## Contents

**Principal’s Introduction**
**Executive Summary**
1.0 Introduction
2.0 The Estate
3.0 Principles and Values
4.0 Objectives and Indicators
5.0 Influences and Challenges
6.0 Conclusion

**Appendices:**
A Geographical location of Estate
B Overview of the main campus sites
C Aerial photographs
D Evaluation of the Extant Strategy
The quality of our infrastructure and environment reflects and projects the standards and ambition of our University and helps to define and reinforce our reputation. Our Estate is large, complex and diverse; it includes a range of modern and historic buildings used for a wide range of purposes. It crucially provides the stage to showcase the University to a wide audience through student open days, public events and conferences. We are fortunate to be the custodians of a historically important campus at King’s College which has modern influence and purpose and plays a significant role in the presentation of our University.

Over the last decade we have made a significant investment in our infrastructure, modernising and introducing new facilities, which has resulted in a step change in the condition and performance of our Estate. We are rightly proud of our achievements, which include a number of high-profile strategic developments such as The Sir Duncan Rice Library, Aberdeen Sports Village, and the Suttie Centre, as well as a large number of refurbishment projects. All of this work has helped to provide the type of facilities our staff and students require and expect. This work not only provides the space needed for our student and staff community, but also brings a competitive edge through the provision of state-of-the-art facilities which are vital if we are to continue to attract world leading scholars and provide a student experience which is second to none.

Our Estate Strategy 2013-2023 sets out our vision and direction for our Estate. It is set within our institutional Strategic Plan and sits alongside our longer-term development frameworks. It is a vision that recognises that to be a globally competitive University, we need an Estate that both matches and supports that academic ambition. The successful delivery of this Estate Strategy is, therefore, intrinsic to our ambition for the University of Aberdeen to be a world leading University.

Professor Sir Ian Diamond
FBA FRS ACSS
Principal and Vice-Chancellor, University of Aberdeen
The University Estate plays an important role in achieving institutional ambitions. It caters for the diverse needs of our staff, students, and local community, providing everything from teaching and research facilities to residential, sporting, exhibition and events venues. This strategy sets out how the University will develop and manage its Estate in line with the University’s Strategic Plan, Development Frameworks, and Capital Plans.

This Estate Strategy is based on our continued presence at King’s College, Old Aberdeen; our medical Campus at Foresterhill; our main student residences provision at Hillhead; and our sports provision at Aberdeen Sports Village. We will evaluate the opportunities for our interests at Marischal College, Balgownie, and the site of the former Dunbar Hall of Residence. We will progress as planned with our phased disposal of the Rowett Estate.

Our last strategy established a number of overarching strategic principles which served us well and were identified to preserve and enhance the long-term potential of our Estate. These policies have been reviewed and updated, and will again serve as guiding principles for the sustainable development and long-term management of the Estate.

Over the last ten year planning period there has been considerable improvement to the Estate through refurbishment and development of existing and new facilities in conjunction with the disposal of surplus assets. A number of our investments have been supported by joint ventures with key partners such as Aberdeen City Council and NHS Grampian. These improvements have been achieved by exceeding sector norms for capital investment.

While it is useful to recognise the achievements that have been made, there is still considerable room for improvement. This strategy seeks to build upon the progress of the previous planning period through the continuation of the improvement of our current facilities, the selective development of new facilities, and the enhancement of the non-built environment. The implementation of this strategy will ensure that we continue to provide the necessary funding requirements and deliver facilities that reflect our reputation as one of the world’s leading universities. The initiatives which we have identified are closely linked to the delivery of our institutional ambitions.

We are committed to delivering a high quality student and staff experience, and to do this we will modernise and develop our student residential provision, provide new child care facilities, enhance our faith provision and seek means to provide better student and staff social facilities. As a leading University Public Engagement is also an integral part of our mission. We will aim to develop a campus that the community can engage with.

We recognise teaching lies at the core of what we do and we will look to modernise our current provision. Research is fundamental to the character of our University and we have recognised action is needed to meet our aspirations and plans. Through the Merger with the Rowett Institute an opportunity has been secured to provide a new research facility, and in addition, we seek to scope and thereafter develop a new Energy and Science building.

