

Integrated Infrastructure Plan (IIP)

Information pack



What is an IIP?

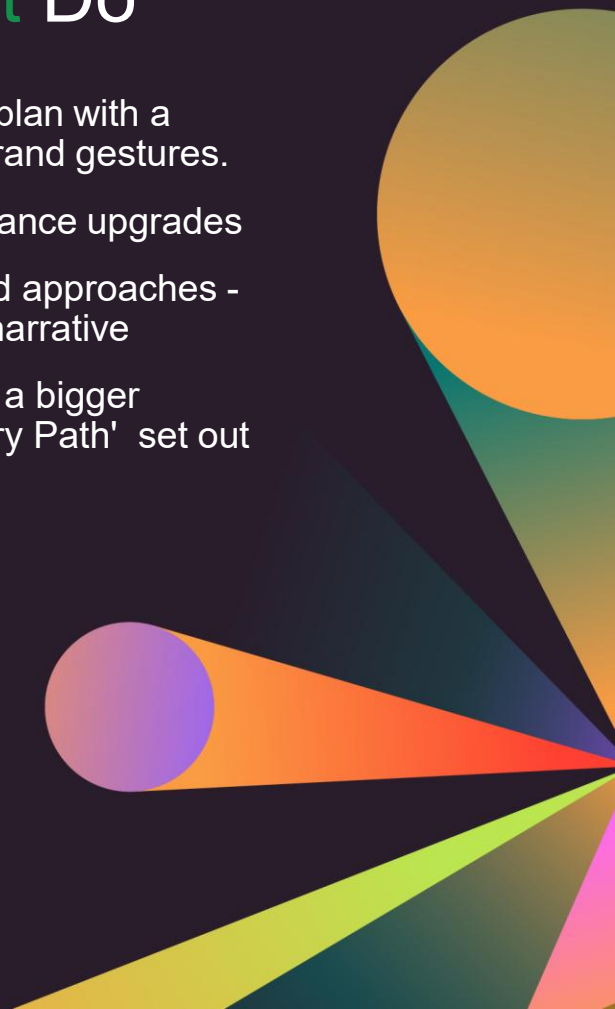
A joint implementation plan between Estates & Facilities, and ITS to deliver a long-term investment and delivery framework for the University of Manchester's physical and digital integrated estate.

What the IIP **Will** Do

- Provide a roadmap for foundational improvements and strategic leaps
- Define a unified portfolio for digital and physical infrastructure priorities
- Provide clear vision for becoming a workplace leader in research, learning and enabling
- Enable culture change through policies and tools such as space management
- Recommend revenue and capital priorities, and options for addressing complex challenges
- It will seek to reduce our operational cost but increase our outcomes.

What the IIP **Won't** Do

- Be the usual architectural masterplan with a catalogue of new buildings and grand gestures.
- Be a series of IT and OT maintenance upgrades
- Replicate investment patterns and approaches - leaning in to 'its time for us now' narrative
- Delivery in itself, as that's part of a bigger conversation and why the 'Delivery Path' set out in this deck is so important.



Manchester 2035 strategy

Our North Star

Becoming a great 21st century university

The world is changing, fast. Climate, tech, geopolitics – everything is shifting.

But this isn't the first time Manchester has risen to the moment. We were born as an answer. The first modern civic university, built for an industrial age. Now, it's our turn to define what a great university looks like for the 21st century, creating knowledge for the public good, locally and globally.



What is the Integrated Infrastructure Plan (IIP)?

Purpose

The IIP is not just a list of projects; it's an **enabling framework for the Manchester 2035 Strategy**; bringing together the issues, opportunities, and demands facing both the digital, and physical estates; aligning maintenance with strategic investment decisions.

Co-produced with the same rigour as M2035, the plan will gather insight and expertise from across the institution and externally via expert consultants to understand current conditions, capabilities, and future needs over the next 10 years. **The Delivery Handbook sets the framework for our approach to delivering the IIP.**

