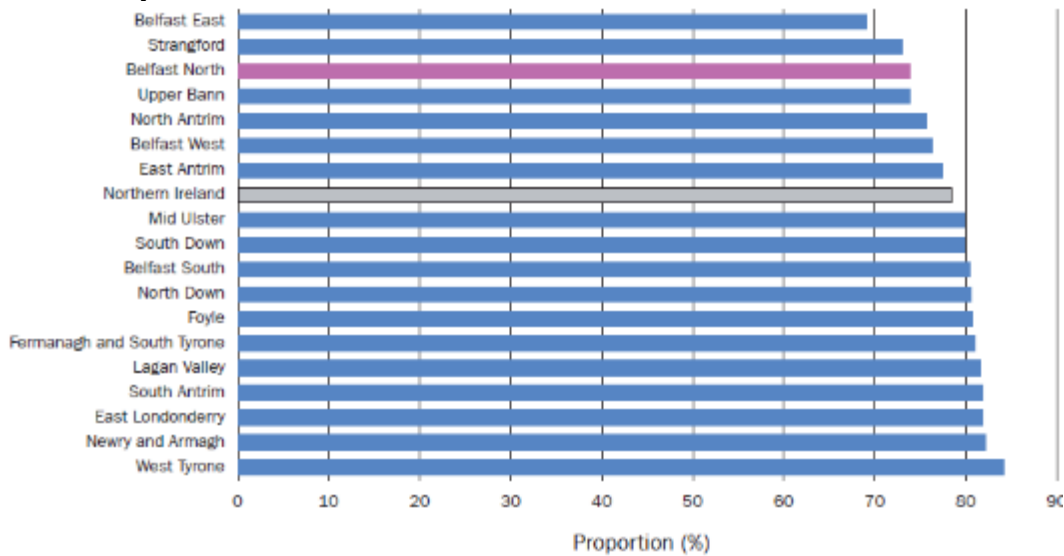


## Education

In 2012/13, 1,119 young people left post primary education in Belfast North. Of these, 73.8% achieved at least five GCSEs at grades A\*-C or equivalent. In total, 5261 school leavers (47.0%) achieved two or more A-levels or equivalent.

A lower proportion of Belfast North pupils left post primary school with at least five GCSEs at grades A\*-C or equivalent when compared to the Northern Ireland average of 78.5%. North Belfast had the 3rd lowest proportion of school leavers achieving at least five GCSEs at grades A\*-C or equivalent.

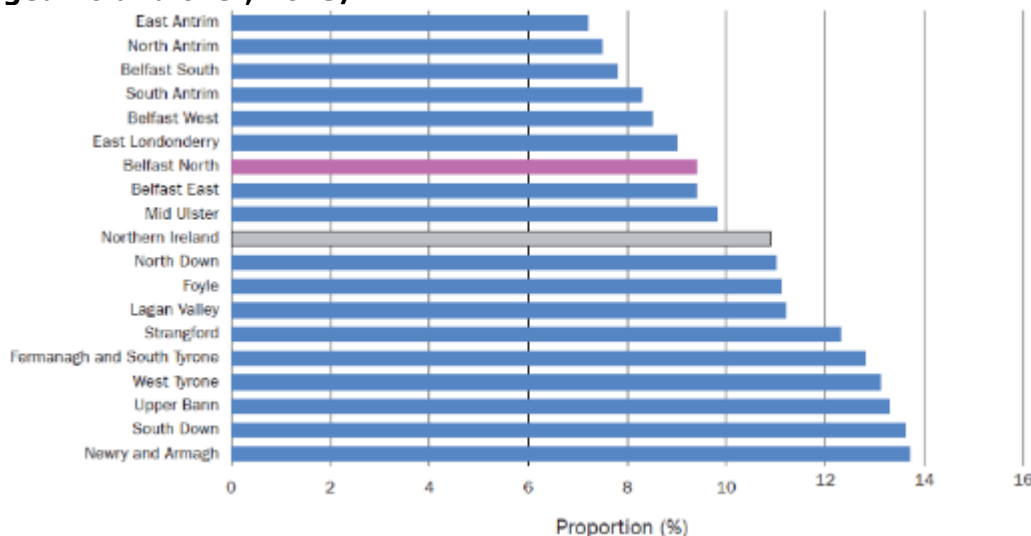
**Figure 2.4: Proportion of school leavers achieving at least five GCSEs at grades A\*-C or equivalent**



Source: NINIS

Participation in Further Education is amongst the highest of the Belfast constituencies and only 1.5 percentage points behind the Northern Ireland rate of 10.9%. That said, participation in Further Education is towards the lower end of the rankings (figure 2.5).

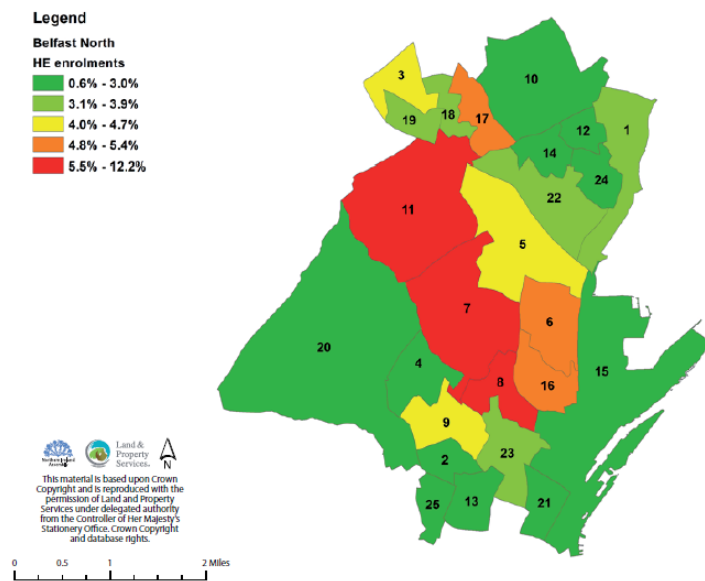
**Figure 2.5: Further Education enrolments as a proportion of the population aged 16 and over, 2013/14**



Source: NINIS

Turning to Higher Education participation rates, North Belfast does not fare well. At 3.6%, North Belfast has the lowest proportion of residents enrolled in Higher Education in Northern Ireland. Within North Belfast Wards, there is some variation in HE enrolment levels. The highest proportion of people enrolled were concentrated in the band of wards that stretches from Colinbridge, through Cavehill and into Chichester Park. The wards in closest proximity to the Ulster University campus have enrolment rates below 3%. The presence of a significantly enhanced HE presence in North Belfast should have a positive effect on enrolment rates, as data presented in Section 4 will demonstrate. It is also the case that Belfast Met will provide some FE courses in the redeveloped Girdwood site, a move which serves to improve FE access in North Belfast.

**Figure 2.6: Higher Education enrolments as a proportion of the population aged 16 and over, 2013/14**



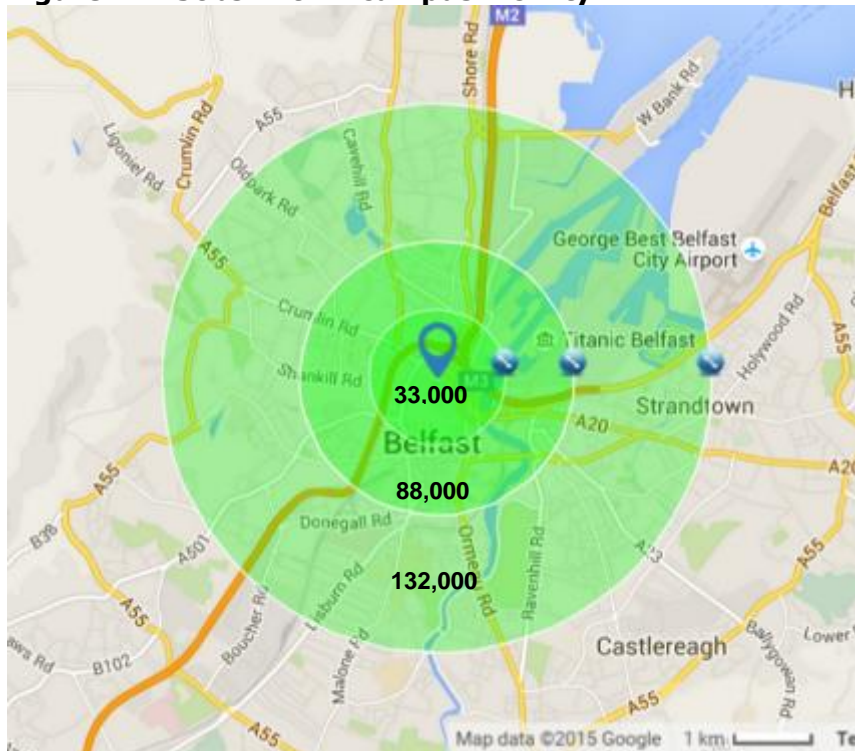
Source: NINIS

## Labour Market

The dichotomy in North Belfast between a relatively vibrant employment situation and a wider North Belfast population that does not appear to share in the employment opportunities in the area is particularly evident in labour market statistics. The unemployment rate in the area is close to 10% which makes it the 3<sup>rd</sup> highest unemployment rate in Northern Ireland. Further, the last Census of population (2011) records economic inactivity at 40% in the area.