In delivering our Academic vision we will seek to maintain and develop an Estate and supporting infrastructure that supports world class activity in the most efficient and sustainable way possible. We will seek, wherever possible, to improve and make better use of our existing facilities, with a comprehensive modernisation around the core area of King’s College envisaged. The historic fabric and environment around King’s College forms a jewel in the University Estate and one which we are committed to maintaining to a high standard. We have recognised that there remain areas where there is a case for further consolidation and rationalisation.

This document sets out our Strategic Principles, Values and Objectives and explains how we will manage and monitor these. Over the planning period there will be a number of opportunities and challenges to which we will want to respond. The framework provided by this strategy grants the necessary flexibility to react to changing requirements and new ventures, whilst at the same time ensuring that the successes of the previous decade continue. The Strategy will be formally reviewed at the end of 5 years to ensure its continued value and relevance.
1.0 Introduction
Our Estate is invaluable and is a physical representation of our University. It includes a range of historic, mid-20th Century and modern buildings used for many diverse purposes and activities, each of which plays an important part in defining the character of our University. The historic core of our Old Aberdeen campus is a major part of the city’s cultural heritage, and we own a number of its most culturally important and distinguished buildings. Our campus at Foresterhill forms part of the modern University and in conjunction with NHS Grampian, it plays a large role in supporting the health needs of the community.

Our Estate presents opportunities to engage with the public whilst providing modern facilities for innovative learning and research, and as such, it must meet the demands of the local community, students, and staff. Over the last decade we have invested significantly in developing and modernising our infrastructure and facilities, and this work continues as we plan for an expanding student and increasingly diverse population.

MISSION

Our mission is to provide integrated, customer focussed, sustainable and cost effective property services.

VISION FOR THE ESTATE

Our Vision is to provide a quality Estate and infrastructure which enhances the University’s reputation.

Both our Mission and Vision are in line with the University’s key aims, missions, and values which are outlined in the University’s Strategic Plan
http://www.abdn.ac.uk/about/strategic-plan.php.

We aim to have in place services and infrastructure that will promote the achievement of our aspirations.

To achieve this we will seek to provide an infrastructure which:

> Supports world class academic activity
> Delivers a high quality student and staff experience
> Provides a safe, stimulating and quality environment
> Supports public engagement
> Delivers today’s needs within a long-term development framework
> Respects and preserves our built heritage
> Embraces the principles of Sustainability and Social responsibility

In order to deliver these aims, we will:

> Manage our resources in a way that supports our strategic priorities, maximises value and satisfies our stakeholders
> Develop processes and structures which make best use of resources.

RESOURCE AND PRIORITISATION

The University’s 10 Year Capital Plan, which is routinely reviewed and approved by the University Court, confirms thresholds of available capital funding and priority areas for investment as identified through our institutional strategic objectives. Some examples of Estate priorities include: a new Rowett facility, the development of an Institute of Energy, and the initial phases of the co-location and refurbishment of the College of Arts and Social Sciences (CASS).
2.0 The University Estate
The University Estate

The University of Aberdeen, founded in 1495, is one of the four ancient Scottish universities and the fifth oldest in the United Kingdom. William Elphinstone, Bishop of Aberdeen and Chancellor of Scotland, established King’s College to train doctors, teachers and clergy for the communities of the North East of Scotland, and lawyers and administrators to serve the Scottish Crown. The University’s tradition and excellence in these subjects remain, but today the University offers a breadth of disciplines and boasts a curriculum that is internationally benchmarked.

Today the University of Aberdeen Estate extends beyond King’s College, and includes significant property interests at Foresterhill, Hillhead, Balgownie, Marischal College and Bucksburn / Newhills. The geographical location of these is presented in Appendix A.

OVERVIEW AND HISTORICAL BACKGROUND OF OUR ESTATE

The University of Aberdeen located in Old Aberdeen experienced little major expansion in its built Estate from its establishment until the merger with Marischal College in 1860.

During the early 20th century, the University acquired three significant land holdings: Foresterhill, Hillhead and Balgownie. At Foresterhill the University, in conjunction with the National Health Service, acquired and commenced development on what was the start of a new medical / health campus. The overall site secured between the parties extended to 125 acres, of which 100 acres are in joint ownership with a University entitlement to 31%, giving an area of ownership extending to 31 acres. At Hillhead, the University established a student residential village on the site which now extends to 20 acres, and at Balgownie, the University established a base for sports on a site which now extends to 40 acres.

