

Delegate Brochure



CAMPUS

2027

**24 February 2027, London****The new world-class annual event for university estates leaders**

Dear Estates Leaders,

CAMPUS brings together the leaders who run university estates across the UK and Ireland, to work through the decisions that will shape their institutions for decades.

Financial pressure has put the estate at the centre of university strategy. Estates teams are deciding which buildings to keep, sell or refurbish, how to fund the backlog, how to decarbonise, how to make sense of data spread across hundreds of building systems, and how to better connect operations with campus experience.

Our delegates are Directors of Estates and their fellow senior campus stakeholders, alongside the development, capital projects, operations, and commercial leaders they work with.

Uniquely, **CAMPUS is not a conference**. There are no stages, speakers, panels, or exhibition stands. Instead, the event runs on **‘Tribes’**: closed-door discussion groups, where estates leaders compare what has worked, what hasn't, and what they would do differently next time. This formula allows for meaningful dialogue and sparks collaboration.

Every session is off the record, so the conversation stays candid.

This is where university estates leaders meet.

Rob Marten & Neall De Beer

Co-Founders, SPACE+



“CAMPUS is
designed for
meaningful
engagement..”



A different kind of event

CAMPUS is designed to be different from existing estates events. There are no keynotes, panels or workshops, and no exhibition hall. Instead, the whole day is built around meaningful conversations, in what we call **Tribes**.

Tribes

Four Tribes run side by side, each with three sessions. Every session is closed-door and capped at 30 people. That makes it easy to talk candidly about what a decision really cost and what you'd do differently.

Problems before products

Every session starts from a question estates leaders disagree on, so you can test your own plans against people who took a different route.

Collaboration that outlasts the day

Most of the hardest estates problems are shared across the sector. CAMPUS connects the teams who can solve them together.

Curated by design

Each session is led by a Host, with six Co-Hosts who are all senior university estates leaders. That keeps every discussion peer-led and at the right level.



Imogen Ebbs
(Aviva Investors)

"Tribes create meaningful dialogue between peers..."

Find *your* Tribe



Estates strategy & rationalisation
Data-led estate management
Occupant behaviour & building performance

***For** Director of Estates, Head of Estates, Head of Property,
Head of Estates Operations*



Ancillary revenue strategy
Residential strategy & operator partnerships
Industry co-location & innovation space

***For** Director of Estates, Head of Property, Director of
Commercial Services*



Capital programme prioritisation & business cases
Alternative funding & partnership structures
Portfolio restructuring & regeneration partnerships

***For** Director of Estates, Head of Estates Development, Head of
Capital Projects*



Campus engagement & belonging
Civic engagement & social cohesion
Student wellbeing & campus safety

***For** Director of Estates, Director of Campus Services, Director
of Student Services & Experience*

Morning Agenda:

09:00 NETWORKING

10:00 JOIN A TRIBE



Estates strategy & rationalisation

Estates strategies are usually written for a decade or more, while the assumptions behind them can change within a single admissions cycle. Every decision to consolidate, dispose or build rests on a view of future demand, and faculties often argue hard for the space they have. The Tribe will debate how much certainty an estates strategy should aim for, and how much flexibility it should build in instead.



Capital programme prioritisation & business cases

New build, refurbishment, backlog maintenance and digital infrastructure all bid for the same capital, and the evidence behind each is often not like-for-like. Digital systems can be specified late or value-engineered out, just when they would be cheapest to install. The Tribe will debate how estates teams appraise options, how much condition risk they accept, and what it takes to get a major scheme through governance.



Ancillary revenue strategy

Conferences, summer lets, sports facilities and parking can all earn income, and every commercial use competes with students and staff for the same buildings. The Tribe will debate where commercial activity strengthens the campus, where it starts to crowd out teaching and research, and who should run it.



Campus engagement & belonging

Many universities are seeing fewer students and staff on campus than their estates and timetables were planned for, as hybrid habits, part-time work and the cost of travel take hold. Spaces, services and timetables all shape whether people choose to come in and stay. The Tribe will debate how much of the engagement challenge estates and campus services can solve, and where it depends on decisions made elsewhere in the university.

11:00 NETWORKING

11:30 JOIN A TRIBE



Data-led estate management

Many universities now have sensors, platforms and dashboards in a handful of buildings, often from different suppliers and different pilots. Scaling to the whole estate raises harder questions: which open standards to adopt, who owns the data, and how building systems join the university network without adding cyber risk. How much of that groundwork should come before the next pilot?



Alternative funding & partnership structures

Sale and leaseback, joint ventures, income strips and energy-as-a-service can all bring in money that grants and reserves no longer provide. Many also move spend from the capital budget to the revenue budget, easing pressure now in exchange for commitments that run for decades. The Tribe will weigh which assets suit outside capital and which a university should keep under its own control.



Residential strategy & operator partnerships

Handing halls to an operator releases capital and management time, and it also hands over part of the student experience and the risk of empty rooms. Nominations agreements, joint ventures and in-house management each split that risk differently. Which parts of student living should a university keep in its own hands?