Counter to that, analysis by Belfast City Council has been able to ascertain the number of jobs within various radii of the UU Campus redevelopment.

**Figure 2.7: Jobs within campus vicinity**



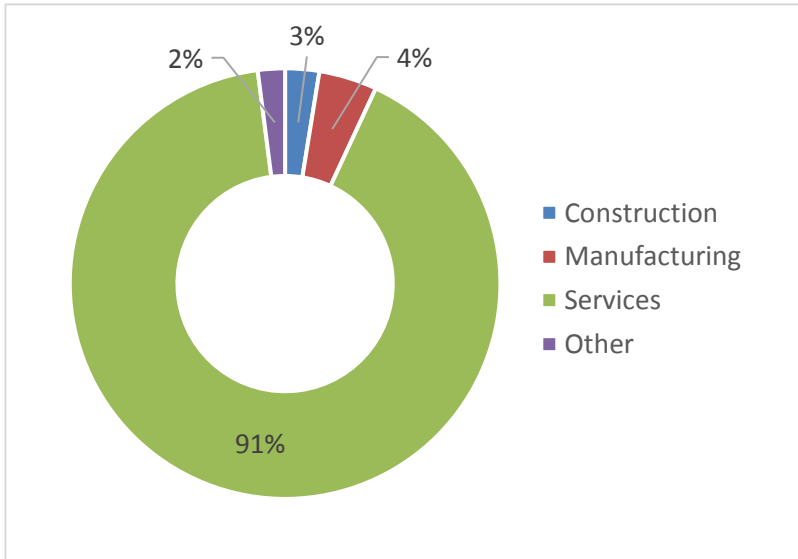
Source: Belfast City Council, Webb Advisory

As figure 2.7 notes:

- 33,000 (15%) of Belfast's jobs are within half a mile of the campus
- 4 out of every 10 Belfast jobs are within one mile of the campus
- 6 out of every 10 Belfast jobs are within 2 miles of the campus (this range captures the entire city centre area. A strong city centre/university relationship promotes significant collaborative relationships and opportunities that the surrounding communities, can avail of and access).

Professional services, finance and retail account for the vast bulk of these jobs, a pattern that is shared with the wider North Belfast area. In fact, 9 out of every 10 jobs in the North Belfast area is within the service sector.

**Figure 2.8: Employment structure in North Belfast**

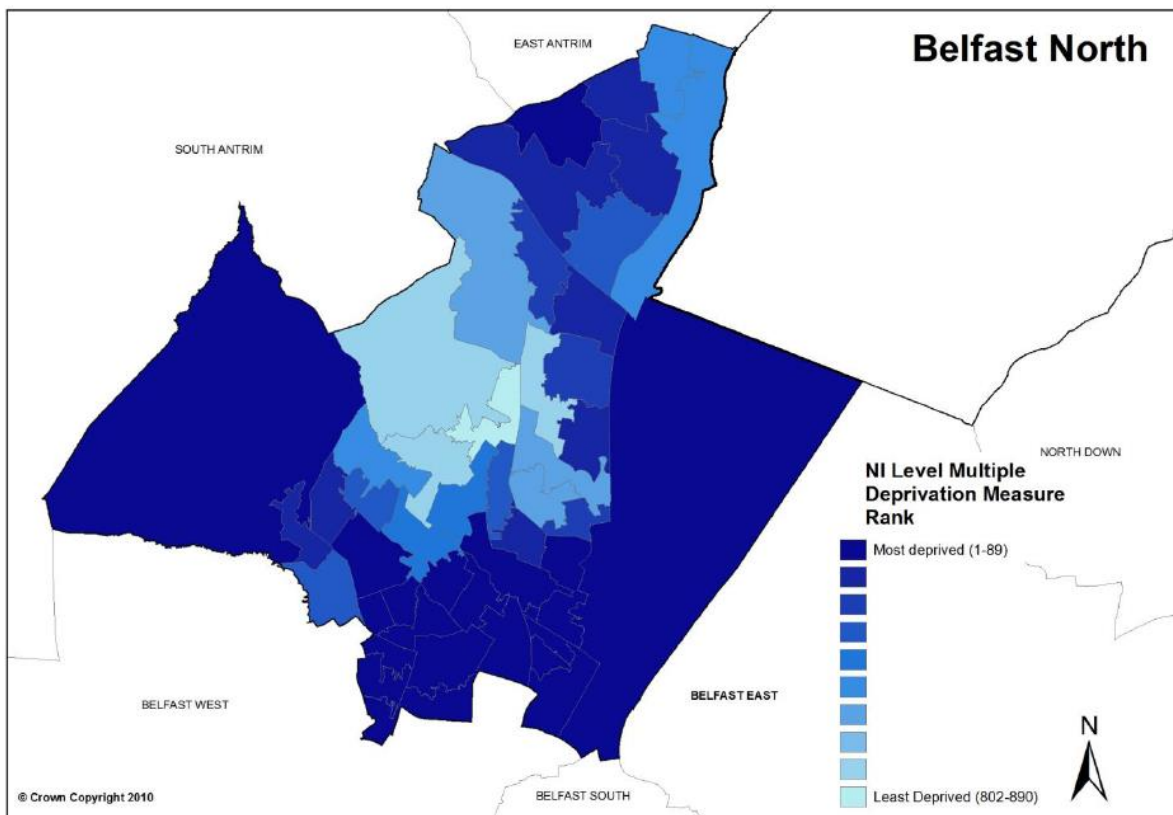


Source: NINIS

### Deprivation

North Belfast is an area that suffers considerable levels of deprivation. In fact, 60% of North Belfast residents live in the 30% most deprived Northern Ireland areas. 42% of the population in North Belfast are considered to be income deprived. This is almost twice the Northern Ireland level of 25%

**Figure 2.9: Multiple Deprivation measure ranks in North Belfast**



Source: NINIS

## Conclusion

The preceding assessment of the socio economic context in North Belfast clearly demonstrates a need for economic renewal and the creation of new opportunity. This is not 'news' to economic policy makers in the city and there are significant opportunities that have been developed which aim to create significant economic and social renewal. The following sections present these transformational opportunities. As per the objectives of this research, and given the catalytic effect the UU campus move will have on the regeneration of the area, the primary focus of the analysis is on the potential impact of the campus.



## 3. Transformational Opportunities

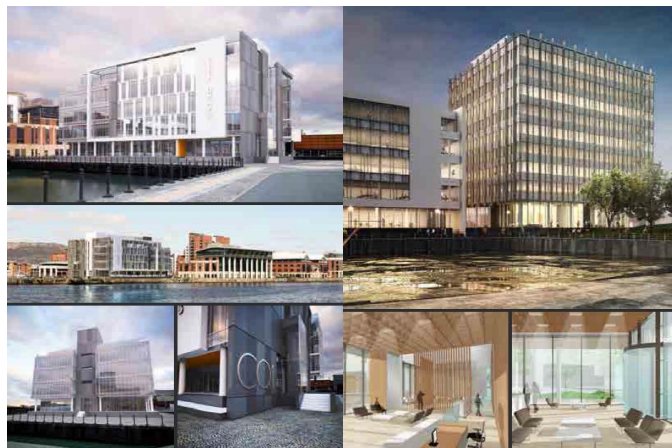
### Introduction

In regeneration terms, this is an exciting time for North Belfast. While the newly launched Belfast City Centre Regeneration Strategy and Investment Plan highlights the Ulster University as the catalyst for change in the area but there are a wide selection of other developments and proposed developments in the area that would contribute significant economic benefits to the area. The most significant of these are articulated and an overview of the job creation potential of all current planning applications is also articulated before focussing on the potential of the Ulster University Campus.



### Key Regeneration Plans

#### City Quays



City Quays is a £250m development which will regenerate 20 acres of former shipping land in the northern edge of Belfast City Centre. The development will include two Grade A office blocks, a Hotel, multi storey car park and some (as yet to be determined) residential units.