The period from the mid 1960s through to the mid to late 1970s witnessed a radical and rapid growth in the built Estate at the University as it responded to the recommendations of the Robbins Report. The Robbins Report (the report of the Committee on Higher Education, chaired by Lord Robbins) was commissioned by the UK Government and published in 1963. It recommended an immediate and significant expansion of universities. To achieve this growth in provision, a corresponding rapid (and arguably unsympathetic) expansion of the built Estate, particularly at King’s College occurred. The quality of design and construction was lower than would have been desired, but reflected the prevailing standards, expectations, and requirements of the time. The impact and legacy of this period remains hugely significant to this day, with buildings from this period representing around two thirds of the current academic Estate and the vast majority of our student residences.

Stringent financial constraints during the late 1970s and 1980s halted this expansion and quickly resulted in a widespread decline in the physical condition of the Estate as there was little or no funding available for investment to maintain facilities. Over this period a number of properties were sold, many of which were located in what is now considered the core of the University Estate.

From the mid 1990s to date an improved financial environment and confidence has prevailed. This has allowed significant progress to be made in addressing issues around the quality and condition of the Estate which had accrued through the years of under-investment indicated above.

The most recent evolutions in the Estate include the University merger with the former Northern College of Education in 2001, which added approximately 24 acres and numerous buildings to the Estate.
This interest was later sold in 2005 with all activity relocated to King’s College. In 2008 a significant element of Marischal College was disposed of through a long ground lease to Aberdeen City Council for use as its new civic headquarters. Also in 2008, the merger with the Rowett Research Institute was concluded, which added 520 acres of land and buildings to the overall managed Estate; this was with the stated intention that it would be sold to fund the new facility envisaged at Foresterhill.

Further information about these sites can be found in Appendix B.

**LAND TITLE**

The level of detail of our titles for the Estate at King’s College varies. The age of King’s College and the manner of its acquisition and consolidation over time has resulted in there being many individual titles that vary in age, size and detail. While it would be desirable and convenient to have these separate titles unified and reregistered, the lack of a unifying document does not, in practice, complicate operational management or development.

The land titles for Foresterhill are also complex due to the manner of its acquisition and predominantly joint ownership. A single, unifying title is not held by the joint owners at Foresterhill. As with King’s College, it would be desirable and convenient to have these titles unified and reregistered, but the lack of a unifying document does not complicate the management or development of Foresterhill.

The land title position at the Rowett Estate has been investigated through the merger and does not raise any significant issues.

Following work with Aberdeen City Council, the title position for Marischal College has been clarified and re-registered.

**LOCATION AND EXTENT OF LANDED ESTATE**

The University Estate extends to 110.7 ha, excluding the Rowett Estate.

Aerial photographs of these sites are included at Appendix C.

<table>
<thead>
<tr>
<th>Area Profile (ha) 2013</th>
<th>Area Profile (Acre) 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>King's College</td>
<td>34.5</td>
</tr>
<tr>
<td>Foresterhill</td>
<td>12.8</td>
</tr>
<tr>
<td>Marischal College</td>
<td>1.5</td>
</tr>
<tr>
<td>Hillhead</td>
<td>8.0</td>
</tr>
<tr>
<td>Hillhead Centre</td>
<td>3.0</td>
</tr>
<tr>
<td>Dunbar</td>
<td>1.3</td>
</tr>
<tr>
<td>Playing Fields</td>
<td>17.0</td>
</tr>
<tr>
<td>Field Stations / Other</td>
<td>32.6</td>
</tr>
<tr>
<td>Total</td>
<td>110.7</td>
</tr>
<tr>
<td>Rowett Estate¹</td>
<td>213.0</td>
</tr>
</tbody>
</table>

**EXENT OF BUILT ESTATE**

The University’s Operational Estate comprises 88 main-line buildings and units and 135 houses and commercial properties, excluding the Rowett Estate. The University owns 99% of its Operational Estate.