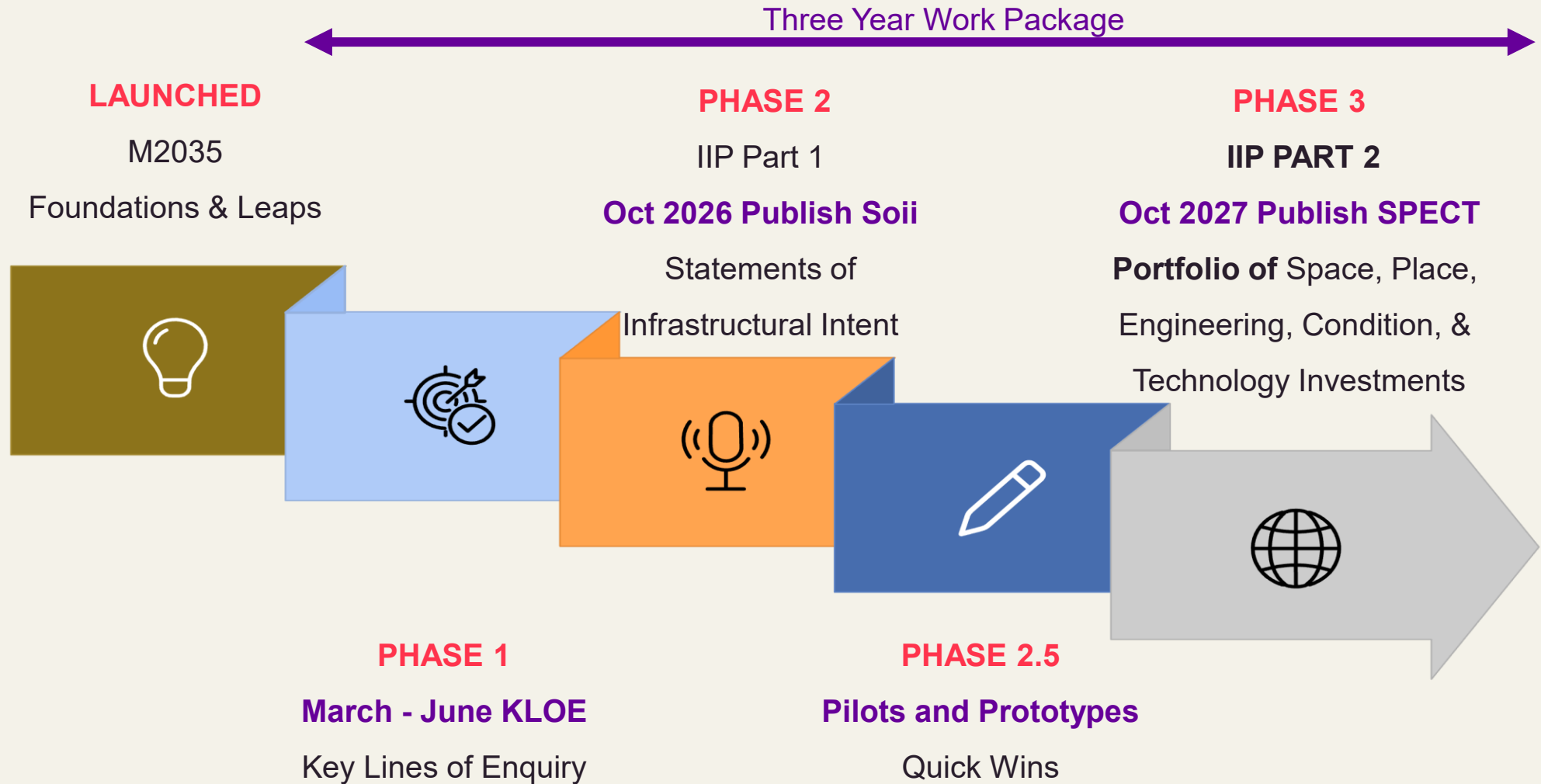


Objectives

- Provide a unified capital programme for digital and physical infrastructure priorities.
- Enable culture change via policies and tools (e.g., space management).
- Recommend short-term capital priorities and identify options for complex, long-term issues.
- Articulate a clear narrative to attract inward investment and partnerships.

The IIP will give a clear strategic direction for the University of Manchester's physical and digital infrastructure as an enabler for the M2035 strategy.

IIP Programme



We are currently in Phase 1 of the IIP Programme.

8 Key Lines of Enquiry (KLOEs)

The 8 KLOE reflect the challenges facing universities in the UK and internationally and the complexity of designing a campus and IT system fit for the future. We have asked our executive committees to consider all 8 KLOE's.



AI Integration

How will we level cutting-edge AI for intelligent infrastructure management and enhanced user experience of our campus?



Net Carbon Zero

How will we achieve carbon neutrality through the design of our campus and the application of our operational practices of our campus?



Competitive Advantage

How will we create 1st class facilities that attract top talent to learn, research and foster groundbreaking environments in our campus?



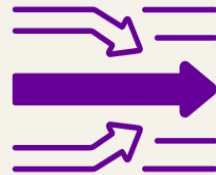
Liveable Spaces

How will we make environments that promote well-being, accessibility, and community engagement for all users in our campus?



Digital Enablement

How will we provide robust and flexible digital infrastructure integrated with our physical estate in our campus?



Lean Operations

How will we optimise resource utilisation (land and property, equipment) and operational efficiency to deliver maximum value from our campus?