Baker McKensie are already a key tenant in City Quays 1. City Quays one will provide c.6,500 sqm of office space over 5 floors. City Quays 2 will be larger, offering 8,782 sqm of

office space over nine floors. There is provision for retail space on the ground floor. Once complete, the whole City Quays development offers the potential for:

- 2,500 office jobs;
- 100 retail jobs; and
- 225 hotel jobs<sup>2</sup>.

<sup>2</sup> It is beyond the scope of this analysis to undertake a full economic impact assessment of each development. As such, the job creation estimates relate solely to direct employment opportunities and not indirect or induced impacts that would be associated with supply chain impacts and the expenditure of people in the direct jobs.

## Northside Regeneration

Northside regeneration could be truly transformational in the city. Northside Regeneration Ltd, the development team selected by the Department for Social Development (DSD) to take forward the objectives of the Northside Urban Village Regeneration Implementation Plan have submitted plans to provide a comprehensive regeneration framework for the area to include a hotel, commercial space, apartments, office, retail units, as well as social housing in the Clifton street area. Detailed plans have also been included for part of the purpose built student accommodation provision with an initial 710 beds near the new Ulster University campus. The total project will be delivered in phases over a five to seven year build programme.

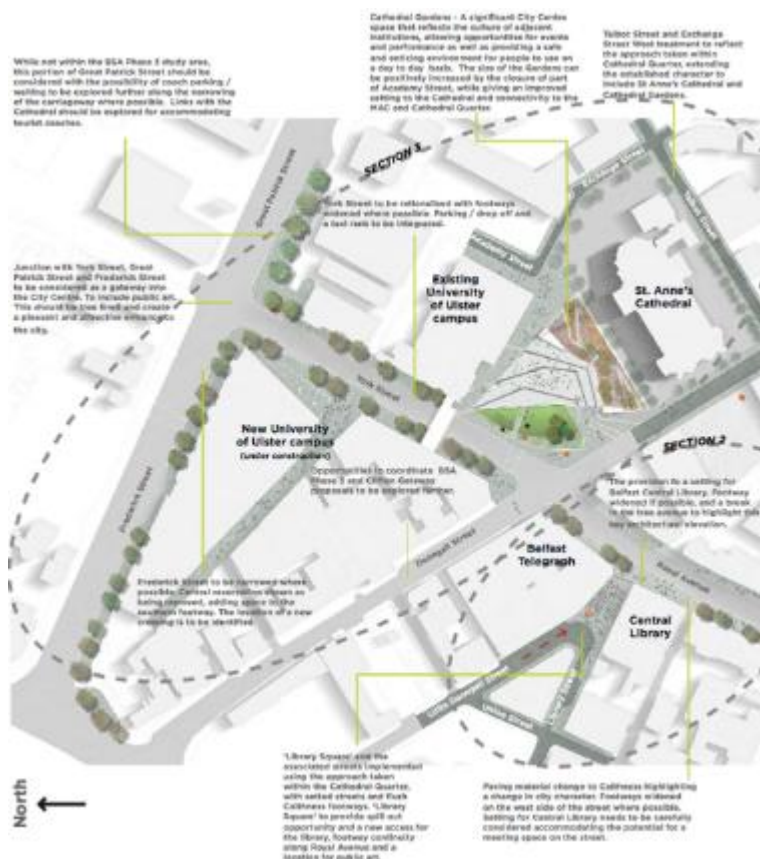


The Northside Regeneration project will create an opportunity for up to £300million of private sector investment and it is estimated that throughout the course of the project over 1500 jobs will be created or safeguarded, and the overall value to the Northern Ireland economy will be in the region of £770m.

## Streets Ahead Phase 3

The Department for Social Development has had an important role in the physical regeneration of the city centre. They have been rolling out their broad public realm strategy (now called the Belfast Streets Ahead programme) which was first developed in 2005. The overall objectives were to achieve the following:

- strengthen the economic viability of the City Centre to compete with out of town shopping/ retail centres. In particular, increasing levels of footfall and encouraging people to stay longer (linger) in





the city centre and ultimately spend more money;

- reduce the dominance of vehicles (except for service vehicles at restricted hours) and create a more social space:
- contribute to the regeneration of Belfast City Centre by reducing vacancy rates and encouraging private sector retailers and landlords to improve the appearance/ condition of their outlets.
- improve the physical appearance of the City Centre and generate civic pride across both sides of the community.

The Belfast Streets Ahead programme (1 and 2) has been rolled out across the core city centre area and Belfast Streets Ahead 3 is now being progressed around the University area. The new paving, street furniture and street lighting is designed to deliver a visually appealing and stimulating environment in the commercial and retail centre of the city for tourists and residents.

## North Foreshore

At 340 acres, the North Foreshore is the largest development site in the city. Construction is currently underway to create a £9.5m green technology park on 65 acres of the site. This element of the development of the North Foreshore is targeted:

- To create at least 1,215 construction jobs at the site by 2020
- To create at least 400 jobs at the site by 2020
- To leverage at least £105,025,000 in private sector investment by 2020
- To stimulate supply chain benefits such as indirect job creation by 2020
- To promote innovation
- To encourage follow on / spin out investment



In addition, the remainder of the site is subject to development, potentially for leisure use. No decisions have been taken in this regard.

## Crumlin Road Gaol and Courthouse

The development of the Crumlin Road Gaol represents an example of successful regeneration. The Gaol is currently used as a conference, exhibition and event space that employs 30 people. Over 150,000 visitors were attracted to the Gaol last year and there are currently plans to increase the utilisation of the building through the establishment of a Whiskey Distillery.

Counter to this success, the Crumlin Road Courthouse, situated across the road from the Gaol, represents a missed opportunity. This building has fallen into dereliction as a result of several fires but the potential for it to be repurposed as a hotel remains live.



## Girdwood



Girdwood park is a 14 acre site between the Crumlin Road and Cliftonpark Avenue that is being redeveloped to provide housing, leisure and community facilities.

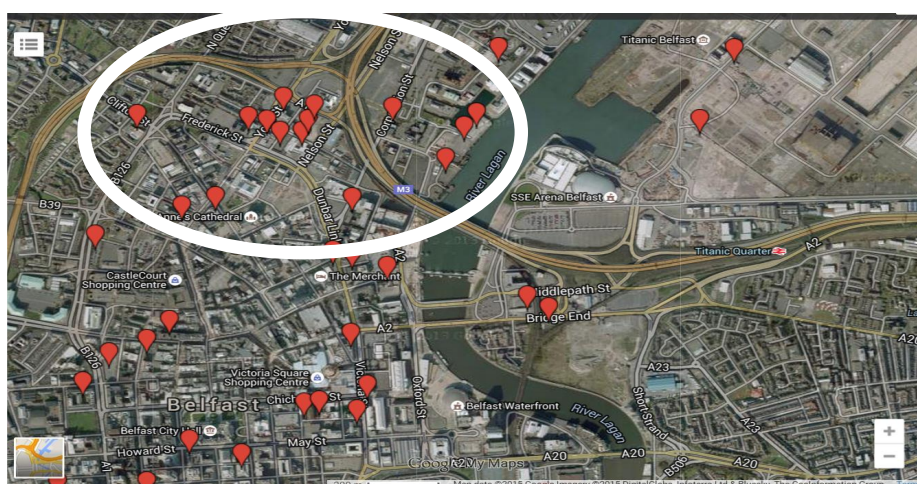
Once completed, it will include a gym and wellbeing area, youth space, multi-purpose rooms and an outdoor piazza with seating, as well as a range of other facilities.

There will be classrooms in the hub for Belfast Metropolitan College to run their education and training programmes.

## A Very Different Future for North Belfast

In addition to the large scale strategic regeneration proposals outlined above, a cluster of applications have developed around the new University campus. At the time of writing, it is uncertain how many of these proposals will proceed through to full planning but it is insightful to demonstrate the catalytic effect of the campus and also to place an indicative estimate of job creation potential associated with each proposal. Job estimates have been based on employment density guidance from the Office of Project and Programme Advice and Training.

As noted previously, the job creation estimates associated with these proposals relate solely to direct employment opportunities and not indirect or induced impacts that would be associated with supply chain impacts and the expenditure of people in the direct jobs.