Civic engagement & social cohesion

Universities are often expected to anchor their towns, opening sports centres, libraries and green space to local people while managing the pressures of a busy public site. Protest, community relations and competing demands on shared space often land with estates and security teams. How open should a campus be when community access, free expression and security pull in different directions?

Afternoon Agenda:

12:30 LUNCH

13:30 JOIN A TRIBE



Occupant behaviour & building performance

Comfort controls, room booking and public energy dashboards all depend on students and staff using buildings the way they were designed. Some institutions invest in engagement and onboarding, while others automate around how people really behave. The Tribe will compare what has changed behaviour on campus, and where the effort was better spent on the building itself.



Portfolio restructuring & regeneration partnerships

Mergers, campus closures and disposals are now part of estate strategy at a growing number of institutions, and the councils around them often expect universities to anchor regeneration. Selling a site can fund the core estate and still leave a gap in a town that depended on it. The Tribe will look at how universities decide which sites go, and how they work with local authorities and development partners.



Industry co-location & innovation space

Bringing industry partners, start-ups and flexible workspace operators onto campus can strengthen research links, give graduates a reason to stay nearby and earn rent from surplus space. It also ties up space the university may need later and raises questions about charitable status and tax. The Tribe will debate what a university should expect in return before it becomes a landlord.



Student wellbeing & campus safety

Student wellbeing is usually led by student services, but much of what keeps students safe and supported happens in buildings and services run by estates: halls, out-of-hours cover, lighting, security and quiet space. The Tribe will look at where pastoral care and campus operations meet, how responsibilities and budgets are shared, and what has worked when the two teams plan together.

14:30 NETWORKING

15:00 FORM THE TRIBAL COUNCIL

16:00 NETWORKING DRINKS

Draft Agenda.

Why senior leaders love Tribes

A Tribe is simply an oval of chairs. With a topic and agenda set by the Host & Co-Hosts. No technology. No distraction.

They're loved because they create meaningful engagement. It's a dialogue between peers.

You come away understanding what people *really* think. And having tested your own thinking, too.

And therefore who you want to continue the conversation with afterwards.

"So many attendees actively contributing..."



"They say it takes a village, maybe in this case it takes a Tribe..."



"Everyone participating with insightful input..."



Thematic content

Join the Tribes that best suit your areas of interest. Choose your *own* adventure!

Seeded with senior practitioners

Each Tribe has a Host and 5-6 Co-Hosts. Co-Hosts are exclusively university estates leadership.

Engaging format

The Tribes have an agenda (set by the Host and Co-Hosts). But from there it's an open discussion. You are not part of an audience. ***There is no audience.***

Vehicle for discovery

Tribes act as a vehicle for discovery. There are some people you need to meet, that aren't yet on your radar.

Session intelligence

Receive an anonymised summary of the session - the real conversation, not the sanitised version.

SPACE+ 2026/2027 events

SPACE+ has a calendar of world-class property events

UK Flagship Events

'Flagship Events' are the *big ones*. These events have a Main Stage, multiple Tribes, Thinktanks, Dinners, 1:1 meetings, and rich networking.

UK Tribe Events

'Tribe Events' are attended by a maximum of 150, with concurrent Tribes and 1:1 meetings throughout the day. They're designed for collaboration, relationship building and engagement.



Visit Website

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JUL

AUG

SEPT

OCT

NOV

DEC

ARAM UK

- 30 September
- The Oval

OCCUPEERS Tribes

- 13 October
- Fulham Pier

JAN 2027

FEB

SPACE UK 2027

- 26 January
- TOGETHER

MAR

CAMPUS 2027

- 24 February
- London Venue TBA

APR

FLEX Tribes

- 24 March
- London Venue TBA

MAY

ALT/RESI UK 2027

- 27 April
- Fulham Pier

JUNE

SPACE AI & Data Tribes

- 6 May
- London

CREAM UK 2027

- 8 June
- Fulham Pier

Pricing Grid...

Book early and save. Groups of 3+ get a 20% discount (calculated below)

	1 TICKET	2 TICKETS	3 TICKETS	4 TICKETS	5 TICKETS	6 TICKETS	7 TICKETS	8 TICKETS
 SUPER EARLY BIRD	£499	£998	£1,197.60	£1,596.80	£1,996.00	£2,395.20	£2,794.40	£3,193.60
EARLY BIRD	£599	£1,198.00	£1,437.60	£1,916.80	£2,396.00	£2,875.20	£3,354.40	£3,833.60
STANDARD RATE	£699	£1,398.00	£1,677.60	£2,236.80	£2,796.00	£3,355.20	£3,914.40	£4,473.60
LATE RATE	£799	£1,598.00	£1,917.60	£2,556.80	£3,196.00	£3,835.20	£4,474.40	£5,113.60

Notes:

- There are only 50 Super Early Bird tickets available
- 20% discount is applied to group of three or more (calculate already above)