Financial Surplus

How will we generate financial surplus through our activity to build and reinvestment capability through strategic infrastructure planning of our campus?



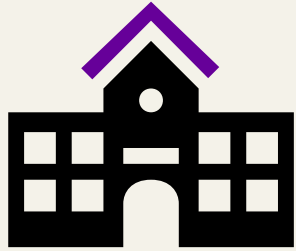
Strategic Partnerships

How will we leverage strategic partnerships to enhance our campus infrastructure, expand our reach, and foster collaborative innovation within and beyond our institution in our campus?

Each committee is asked to provide 3 foundation and 3 leap priorities per KLOE

What do we mean by infrastructure?

All KLOE responses need to be focused on activities related to the estate and its infrastructure. Infrastructure can cover a variety of different elements including:

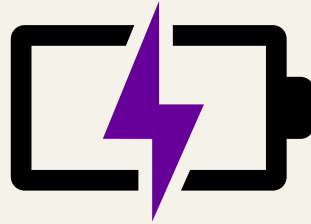


Physical estate

Examples include:

- Research labs
- Study spaces
- Teaching and learning rooms
- Wellbeing hubs
- Offices
- Student union
- Accommodation
- Public realm / open spaces

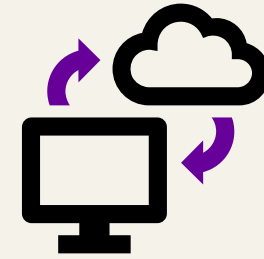
It is also important to factor in the condition of the physical estate.



Campus infrastructure

Examples include:

- Power and energy systems, usage and availability
- Water and wastewater systems
- Heating, ventilation and air conditioning systems
- Transport availability and accessibility
- Wayfinding
- Security