Location	Type	Potential Jobs
Victoria Street	Hotel	100
Northside Regeneration	Mixed Use	1,500
City Quays 1	Office	1,000
City Quays 2	Office	1,500
	Retail	78
City Quays Hotel	Hotel	225
Tomb Street Hotel	Hotel	313
1a College Sq East	Student Accommodation	5
26-36 Clifton street	Coffee Shop	11
	Convenience Shop	14

# Ulster University Relocation: Mapping Opportunities



Location	Type	Potential Jobs
Mark Royal House	Student Accommodation	5
28 Great Patrick street	Student Accommodation	5
	Retail	23
	Coffee Shop	16
26-44 Little Patrick Street	Student Accommodation	5
37-41 Little Patrick Street	Apartments	5
	Retail	27
118 Royal Avenue	Student Accommodation	5
Wellwood Street	Student Accommodation	5
48-52 York Street	Student Accommodation	5
	Retail	14
	Retail	14
	Retail	14
81-107 York Street	Student Accommodation	5
	Retail	11
	Retail	18
123-137 York Street	Student Accommodation	5
	Retail	21
Olympic tower	Apartments	5
	Commercial	51
<b>Estimated Total Potential Jobs</b>		<b>5,002</b>

'The University of Ulster is at the very heart of the redevelopment area and has provided the stimulus for this regenerative change.' This quotation from the Director of Development of the Northside Regeneration captures a view that has been offered frequently in discussions about North Belfast's regeneration. Given this, the following chapter focusses on assessing the potential impact of the University Campus move in considerable detail.

## 4.UU Campus Belfast: Catalyst for Change

### Introduction

The Ulster University Greater Belfast Development represents an investment of over £250 million to transfer the university’s current activities in Jordanstown to the city centre. The project is expected to be completed in 2018 and it is anticipated the new campus will attract over 15,000 students and staff from within Northern Ireland and internationally.

A wide range of benefits are expected to flow from this development during both the construction and operational phase. These benefits are presented here. While the purpose of this report is to articulate the opportunities, it is important to note that there are also many potential challenges associated with the new campus. The surrounding community have articulated concerns around car parking and being forced out of the area through the creation of a mirror image of the HolyLand area in South Belfast. It will be important for all relevant agencies to continue the collaborative communication that was evident at the North Belfast Economic Conference to ensure these fears are addressed.

### Construction Phase

The Economic Policy Centre has previously undertaken an assessment of the construction and operational impacts of the UU Campus move. With regards to construction, the capital expenditure to 2018/19 is expected to deliver:

**Table 4.1: Construction Impact – Direct and Indirect**

<b>Total Capital Expenditure</b>	<b>£254m</b>
GVA Impact	
- Direct	£80m
- Indirect	£80m
<b>Total GVA Impact</b>	<b>£160m</b>
Employment Impact ( <b>job years</b> )	
- Direct	1,892
- Indirect	1,892
<b>Total Employment Impact</b>	<b>3,784</b>

Source: Ulster University EPC

In terms of North Belfast opportunities, with the contracts now in place for constructing the new Campus, it is not clear how many of these jobs will come from North Belfast. While the University can use Social Clauses in its contracts to ensure opportunities for long term unemployed people or apprentices, these clauses cannot be limited to any one geography. The real opportunity for North Belfast residents and businesses in terms of providing sustainable benefits for the area therefore lies in the operational phase of the university.

## Operational Phase

The University is one of the largest employers in Northern Ireland, employing a broad range of roles from 'student facing' staff such as researchers and lecturers to operational staff such as finance, administration, facilities management, portering, cleaning security guarding, etc. The Belfast Campus will have 1,310 employees on site earning an average gross salary of just over £45,000 per annum.

### Supply Chain

In addition to being a very significant employer in the region, the university also spends significant sums annually on the purchase of goods and services in order to deliver its educational and research objectives. These purchases cover a wide range of items, to name a few: maintenance; professional services; IT hardware and software; office equipment and consumables; books and periodicals; heat, light, power. Given the scale of these purchases, the university's procurement department have contracts with an extensive network of suppliers across all of Northern Ireland, as well as further afield.

The Economic Policy Centre has calculated (based on University financial statements) that University expenditure supports close to 500 jobs per annum. Table 4.2 below sets out the extent of annual purchases and the associated impact on GVA and employment.

**Table 4.2: Annual purchases of goods and services**

	£'000
Purchases	54,352
<b>GVA Impact</b>	<b>16,920</b>
<b>Jobs Impact</b>	<b>497</b>

**Source:** UU Financial Statements, EPC

Scheduling for the re-procurement of outsourced service contracts are timed to coincide with the move to the new campus.

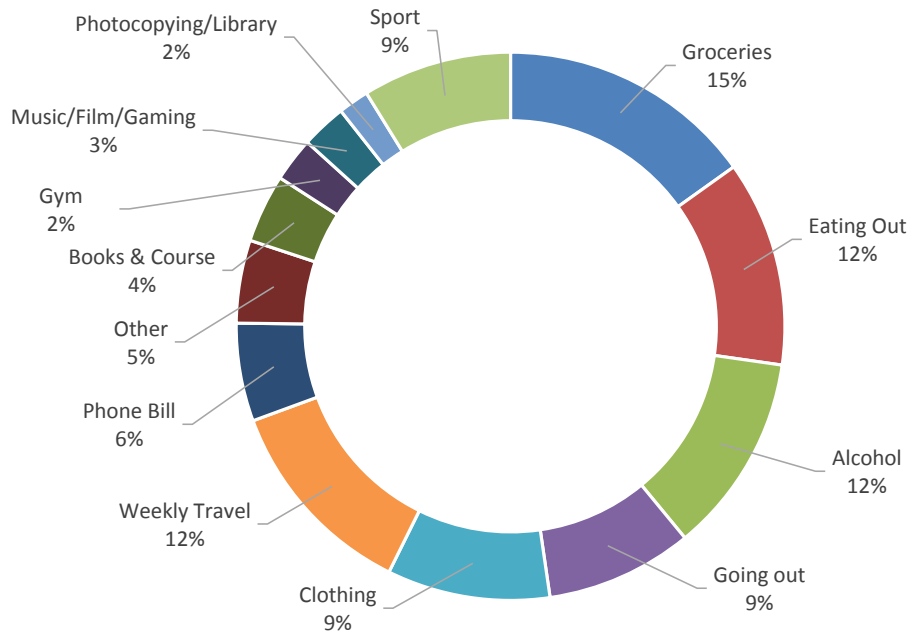
The university are exploring ways in which social clauses can be incorporated into the new procurement contracts to ensure a significant social benefit from the expenditure.

### Student Expenditure

Student expenditure perhaps offers the most significant economic opportunity for North Belfast. Economic Policy Centre Estimates suggest that student expenditure by students based at the completed campus could total £94m per annum and support over 500 jobs.

This expenditure is split across a broad range of goods and services as shown in Figure 4.1. The biggest opportunities for North Belfast businesses appear therefore to be in groceries, leisure and clothing.

**Figure 4.1: Student Expenditure**



Source: National Statistics

## Agglomeration and Catalytic Benefits

The presence of the University Campus will produce 'spin off' additional benefits to the North Belfast area. The city centre presence ensures that the University is more 'plugged in' to the local community. The benefits of this will be felt in spin-outs, collaborative research, collaborative cultural events etc. The enhanced university campus also provides a better 'flow' from this part of the city, through the Cathedral Quarter and further through to the rest of the city centre area.

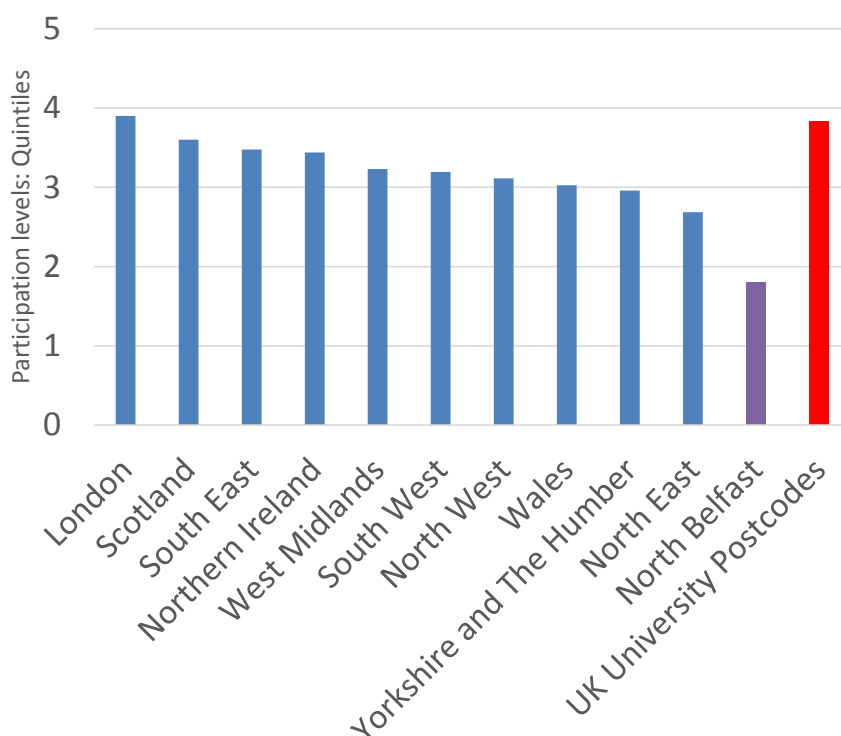
Two elements of catalytic impact are through increased local participation in Higher Education and increased outreach by the University with community groups.