<table>
<thead>
<tr>
<th>Category</th>
<th>No of Buildings /Units</th>
<th>Usable (m²)</th>
<th>Gross (m²)</th>
<th>Balance (m²)</th>
<th>Bed spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic and Related</td>
<td>47</td>
<td>112,817</td>
<td>169,012</td>
<td>56,195</td>
<td>-</td>
</tr>
<tr>
<td>Central &amp; Support</td>
<td>15</td>
<td>12,376</td>
<td>18,160</td>
<td>5,784</td>
<td>-</td>
</tr>
<tr>
<td>Halls and Catering</td>
<td>7</td>
<td>39,310</td>
<td>51,200</td>
<td>11,889</td>
<td>2,161</td>
</tr>
<tr>
<td>Leased by University</td>
<td>9</td>
<td>2,202</td>
<td>2,675</td>
<td>473</td>
<td>520</td>
</tr>
<tr>
<td>Leased from University</td>
<td>10</td>
<td>3,889</td>
<td>6,818</td>
<td>2,929</td>
<td>-</td>
</tr>
<tr>
<td>Housing</td>
<td>135</td>
<td>10,420</td>
<td>13,532</td>
<td>3,112</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>223</td>
<td>181,014</td>
<td>261,397</td>
<td>80,382</td>
<td>2,681</td>
</tr>
<tr>
<td>Rowett – Academic</td>
<td>26</td>
<td>8,861</td>
<td>13,528</td>
<td>4,667</td>
<td></td>
</tr>
<tr>
<td>Agricultural</td>
<td>18</td>
<td></td>
<td>14,875</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td></td>
<td>28,403</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ The Rowett Estate will be disposed of in line with the development of a new Rowett facility (see Chapter 4).
**VALUATION**

Our Estate is mainly valued by means of a methodology termed Depreciated Replacement Cost (DRC). Many of the buildings in the Estate are highly specialised, and therefore, open market valuations would not be suitable. We have a number of properties which do not come within this classification and in these cases reference is to Market Value (MV). The total holding valuation of land and buildings, including student residential property, is currently £497 million and our Insurance Replacement Value (IRV) is £621 million. These values exclude the Rowett Estate. Valuations are reassessed each year with formal revaluation every five years. This frequency, form and basis of valuation will be reviewed when the new accounting practices are implemented in 2015.

**AGE PROFILE**

Our Estate has evolved over considerable time, as outlined previously. To demonstrate an age profile, the approximate year of construction of the predominant part of the building, by gross internal area, is used. Where buildings have been substantially reconstructed, the date of construction reflects the year of that reconstruction.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>35%</td>
<td>40%</td>
<td>9%</td>
<td>1%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Residences</td>
<td>9%</td>
<td>91%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**MONITORING AND ASSESSMENT**

We routinely monitor and evaluate the Estate. The ways in which we assess and measure performance are as follows:

**Building Condition survey**

We hold an up to date condition and compliance survey for all of our properties. As well as assessing condition, the survey identifies a range of estates legislative compliance requirements and provides data about projected investment requirements in the short, medium and long-term. The information is used to inform annual priorities for recurrent capital investment, taking into account the business risks and strategic needs of the institution.

**Condition assessment and backlog maintenance investment requirements**

We use a methodology widely accepted across the property industry for assessing and quantifying backlog maintenance. Building condition assessment is made using the Royal Institution of Chartered Surveyors standard definitions:

- **A:** As new condition
- **B:** Sound, operationally safe and exhibiting only minor deterioration
- **C:** Operational, but major repair or replacement needed in the short to medium term
- **D:** Inoperable or serious risk of major failure or breakdown

Condition reports for our Estate are reviewed annually and the results of the most recent review are shown opposite.
**Building Condition Category**

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C/D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>24%</td>
<td>45%</td>
<td>31%</td>
</tr>
<tr>
<td>Target</td>
<td>10%</td>
<td>75%</td>
<td>15%</td>
</tr>
</tbody>
</table>

The cost of bringing the core Estate into condition B is now assessed at £54 million. This does not reflect costs associated with functionality enhancement.

In relation to the Halls of residence our position is as follows.

**Building Condition Category**

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C/D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>6%</td>
<td>30%</td>
<td>64%</td>
</tr>
<tr>
<td>Target</td>
<td>10%</td>
<td>75%</td>
<td>15%</td>
</tr>
</tbody>
</table>

The Halls of residence are currently in the process of an intensive £20 million refurbishment programme which will lead to our target being reached and exceeded in the short-term.