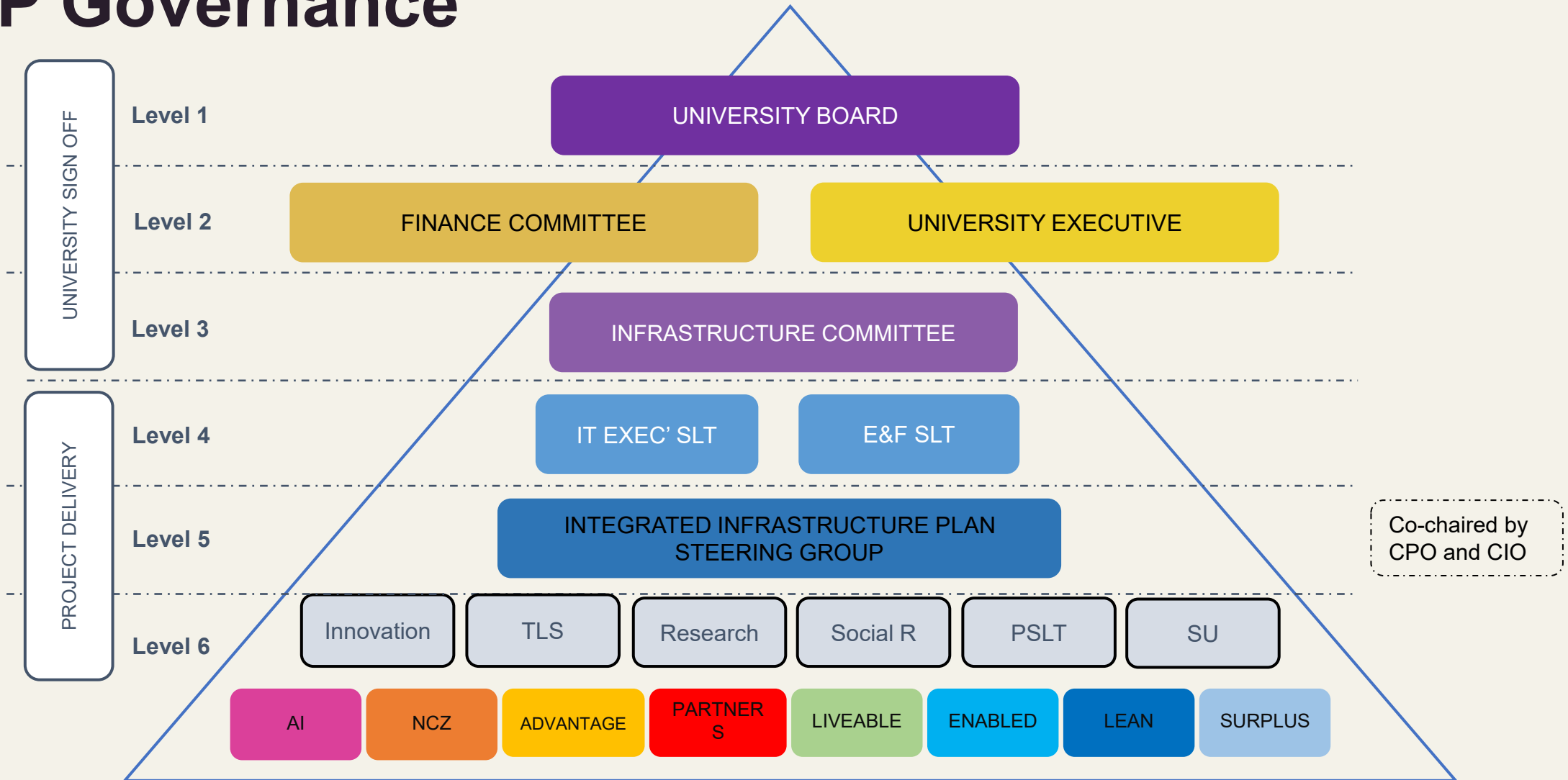


IT and Digital

Examples include:

- Fibre optic and network
- Data centres and serve rooms
- Wireless access points
- Audio-visual systems in rooms
- Cybersecurity
- Systems and software

IIP Governance



The formal governance approach for the IIP is underpinned by the IIP Steering Group responsible for delivering key milestones.

Engagement for the IIP

WHO?

HOW?

WHEN?

WHAT NEXT?

KLOEs



A series of sprint workshops will be implemented to identify key Foundations and Leaps through 8 Key Lines of Enquiry (KLOEs), aligned to M2035.

Engaging the following groups
Research Committee
Innovation Committee
Social Responsibility Committee
TLS Committee
Professional Services Leadership Team (PSLT)
Students Union
Estates & Facilities
Academic Panel
External Experts
Students
All staff
The 200
External Partners
Faculties – FBMH, FSE, FHUM.
UE

Engagement Sessions
KLOE workshops
Surveys
Charrette
VC Dinner / charrette
Deep dive sessions

Timescales
IIP Leads to arrange with Executive Committee Chairs. To take place between March and beginning of May
April - June
June
June
June - July

Charrette



The outputs and analysis of the KLOE engagement will be fed into a wider event, bringing together key stakeholders to 'stress test' and prioritise foundation and leap ideas to inform the Soii.

This approach, alongside frequent comms, will enable a wide-range of groups across the university to engage in the IIP.

IIP Steering Group membership

SRO's and dept leads

- **Co-Chair & SRO** - Barra Mac Ruairi - CPO
- **Co-Chair & SRO** - PJ Hemmaway - CIO
- **Business Lead** - Sharon Richardson - AD of Estates (IIP)
- Michelle Harper - Director of Estates (Partnering)
- Alex Goffe - Deputy CIO
- Jenna Covell - Director of IT Governance, Risk & Compliance
- Chloe Gray - Director of IT Enterprise & Bus. Architecture (interim)
- Matt Atkin – Executive Director of Planning
- Stella Morris – Head of Change Communications

External Project Team

- Suzanne Lloyd – Director at Arcadis
- Charlotte Leech – Principal Consultant at Arcadis
- Anya Sangha – Consultant Project Manager at Arcadis
- Mark Perrett – IT lead consultant at PTS

Faculty IIP Leads

- Fiona Smith – Deputy Dean FHUMS
- Peter Green – Deputy Dean FSE
- Allan Pacey – Deputy Dean FBMH

Exec Committee IIP Leads

- Research - Richard Curry – AVP for Research and Innovation
- Research - Stuart Holmes – Director of One Research Facility
- Innovation - Aline Miller – AVP for Enterprise
- Social Responsibility - Julian Skyrme – Exec Director of Social Responsibility
- TLS - Rebecca Hodgson - AVP for Curriculum and Quality
- PSLT – Hannah Rundle – Exec Director of Faculty Operations
- SU – Ben Ward – CEO of Student Union

PHASE 1 Key Engagement Dates

Event	Date
Project initiation and socialising <ul style="list-style-type: none"> Infrastructure Committee, University Executive, Faculty Exec Boards 	Dec 2025–Feb 2026
Engagement on KLOE <ul style="list-style-type: none"> Innovation, Social R, TLS & Research Exec Committees PSLT and SU Exec Academic panel 	March – May
Staff Engagement <ul style="list-style-type: none"> Shape My Campus survey 	April - May
Student engagement <ul style="list-style-type: none"> Visual diaries Shape My Campus Workshop with external and internal experts 	Feb Date tbc May
Charette <ul style="list-style-type: none"> Half-day internal with UE, Exec Comms, The 200, PSLT, Faculty exec's Half-day with external partners – city, industry, community 	June Date tbc
Deep Dives	June/July
Presentations or updates to Board	May/July/October