**Figure 4.2: HE Participation in UK regions, North Belfast and every UK University Postcode**



Source: HEFCE, Webb Advisory

## Students: Positive effects in an area

It is undeniable that Belfast has experienced issues of anti-social behaviour related to student misbehaviour in the Holyland area of the city. While this behaviour attracts news headlines, it is unfair to wholly characterise student populations as alcohol fuelled party zones. Various studies that have been conducted across the UK conclude that students deliver a range of positive outcomes in a region. These can be classified under Social, Cultural, Physical and Economic.

- **Social**
  - Student volunteering makes an important contribution to many aspects of social life
  - Student housing needs prevent serious depopulation in many inner-city areas
  - Increases the range of goods, services and attractions available to the town/city's population
  - A critical mass of students can ensure transport links to the benefit of the whole community
  - Student communities can also support nurseries and multi faith centres
- **Cultural**
  - Create a critical mass and demand for diverse range of cultural events
  - Enhances reputation of city/town as vibrant, dynamic location and as an attractive destination for eg night-clubbing, evening economy or tourism
  - Creates an international/ cosmopolitan feel/ outlook

- **Physical**
  - Higher/rising property prices provide a level of incentive for upgrading properties which might otherwise remain empty, languish in a neglected state or be generally unfit for habitation
  - Many older properties receive considerable investment by private landlords which extends their life
  - The existence of large numbers of young people help to make city centres attractive to social and retail spaces
  - Changes in type of retail and entertainment services available - eg local shops becoming cafes, bookshops, live music venues
- **Economic**
  - High demand for student housing and the stimulus to private rented sector leads to rising house prices
  - Growth in buy-to-let market and private investment opportunities
  - Students constitute a flexible part-time labour force undertaking seasonal employment
  - Student presence can help stimulate urban regeneration
  - Goods purchased locally by students make a significant contribution to the local economy
  - Student presence ensures the viability of some retail businesses
  - Repairs, renovation and extensions to student properties benefits the construction and service sector economy
  - Availability of a graduate workforce.

## Conclusion

Table 4.3 sets out a summary of the quantifiable benefits delivered by the Belfast City Campus.

**Table 4.3: Summary of Benefits**

<b>Benefit</b>		
<b>Organisational</b>	<b>Jobs</b>	<b>GVA</b>
Employment	1,310	£84.5m
Supply Chain	497	£16.9m
Student Spend	522	£20.2m
<b>Construction</b>		
	<b>Job years</b>	<b>GVA</b>
Direct and indirect	3,784	£160 million

Source: UUEPC

The scale of regeneration proposed for North Belfast is unequalled anywhere else in Northern Ireland. The University Campus relocation is acting as a catalyst for much of this regenerative activity. It is understandable that the local community remains somewhat apprehensive about the extent to which they can benefit, due to a range of uncertainties over how the campus will 'plug into' the area. What is certain however is that close to 15,000 students and staff bring considerable spending power. This spending power is most often directed towards leisure, clothing and groceries. The most obvious 'prize' for local traders to seize would therefore appear to be in capturing as much of the spending power for the benefit of North Belfast.

## 5. Lessons from Elsewhere

The relocation of universities or other significant employers has been shown to have a wider regenerative effect on previously deprived areas. Annex 1 presents detailed assessment of three examples - Birmingham City University, Manchester University and Manchester Metropolitan University. Here, an overview of Lincoln, an area that has been wholly transformed by a university campus and Manchester Metropolitan University are presented to provide high level insight into success from elsewhere.

### Lincoln Regeneration

- The Brayford Campus was established in the heart of Lincoln on a brownfield site in 1996.
- Direct positive impact on consumption, procurement and property prices and values;
- Recent evaluation measured the impact of the University on local regeneration and the creation of new opportunities in an HE 'cold spot' recently evaluated as at least 3,000 new jobs.
- Catalytic benefits: e.g. hotel, a high-tech incubation centre designed to support academic entrepreneurship and spin-outs.
- Increased the attractiveness of the city to private investors – particularly in the retail and leisure sectors and residential property.
- Lincoln would not have undergone such major regeneration and redevelopment without the establishment of the University.

Brayford, 1995...



Brayford, 2005...



### Manchester Metropolitan University

- Manchester Metropolitan University consolidated seven campuses to two as part of a £350 million investment.
- New Birley Campus opened in 2014 - £139m investment in new academic and residential buildings, an energy centre and public realm.
- Brings nearly 7000 staff and students to an area of deprivation and low participation rates
- New Birley campus considered to be 'hugely beneficial' as it creates a link between Hulme and the city centre.
  - Increased interest in Birley retail units
  - Helped attract businesses such as UKFast, the Hulme based data-hosting centre.
  - Science park beside the new campus has helped engender more business starts



## Lessons for Belfast

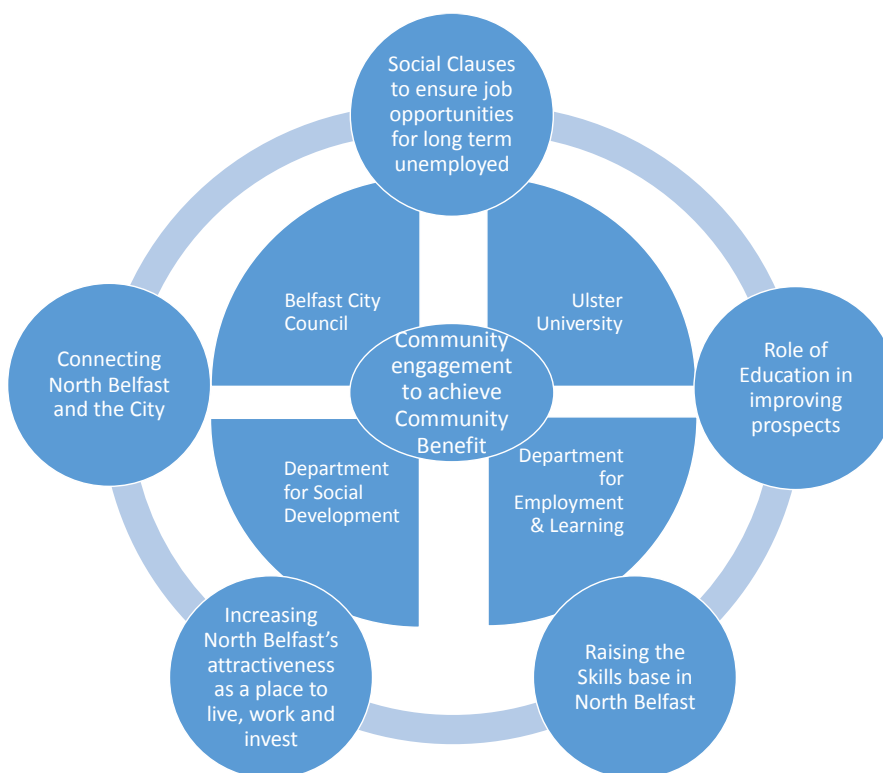
The case studies that have been undertaken each provide some insight for stakeholders with an interest in the UU Campus move. Chief among these are:

- Early and ongoing community engagement through many different means and projects
- Define what is expected - set targets for longer term impacts and measure progress over a 5-10 year period, to capture and share the benefits
- Aim to ensure local employment during and after construction
- Work towards higher educational achievements in the area
- Maintain open communication channels between communities, businesses and the university using various fora
- Introduce community engagement schemes to help benefit residents in this area
- University, community and the city to work in partnership to maximise the benefits.

## 6. Concluding Remarks

The new Ulster University Belfast Campus and surrounding regeneration plans in the North Belfast area represents a transformational opportunity, both in physical terms and wider economic wellbeing terms. In fact, the scale of regeneration proposed for North Belfast is unequalled anywhere else in Northern Ireland. Reflecting this, the Campus Community Regeneration Forum is in the process of finalising a Campus Regeneration Plan which recognises the wider economic, social and physical regeneration benefits that the development could have in the area. With the University Campus relocation acting as a catalyst for much wider regenerative activity the potential for job creation is considerable. The campus development alone is expected to support over 500 jobs through student expenditure, 500 jobs through supply chain purchases as well as the 1,310 jobs that will transfer from Jordanstown. Further to this, job creation in the surrounding regeneration plans could support another 5,000 jobs. The potential benefits of the Campus from the campus has been

A vastly different North Belfast lies ahead over the coming decade. Based on the opportunities outlined in this report, and based on the North Belfast Economic Conference held in September 2015, a range of emerging themes are evident and require continued effort and focus to secure success. These themes are noted in the diagram below.