**Functional Suitability**

Functional suitability measures how well a given space and building supports its intended purpose or activity, and needs to be considered alongside condition. We use a methodology employed across the educational sector for assessing functional suitability of the academic Estate.

**Functional Suitability Category**

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>50%</td>
<td>26%</td>
<td>24%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Investment Levels**

Our recent phase of investment has modernised a significant proportion of our academic Estate, either through the development of new buildings for new activities, replacement buildings for current activities, or through major refurbishment of current facilities. Whilst this has addressed a considerable amount of the long-term condition issues across the Estate, there is still a significant proportion that must be addressed.

Sector analysis by the Scottish Funding Council recommends a level of annual expenditure on refurbishment, replacement and modernisation to maintain an academic estate in good condition and functionally fit for purpose. This annual requirement is expressed as a percentage of Insured Replacement Value (IRV). Excluding maintenance, the recommended benchmark figure is 2.3% IRV; this analysis assumes that there is not a significant amount of backlog investment required. Institutions with strong research positions and facilities to maintain, or those willing to invest to attract students, invest at a higher rate. The University’s non-residential Estate has a value of £453 million. The table below summarises this position:

<table>
<thead>
<tr>
<th>Insurance Replacement Value</th>
<th>Sector Average</th>
<th>Estate Recurrent Capital Investment</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>£453M</td>
<td>£10.42M</td>
<td>£3.0M</td>
<td>£7.2M</td>
</tr>
</tbody>
</table>
Over the preceding decade the capital investment of £230M to institutional scale projects, which has been balanced between refurbishment and new build, has overcome the gap indicated between the institution’s recurrent capital investment and the sector average indicative sustainable requirement. Through this investment the University has also achieved significant progress in reversing the impacts of the longer-term underinvestment of the late 1970s and 1980s. New institutional initiatives are under consideration which will continue to meet this funding requirement shortfall over the next planning period. The recommended level of funding would be sustainable in the future once backlogs have been addressed; it will also ensure that backlog issues are not recreated.

Running Costs

Running costs for every building in the academic Estate are established through building-specific expenditure codes. These are collated annually in arrears and incorporated into our building cost profile. In the financial year 2012/13, we spent £3.3 million on total property operating costs excluding utilities of approximately £4.5 million.

Linking Property to Business Indicators

We employ methodologies widely used across the higher education sector to relate our operational and financial activities. Through our annual analysis for the Higher Education Statistics Agency (HESA), we will monitor and track a number of key ratios including the following business related indicators and ratios.

![Higher Education Institution (HEI) income per square metre (psm) of net internal area (NIA) (non-residential estate)](chart1)

This measure represents institutional income received in the context of Estate size. A high income per m² reflects effective use of space. Long-term, the University aims to increase income and to reduce its Estate size where strategically appropriate.

![Ratio of total property costs to HEI income (non-residential estate)](chart2)
This ratio indicates the significance of non-residential property costs in the context of institutional income. This measure is heavily influenced by the level of maintenance expenditure incurred (includes write-off from capital). Reduction in this ratio improves profitability. The University seeks to reduce its backlog of maintenance and to also reduce other revenue property costs.

This indicator expresses the combined revenue maintenance and capital invested across non-residences in the context of the Insurance Replacement Value (IRV). This is a useful comparative measure to illustrate appropriate level of investment in estates. Improvement can only be achieved if levels of maintenance and capital spend are maintained.

This measure reflects the gross internal area (GIA) of the University Estate and indicates the growth over the period 2006-2012.

This measure reflects the Estate operating costs over the period 2006-2012.
FUTURE DEVELOPMENT POTENTIAL

King’s College
Within King’s College site there remains sufficient development potential for the short to medium-term through the use of currently available sites or the better reutilisation of currently developed sites. Any future intensification of development on the King’s College site would need to be balanced against aesthetic potential of the campus. Whilst sites may be available to satisfy short-medium term needs, a longer term perspective now needs to be factored into future consideration, and to this end, a new Campus Development Framework has been established to protect and guide future initiatives.