Achieving the community benefit outlined in the outer 'wheel' of the diagram will require continued engagement between key stakeholders with the community at its core. It was noticeable from the North Belfast Economic Conference that conference delegates noted a positive atmosphere and willingness for the local community to 'in reach' to the University and the University to Outreach. This positive atmosphere must be maintained as the date for the full 'go live' date approaches. To that end, it is encouraging that a 'meet the buyer event' is being planned. In a similar vein, as there will be (as yet undermined) several commercial spaces within the new campus building, the university

could also helpfully provide local business representatives with plans and timescales for when these commercial units will be available.

Further, the analysis in this report suggests that the student expenditure that will flow from several thousand students presents the most immediate opportunity for local residents. DEL and other relevant economic development agencies in the area should make an assessment of retail and customer service skills availability and tailor skills provision accordingly.

To maintain recent positive momentum, and to manage expectations across all parties and all planned regeneration efforts, the process would benefit from having an 'owner' and facilitator that can bring the University and local community together and support ongoing engagement. The obvious candidate for this would appear to be Belfast City Council but consideration should be given to key partners in the process collaborating to provide a resource to coordinate capturing North Belfast's regeneration benefits.

Finally, consideration could be given to a form of 'Community Benefits Agreement' between developers in the North Belfast regeneration area and the local community. These voluntary agreements would crystallise expectations and go some way to allaying fear and uncertainty in relation to large scale regeneration.

Case study 1  
Manchester Metropolitan University

Guidance	Information
Background of the local area before the development	<p>Manchester Metropolitan University was consolidating seven campuses to two, in Manchester and in Crewe. As a large part of the new Manchester campus, the Birley campus was constructed in Hulme. Prior to Manchester Metropolitan University's construction on the Birley site, social housing was there which was torn down for development of the Birley campus.</p> <p>Birley campus is located in the Hulme ward. Hulme is an area with deprivation, similar to the location of the new UU campus. Participation rates in higher education for Hulme and Moss Side in 2009 were low and well below average rate for the wider region.</p>
Scale and nature of the development	<p>Manchester Metropolitan University consolidated its seven campuses to two as a part of its ten year and £350 million investment. The two campuses which remained were in Manchester and in Crewe. In 2014, the Birley campus was opened, which is located in Hulme in Manchester. Birley was a £139 million investment in new academic and residential buildings along with an energy centre and public realm. It brings presently nearly 7000 staff and students together in a new teaching and learning environment. A Resident Parking Scheme was introduced at a cost of £360,000 that was partially funded by Town and Country Act funding (£270,000) and Manchester City Council.</p> <p>MMU's interim impact assessment, states that scale of the Birley campus was:</p> <ul style="list-style-type: none"> <li>• 24,900 sq.m of new teaching accommodation</li> <li>• Dual MMU and community use spaces including restaurant and coffee bar, flexible foyer space and social learning areas, a multi-use hall, lecture theatres and general teaching classrooms, a drama studio as well as a student information point</li> <li>• 1,200 student residences</li> <li>• An 318 space multi-storey car park</li> <li>• New public realm</li> </ul> <p>The development of Birley has now been completed and some of the benefits have been captured in an impact assessment. The campus has already become a local landmark that marks the gateway to the City Centre. Beyond this, the layout of the campus has enabled new, safer and higher quality pedestrian routes between existing residential areas and places of activity such as the High Street.</p>
Opportunities created and timescale for benefit realisation	<p>The new Birley campus is considered to be 'considerable and hugely beneficial' as it creates a link between Hulme and the city centre. The site blends well into the environment and is open to the wider community. There have been many economic benefits to the area from this development. These include:</p> <ul style="list-style-type: none"> <li>• Increased interest in Birley retail units</li> <li>• Helped attract businesses such as UKFast, the Hulme based data-hosting centre.</li> <li>• During construction, 500 Manchester residents were employed, 76 Hulme residents gained full-time employment, and there have been 56 full-time apprenticeships and 35 work experience placements</li> </ul> <p>The rationalisation of the University Estate has helped to create efficient campuses and world-class facilities for their staff and students.</p> <p>As mentioned in the economic benefits, there has been an increased interest and take up in vacant retail units in the area. A national supermarket chain is also opening on campus, alongside a local coffee shop. There has also been investment in existing local services i.e. the Post Office invested in a major refurbishment of its facility. Statistically, the data gathered suggests a much improved picture in terms of reduced retail vacancy rates, higher rateable values as well as the achieved rents by landlords.</p> <p>In terms of environmental impacts, the Birley campus aspires towards the three zeros: zero carbon, zero water and zero waste. This is beneficial to both students and the residents who live in the area. The building will achieve</p>



BREEAM Excellent as a minimum and measures are being explored to achieve an Outstanding rating. This BREEAM assessment is an efficient way of assessing the environmental impact of the building.

The science park located next to the Birley campus alongside MMU was a key part in attracting UKFast, a data hosting centre to the site. The increase in the number of businesses has created room for many improvements to both the local environment and the possibility of a skilled workforce in the student body. In 2009, assessment were undertaken to set a benchmark for this project. In 2014, Manchester Metropolitan University commissioned an interim impact assessment to review what impact the development has had to date on social, economic, educational and regeneration outcomes. It is too early to assess some of the indicators regarding health, inequalities, jobs and educational aspirations, however it does provide a benchmark against which to measure and evaluate the impact of the development.

**Table 1 Total Impacts - 2009**

	Spend	Total Jobs	FTE Jobs	GVA
Direct Impact	£26,603,000*	594	488	£19,790,000
Indirect Impact	£3,990,000	29	22	£950,000
Induced Impact	£11,130,000	129	101	£4,300,000
Multiplier Impact	£17,380,000	125	97	£4,160,000
<b>TOTAL</b>	<b>£59,103,000</b>	<b>877</b>	<b>708</b>	<b>£29,200,000</b>

**Table 2 Total Impacts - 2014**

	Spend	Total Jobs	FTE Jobs	GVA (£m)
Direct impact	£30,100,000	592	529	£23,649,956
Indirect impact	£4,500,000	49	39	£1,955,099
Induced impact	£15,124,816	187	150	£7,479,461
Multiplier impact	£22,568,538	245	196	£9,772,698
<b>TOTAL</b>	<b>£72,293,353</b>	<b>1,072</b>	<b>913</b>	<b>£42,857,214</b>

The tables show the direct and indirect economic impacts of the development in 2009 (before the project commenced) and 2014 (the latest assessment). Another impact report will be commissioned with the city council in 2025 to see what more has been done.

Many of the impacts of the campus will not be fully realised until the campus has been operational for several years, so they say this form of impact assessment should be repeated in due course to show how this area profile and a range of key, measurable characteristics have changed over the period and how it has benefitted both students and residents.

Whilst a health centre has not been included in the campus development, MMU sought to maximise the health benefits provided by Birley Fields. This has been done through the establishment of a Health Impact Group. This has led to a number of activities being undertaken by third year pre-registration nursing students, under supervision, within the community. Free health screenings for the community are one of the core activities.

Educationally, Hulme has seen considerable improvements in across a number of age groups since the 2009 baseline report. Primary school attainment in English and Maths of children in Hulme has closed the gap on regional and national standards. Secondary school attainment for children in the area, measured in terms of gaining five or more A\*-C's has also been rising. It is too early to measure any impact of the new campus on participation rates in further and higher education.

	<p>At MMU, there is co-ordination for volunteering activity amongst its staff and students. It contacts local agencies and organisations in the not for profit sector to find out what volunteers need and then seeks to match these opportunities with people interested in volunteering. The total value of MMU's volunteering activity in the area is around £48,360. This is nearly double the £26,120 projected in 2009.</p>
<p>Agglomeration effects</p>	<p>Transport and parking in this area has been a major issue. Previous to the development, this land was used for car parking for commuters to the city centre. As part of the project to improve this for residents, the University invested in a residents' parking scheme. This is expected to lessen the negative impacts, of additional traffic and congestion created by such a large influx of students and staff on residents and businesses.</p> <p>A working group has been established as a part of the Community Forum, specifically to look at transport. This group has been instrumental in bringing forward investment to improve public transport links i.e. a new bus service, cycle storage facilities, enhanced pedestrian and cycle routes. The Green Travel Plan was created in response to resident's concerns in the 2009 report of increased traffic, through the working group. This group aims to promote walking, cycling and public transport use. As a result of this, public bus and cycle routes have now been introduced. This investment is important to ensure Hulme continues to offer an attractive environment for businesses and residents. New pedestrian and cycling routes are being developed are expected to provide safe and attractive routes between the Birley Campus and the All Saints campus.</p> <p>In terms of housing there has been no change in terms of student take-up in the Manchester campus. However as a part of the improvements to the campus, four townhouse blocks have been built to accommodate 1000 students. MMU have plans in place to add to this. The main local housing provider in the area is a key partner of the university. They have plans to develop more social housing opposite the campus. This is to build links between the University and the residents.</p> <p>Other Agglomeration effects which have been noted throughout the development</p> <ul style="list-style-type: none"> <li>● Local concerns over university and students taking over the area 'studentification'</li> <li>● Local concerns over becoming a crime hotspot</li> <li>● Local environment - how university manages and maintains campus and how that fits with local council highways and environment teams.</li> </ul>
<p>Engagement Projects and Initiatives, 2013-14</p>	<p>It is clear that the community engagement activities undertaken as part of the Birley Campus proposals go well beyond the normal consultations that take part as part of the planning. The original masterplan was altered to reflect the views and aspirations of the local community. This included the relocation of the multi-storey car park and reducing the height of accommodation blocks. This kind of engagement with local people and flexibility in the masterplan has been critical in the establishment of trust between MMU and residents. An initially sceptical community was almost entirely supportive by the time construction commenced.</p> <p><b>Mentoring project with Loreto College and Webster Primary School</b> Mentoring opportunity for Loreto Sixth Form students to gain valuable experience of working with primary school pupils, which led to increased confidence relating to literacy skills and raised the aspirations of 28 Webster Primary School pupils. A significant number of the mentors expressed interest in Initial Teacher Training and were supported via 'Pathways to Teaching' with bespoke personal statement writing sessions and a trip to the Faculty of Education to meet existing MMU ITT students.</p> <p><b>'Stanley's Stick' by John Hegley</b> Faculty of Education supported a Northern Chamber Orchestra's (NCO) music and story-telling session for under 5's based on John Hegley's Stanley's Stick. The sessions included active participation through singing, creative</p>

	<p>play using a stick and encouraging active team-work between parents and children. 8 local schools participated.</p> <p><b>Sounds like Science</b> Joint project developed by the Faculty of Education’s STEM Centre North West and the Northern Chamber Orchestra. Pupils explored the sound of science through live music. Schools were also given a ‘gig bag’ of resources so that the outcomes from the workshop could be disseminated through the school. Four local schools participated.</p> <p><b>Hulme Favourite Places Project</b> Extra-curricular project for 20 Year 5 pupils at St. Phillip’s Primary School. Project developed imaginative stories about real places in Hulme and created a narrative journey through the area. Working with a writer, designer and a team of mentors, the final outcome was a map which included the children's stories. ITT students from Manchester Metropolitan University acted as mentors.</p> <p><b>Code Clubs</b> The Faculty of Education supported the roll out of Code Clubs in Hulme and Moss Side. Due to IT curriculum changes, these skills are in high demand.</p> <p><b>Creating writing project</b> Local arts centre Z-Arts worked with two Year 5 classes on a creative writing project that explored Hulme’s history and historical figures (actual and imagined) and looked at the Windrush legacy and history.</p> <p><b>Health Screenings</b> Student nurses offered health screening to the local community. BSc (Hons) Pre-Registration advised members of the public on issues such as a healthy diet and safe alcohol limits, and they also checked manual blood pressures.</p> <p><b>Health Impact Steering Group</b> Established in Oct 2013 to maximise the health impacts of the new campus. This group has led a number of health-focused activities aimed at benefitting local communities and improving health outcomes.</p> <p><b>School revision sessions</b> Widening Participation Team delivered after school revision sessions in English and Maths in Manchester Academy, Stretford High School and St Peters.</p> <p><b>Pre-entry advice and guidance</b> The Education Liaison Team worked with Loreto College, offering pre-entry advice and guidance to student mentors and other year 13 students applying to university for September 2014.</p>
Lessons for Belfast	<p>From MMU’s experience, the construction process threw up some difficulties i.e. the university had many sub-contractors on site that they could not control or enforce any penalties on for inconsiderate behaviour etc. The contractor for the student accommodation also went into voluntary administration meaning not all the townhouses were completed on time for the academic year. During the construction phase of the new campus, there were issues arising from works being undertaken outside of permitted times by MMU’s contractors. Residents’ complaints were acted upon by MMU and the out-of-hours works then ceased. One of the lessons learnt was to work in close liaison with contractors. Establish the university as lead in communications and co-ordinate closely. Anything they do can have an impact on organisation reputation. According to MMU, if you can put something into their contract in terms of supply chain behaviour and local employment that will be key. Use community forum/ key partners as a sounding board throughout the project. Keep the community involved through workshops and events, so the feel knowledgeable about what is happening. A key message from Corridor Manchester is to illustrate to communities the benefits of having an educational institution in their area.</p>
Key points	<ul style="list-style-type: none"> <li>• Early and ongoing community engagement through many different means and projects.</li> <li>• Aim to include some social housing in major developments.</li> </ul>

	<ul style="list-style-type: none"> <li>• Have a set of targets for impacts at the start and then measure at the end, as well as after five to ten years, to capture some of the long-term benefits.</li> <li>• Create job opportunities, especially for residents.</li> <li>• Develop, capture and measure volunteering.</li> <li>• Aim high with environmental standards</li> <li>• Ensure local employment during and after construction.</li> <li>• Work towards higher educational achievements in the area.</li> <li>• Ensure parking arrangements for residents.</li> <li>• Provide multiple modes of transport.</li> <li>• Work closely with contractors.</li> </ul>
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## Case study 2

### University of Manchester case study

Guidance	Information
Background of the local area before the development	The University of Manchester was formed in 2004 by the merger of two universities: University of Manchester Institute of Science and Technology and the Victoria University of Manchester. In order to better utilise space, the North Campus is being relocated into the Southern campus. The Southern campus is on the fringe of the City centre and is considered to be an urban campus which has been located here for the past 150 years. There is a boundary around this campus and the new buildings have not been expanded outside of this.
Scale and nature of the development	There was no expansion outside of the previous boundary of the South campus; there was a mixture of new builds and refurbishments during this project. In terms of new buildings, in 2004, a masterplan was created in partnership with the local planning authority. This meant that planning permission was easy to obtain.
Opportunities created and timescale for benefit realisation	<p><b>Corridor Manchester</b> is the first Partnership of its kind in the UK. It brings together <b>Manchester City Council, the University of Manchester, Manchester Metropolitan University, Bruntwood</b> (Manchester Science Park) and the <b>Central Manchester University Hospitals NHS Foundation Trust along with a collection of private sector developments</b>. The corridor lies from St Peter's Square to Whitworth Park along Oxford Road, Manchester. The Partnership is committed to generating further economic growth and investment in the knowledge economy for the benefit of the city region.</p> <p>The University hopes to improve the technology industry in this area, with the development The National Graphene Institute, which is a research institute University of Manchester focused on the research of graphene, a form of carbon. A sector which has been largely been attracted to this area has been the Biotech industry. University of Manchester lies along Corridor Manchester, which is also in partnership with the Hospitals and Manchester Science Park. As part of their Masterplan, the university had a contract, to create local jobs for local people, during the construction period. There were open communication channels through forums. The University of Manchester is located in an area of high deprivation and worklessness. There are schemes for the community involvement to help benefit residents in this area, such as a free 'Adults learning English' class, which runs once a month.</p> <p>The previously occupied Northern campus site will go up for sale and it will be the largest site remaining in the City for development. This could potentially create great investment opportunities.</p>

	<p>There is no formal impact assessment for this project at present, as they believe it was not truly relocation. However, there are KPIs in place with targets such as local employment. In five years (after the Masterplan is complete) they will undertake an overall economic impact assessment. At the start of the masterplan, there were several indicators established, which will be measured again in 3 years time, to see if they have been achieved.</p> <p>Long-term benefits that are yet to be achieved are an increase in space utilisation and a decrease in environmental impacts e.g. carbon emissions.</p>
Agglomeration effects	<p>As there has been an established university within the area for 150 years, there does not seem to be any additional impact in terms of housing. The University, has measures in place in terms of anti-social behaviour. Any student who does not behave appropriately could be sanctioned by the university.</p> <p>Parking does tend to be an issue, as with any urban university. Students try to park for free in residential areas of the City. This tends to be a problem with many urban universities. To combat this, the university have introduced residents only parking schemes.</p> <p>There has been no increase in the number of students each year, as they have simply consolidated two campuses into one.</p>
Lessons for Belfast	<p>There were many open consultations with residents and community forums. The University tried to make sure that local residents are employed in the construction stage. They can, for example: use the facilities on campus e.g. retail and meeting rooms. When the business school is opened, there will be more retail opportunities on campus.</p> <p>The key message from the Director of Estates for the University of Manchester was:          "Plan, but not in the planning sense. Have careful thoughts. Be resourceful and try not to do too much at once."</p>
Key points	<ul style="list-style-type: none"> <li>• Ensuring local jobs for local people, during the construction periods.</li> <li>• Open communication channels by various means of forums.</li> <li>• Multiple modes of transport such as bus, tram, bicycle etc.</li> <li>• University have introduced residents only parking schemes.</li> <li>• Schemes for the community involvement to help benefit residents in this area, such as a free 'Adults learning English' class, which runs once a month.</li> <li>• KPIs in place to look at targets such as local employment; make sure that local residents are employed during and after construction.</li> </ul>