Foresterhill
Joint ownership is the foundation of academic inter-dependencies and collaborations which have evolved over the decades since the University moved to Foresterhill. It is not uncommon for universities to share sites with hospitals; there are three other instances in Scotland alone. In a number of ways, the situation at Foresterhill is considerably more straightforward than in other teaching hospitals because the parties involved have defined buildings. The preparation of the “Foresterhill Site Agreement” formalised responsibility for the Estate management of the areas and buildings occupied by respective parties. The success and benefits of the Site Agreement have been further developed by the formation of the Foresterhill Development Plan, which formalises the broad development principles for the long-term development of the Foresterhill site.

The site vacated by the former children’s hospital offers one of the few remaining significant development opportunities for the University and has been identified in the Foresterhill Development Framework as a site where the University has preferred status.

MAJOR CAPITAL PROJECTS (DATES)
Timelines of the major capital projects completed and strategic asset management initiatives achieved by the University over the course of the last decade are as noted below.

<table>
<thead>
<tr>
<th>Major Capital Projects</th>
<th>Oceanlab 1</th>
<th>Institute of Medical Sciences Phase II</th>
<th>Institute of Applied Health Sciences 1</th>
<th>Refectory Refurbishment to the Hub Health Sciences Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 2001 •</td>
<td>• 2002 •</td>
<td>• 2005 •</td>
<td>• 2006 •</td>
<td></td>
</tr>
</tbody>
</table>
| Major Asset Transactions | | | |}

- Secured land access on which ASV is based
- Ground Lease and development of new Carnegie Court
- Planning Consent on Dunbar Hall site for 460 bed spaces
- Disposal of Hilton Campus Site
- Acquisition of former Keith Park site

- Oceanlab 1
- Institute of Medical Sciences Phase II
- Institute of Applied Health Sciences 1
- MacRobert Building Refurbishment
- Cruickshank Building Refurbishment
- Refectory Refurbishment to the Hub Health Sciences Building
- In 2001
- In 2002
- In 2005
- In 2006

- Major Capital Projects
- Major Asset Transactions

**M A J O R C A P I T A L P R O J E C T S (D A T E S)**
Timelines of the major capital projects completed and strategic asset management initiatives achieved by the University over the course of the last decade are as noted below.
### 2008
- Lease to Aberdeen City Council of part of Marischal College
- Audit Scotland Report with positive outcome
- Rowett Merger

### 2009
- Preparation of development framework for Foresterhill

### 2010
- Secured favourable land use zoning for Rowett Estates in Aberdeen Local Development Plan

### 2011

### 2012

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**Hillhead Student Village**

Within the Hillhead site and following the comprehensive redevelopment there is now limited potential for future development. It is considered that until current buildings reach the end of their useful life there is only capacity for a further 200 bed spaces to be developed. Land at the former Dunbar site offers an additional opportunity to provide in the order of 300-500 beds spaces.
3.0 Principles and values
Principles and values

THE EXTANT STRATEGY

A considerable amount of progress has been achieved over the duration of the previous Estate Strategy. However, this work needs to continue. The Estate must cater for various requirements, and our Estate planning must not remain static; it requires continual evaluation and appraisal in the light of key business considerations and other external factors such as government policy and, most crucially, the availability of resources. As part of our commitment to respond to and fulfil these requirements, we have reviewed our previous strategies and objectives.

The strategic principles and objectives established in the extant Estate Strategy have been helpful as they provided a defined framework for the management and development of the Estate. At the same time, these objectives remained flexible and allowed us to be responsive to changes in circumstances and priorities; for example, the University was able to act upon opportunities to gain access to land through joint partnerships with Aberdeen City Council and NHS Grampian to develop Aberdeen Sports Village and Dental School at Foresterhill.

A full evaluation of the Extant Strategy is included at Appendix D.

PRINCIPLES

The highly uncertain educational and financial environment that now exists requires careful assessment and reflection as we plan for the next ten years. Chapter five introduces some of the challenges we face and factors that will influence our future.

Our last strategy established a number of overarching principles which served us well and sought to preserve and enhance the potential of our Estate. These principles have been reviewed and will again serve as guiding principles for the development and management of the Estate.