Case study 3  
Birmingham City University

Guidance	Information
Background of the local area before the development	<p>Prior to construction, the Eastside area was a traditionally industrial area with a mixture of warehouses and factories from the 19<sup>th</sup> and 20<sup>th</sup> century. The area had went into a particularly steep economic decline during the 1970's/80's, because of a declining industrial base.</p> <p>The main physical issue in the area was the former Inner Ring Road (Queensway) that physically disconnected the traditional city core from the Eastside area. The road scarred the landscape and made this area unattractive to potential developers.</p> <p>Presently, all the warehouses, the factories and the elevated road have now gone from the landscape. All that remains are the three listed buildings and the trees which reside next to them.</p>
Scale and nature of the development	<p>Prior to relocation BCU was situated on a large site in Perry Barr, which hosted a number of buildings that were in need of either major modernisation or replacement.</p>

	<p>The move of BCU into the Eastside area was not an immediate decision. Originally in 2010, BCU wanted to expand their Perry Barr campus. However, a new Chancellor was appointed and was said to give this project a “new set of eyes”. He felt that Perry Barr was fairly run-down and had high levels of crime and considered that this was fairly unattractive to prospective students. The project was supported by both the Council and other key partners.</p> <p>The physical look of the Perry Barr campus was considered to have a negative impact on attracting students to the university and on the student experience. BCU already had some facilities in the city centre and these were more popular with students. To keep BCU competitive with other UK universities, it was decided to relocate from this area into the City Centre.</p> <p>Essentially, BCU has moved from eight campuses scattered across Birmingham, to two new principle sites on the city centre’s eastern fringe to create a “Learning Quarter”.</p> <p>BCU have had a presence in the Millennium Point, in the Eastside area of the city for over a decade and leases the space from the Millennium Point Trust. It houses the 18,310sqm Parkside Building which was the first phase of the new BCU City Centre Campus plan. It was opened in 2013 and was the new home of the BCU Birmingham Institute of Art and Design from a building at Aston University. Also in the move to the City Centre was the School of Media.</p> <p>The 24,300sqm Curzon Building is the largest to be developed so far in this project and is due to open in September 2015. So far, investment on this project is around £250 million.</p> <p>Birmingham planners have given the green light for a brand new Conservatoire to be built in the Eastside region of the City, for completion in 2017, just in time for the incoming students.</p> <p>Birmingham City University have recently leased a 5,109sqm office building that is currently under construction by an adjacent developer for which the university plan to use as staff offices. The value of this project to this date is in excess of £180m.</p> <p>In terms of any refurbishment, a former public house that is a Grade II Listed Building has been refurbished and incorporated into the Curzon Building. The pub now forms part of the student welfare facilities.</p>
<p>Opportunities created and timescale for benefit realisation</p>	<p>It is too early to say entirely what wider impact there will be in terms of industry employment, however the “creative” industries in Digbeth (e.g. media, technology, IT, design etc.) are keen to forge closer links to the University. It will allow both teachers and students to think more innovatively.</p> <p>There is the expectation that the modern buildings and city centre location will improve student satisfaction as the range of facilities and surrounding physical environment is superior to the Perry Barr campus. This will continue as each new building reaches completion. In addition, the site is easier to get to via a range of public transport, walking and cycling. This will be seen as an opportunity to increase eco-friendliness of students in the Birmingham area, and overall reduce the student carbon footprint.</p> <p>This development is hoped to stimulate others in the area. The presence of BCU in Eastside has seen the introduction of businesses such as Maverick TV and the BBC. BCU hopes that this development continues to grow. BCU do not want to greatly increase their student numbers; however they hope to increase the numbers of international students and increase the amount of research undertaken by the University.</p> <p>Birmingham City Council expects the impact of the numbers of students and staff in the area will completely change the feel of the campus and provide the footfall in the Eastside area of the city, which they expect will attract the development the retail and leisure elements of Eastside Locks redevelopment. Through the creation of connections with Digbeth, the industries that Birmingham is expecting to attract are the digital and creative industries, through the Digbeth Forum (of</p>



	<p>businesses, residents and other education providers). This could advance future prospects for students at the university.</p> <p>The partnership of the City Council and Advantage West Midlands that was originally set up to deliver the infrastructure and sites was dissolved when Advantage West Midlands was closed. Because of this, no monitoring or measurement indicators have been formally established as the City Council no longer has the resources to undertake this work. The only target set for the University was during the project. During construction, BCU had to aim to employ 80% of its construction workforce from the local activity.</p>
<p>Agglomeration effects</p>	<p>As the area has been predominantly designated as a business and learning quarter, the residential part is on a smaller scale. The closest residential blocks some distance away and unlikely to be impacted by the development. However, there are new plans to develop a 17 storey student residential tower, to house students from BCU which is now on site.</p> <p>An extension to the Midland Metro tram system into Eastside is to be funded by the Government; this will be open in 2022 and is expected to add to the attractiveness of the area.</p>
<p>Negative impacts in the vacated area</p>	<p>When BCU decided to relocate there was an opposition by local residents in Perry Barr as well as students. However, since BCU has relocated, the Perry Barr area has been identified through the Submission Birmingham Development Plan (BDP) as a growth centre. There is a proposal for a 20,000 sq.m of floor space and 10,000sqm office space could be accommodated in this area.</p> <p>The uses proposed for this district centre include: retail, leisure, commercial, hotel, and residential. Presently, parts of the previous BCU campus have been sold off to 3 schools and a healthcare facility.</p> <p>It is also important to note that Birmingham City Council has been working with BCU over the last few years to develop opportunities for the BCU Perry Barr site and have fed into the wider plan for the area. They have also been working with other landowners and key stakeholders in Perry Barr.</p> <p>The masterplan for Perry Barr will shortly be going through approvals for consultation expected in September. Engagement with the local community and students is vital for this project and they will have the opportunity to comment throughout.</p>
<p>Lessons for Belfast</p>	<p>A significant obstacle for BCU was the disjointedness between government departments. Originally the new campus was proposed in a single building within the new Eastside City Park on New Canal Street and Fazeley Street, however a week before planning consent was to be given to the building, and the Government announced that High Speed 2 (HS2 railway from London to Birmingham) would have its new city centre station built on the site.</p> <p>This required the City Council to work closely with BCU to find a different site (the one they are now on) nearby. This required renegotiation of a land-deal that had been done with the Eastside Locks developer and the reconfiguration of designs for Eastside City Park that was due to be positioned on much of the new site.</p> <p>The City Council have worked collaboratively with BCU in identifying an appropriate site through the Planning and Regeneration Service. The City Council's Birmingham Property Service was heavily involved in the land deals, and there was extensive urban design and pre-application advice around the planning applications to ease the process.</p> <p>The key message from Birmingham council is to ensure that the project is promoted in a fully joined up way. In Birmingham, whilst the benefits of the City Centre move were being proclaimed, the impact on the exiting community was perhaps not recognised quickly enough (no means to support local shops and businesses, and fewer students likely to want to rent houses in that area of Perry Barr etc.) and the support to the Perry Barr area has been playing catch-up.</p>



	<p>Advice from BCU was to create a developers forum – ‘Recognise the opportunity of building a new campus and include key stakeholders, no matter how small, to maintain a regular dialogue from the start’.</p> <p>The purpose for relocation and the benefits the university can bring to this area needs to be well communicated to the residents and tied in to how that it can promote development and growth opportunities. At the same time, options for the future of the existing site and mitigating the impact upon the surrounding community should also be implemented.</p>
Key points	<ul style="list-style-type: none"> <li>• Working in partnership, both council and university from the beginning.</li> <li>• Set up a developers forum</li> <li>• Have a plan in place for the vacated area.</li> <li>• It takes time for all benefits to be fully realised.</li> <li>• Various modes of transport (e.g. bus, tram, bicycle etc.) to be included.</li> </ul>