1. Two Academic Campuses

Previous Estate strategies reviewed a range of generic options to consolidate to a single campus or relocate to a new site, but these were dismissed as unrealistic and untenable. This remains the case. The University shall retain an overarching strategic ambition to retain two academic campuses. This updated Estate Strategy is based on our continued presence at King’s College, Old Aberdeen and our medical Campus at Foresterhill.

In support of these campuses, we will retain our main student residences provision at Hillhead and our sports provision at Aberdeen Sports Village. We will evaluate the opportunities for our interests at Marischal College, Balgownie and the site of the former Dunbar Hall where activity has decreased.

We will progress as planned with our disposal of the Rowett Estate.
2. **Consolidation within the main campus sites through acquisition**
   We will continue our current policy of considering opportunities to acquire land or buildings within our campus boundaries where such acquisition will protect or enhance our existing interests or further our long-term aspirations. We will use our development plans to guide this policy.

3. **Acquisition of land in the immediate proximity of the main campus sites**
   We will actively seek to acquire land and property in the immediate proximity of the main campus sites. In the short to medium-term there is adequate land to meet known University requirements on both campuses; however, if the University were to significantly grow in scale, this would present significant challenges, particularly at Foresterhill and Hillhead. It would be prudent for the University to assess any opportunities that present themselves which could in the long-term provide development potential, thereby securing the University’s long-term options. We will use our development plans to guide this policy.

4. **Presumption against disposal of land or buildings within our core campuses**
   We will continue our current policy against disposal of land or buildings within our core campuses.

5. **Rationalisation outwith our core of assets which are deemed surplus to our requirements**
   We will continue our policy of reviewing opportunities to rationalise our Estate where assets have been identified as surplus to requirements.

6. **Adherence to Development Frameworks and Master plans**
   All Estate development will be considered in line with the development frameworks we have put in place for both campus sites.

7. **A Sustainable Estate**
   We will build on our efforts to achieve an economic and environmentally sustainable, affordable Estate. We will apply good practice in our decision making around matters such as: levels of investment, life cycle costs, energy efficiency, building design and specification.

8. **Prioritisation and Budgetary Framework**
   An institutional Capital financial framework will be maintained to plan and prioritise our investment and the range of facilities we require.

9. **Improvement of overall building quality, condition and functionality by refurbishment and replacement of existing facilities**
   Following the principles outlined above, and in building on the success to date, we will continue our policy of focused investment of available resources into existing facilities. This has the advantages of delivering the required quality while tackling problems with condition and functionality and containing the Estate size.

10. **Policy of ensuring all growth in the built Estate is supported by an approved academic and business case**
    We recognise that building, and particularly the long-term operating costs of buildings, are a significant cost to the institution and seek to be as efficient as possible with the resources we currently hold. As such, we will continue our policy of restricting generic growth.
VALUES

Alongside these Strategic Principles sit five key values which will influence and guide our activities:

Sustainability and Social Responsibility

Sustainability and social responsibility are foundations for all University activities, and our Estate has an important role to play in ensuring that the University delivers on that ambition. That role includes being a prudent custodian of our grounds and buildings and delivering a low carbon, resilient Estate, but also recognises the wider role of the Estate in supporting all aspects of sustainability and social responsibility.

Minimising the environmental impact of our Estate is one of our key roles in supporting sustainability and social responsibility. We will work to reduce the carbon footprint of our buildings and will encourage low carbon innovation and best practice in construction and refurbishment by continuing to achieve BREEAM accreditation (Building Research Establishment Environmental Assessment Method: Leadership in Energy and Environmental Design or LEED in USA). We will ensure that resources are used efficiently and adopt life-cycle models that support long-term decision making. We will continue to protect the green spaces on our campus, and we will set targets and report against progress in these areas.

Our Estate does, however, have a wider role to play in supporting our social responsibility commitments. We will ensure that our Estate provides a suitable platform upon which to engage the public in showcasing our research, and will encourage further engagement with our local communities through the provision of facilities that can host major public events, exhibitions and festivals. In doing all of this we will ensure that our Estate supports our equality and diversity goals and provides a healthy environment for staff, students and public alike.

Equality and Diversity

Our success as a University depends above all on the talent, expertise and commitment of our staff, students and alumni, and aims to ensure that the key principles of equality and diversity are embedded in all our activities. In striving to attract and retain quality people, a number of strategies are in place to address equality and diversity goals for staff and students. In terms of staff, we wish to achieve and sustain a diverse staffing profile while providing safe and accessible working environments. Our physical Estate can either contribute to or constrain the achievement of these goals and technological advancements, and changing working patterns of staff will continue to challenge thinking about the types of spaces needed in the coming ten years. In terms of students, changing student populations and patterns of delivery will affect utilisation of our teaching Estate and its disposition, whether they are traditional teaching spaces or new kinds of learning environments. The need for access for all is one major factor shaping our thinking. We recognise that the physical environment presents issues and challenges for disabled students, particularly those with physical and sensory impairments, and will seek to improve disabled access to our facilities.

Internationalisation

Our Internationalisation Strategy reinforces our Strategic Plan’s ambitious targets for increasing the numbers of international students coming to the University. We have identified a requirement to have available University-controlled residential options for incoming international students, particularly for the postgraduate community. We have also recognised that we must provide a focal point for these students.

Commercialisation

The contribution that our Estate makes to our commercialisation objectives continues to be well recognised. The creation of the Life Sciences Initiative Phase 1 has provided on-site facilities to allow the development of spin out companies. Space has been found in other areas of the Estate to assist small companies in taking first steps.

Collaboration and Shared Services

We will continue to review opportunities for collaboration and shared services in the period of this strategy. In 2008, the University merged with the Rowett Institute, and we have already established the Rowett Institute for Nutrition and Health. Plans are now well underway for the relocation of the Institute to a new facility at Foresterhill. At the Foresterhill site, our long-standing relationship with NHS Grampian continues to thrive with joint initiatives such as the new Dental School, Suttie Centre, new District Combined Heat and Power Plant and high voltage infrastructure. Our Initiative with Aberdeen City Council in the development and operation of Aberdeen Sports Village presents a model of collaboration which has attracted extensive interest.
4.0 Objectives and Indicators
In this section we outline the objectives which will help to meet the requirements outlined in the University’s Strategic Plan, and indicators which will be used to monitor progress.

**LEARNING AND TEACHING: EXPERIENCING THE BEST**

The University is committed to delivering a high quality student experience. In order to fulfil this ambition, we will need to invest in and introduce new facilities to meet new requirements and expectations. This investment ensures that our students maximise the benefits from their time at Aberdeen, and it also contributes to our reputation as well as our ability to grow student numbers in target areas.

**STUDENT ACCOMMODATION**

- The University is committed to enhancing its student residential provisions and has pledged to provide good quality student accommodation. This will be done by redeveloping the existing student residences portfolio and associated supporting infrastructure in line with the Student Residences Strategy. Accommodation requirements outwith the traditional undergraduate requirement will be reviewed and considered within the Student Residences Strategy.

**STUDENT EXPERIENCE: SOCIAL SPACE**

- Student feedback in the National Student Survey and the Times Higher Education Student Experience Survey has indicated that students’ social space requirements have not been fully met, and the delivery of a high quality student experience is central to our strategic objectives. The provision of further social space will require the refurbishment or replacement of the current Students’ Association facility or the provision of an alternative.

**STUDENT AND STAFF EXPERIENCE: SPORT**

- The University has recognised the importance placed by students and staff on high quality and accessible sports facilities through major investment in the ASV facility. We will seek to continue to support ASV to optimise its potential.

**STUDENT EXPERIENCE: INTERNATIONAL STUDENT EXPERIENCE**

- Our plans to grow international student numbers require a review of the international student experience to consider whether we are meeting the needs of these students. In a similar fashion to other institutions, we seek to provide separate facilities which will offer support and advice to international students throughout their time in Aberdeen. This objective also supports Internationalisation.

**STUDENT AND STAFF EXPERIENCE: NURSERY**

- The University’s provision of childcare facilities is a significant indication of its commitment to its staff and students. The current Rocking Horse Nursery is at the end of its functional life in the building on College Bounds. This will be delivered through the provision of a new purpose-built child-care facility for students and staff on the King’s College campus.

**STUDENT EXPERIENCE: TEACHING FACILITIES**

- Over the last five years we have completed a programme of refurbishment to the majority of our core lecture theatres. We have also remodelled a number of teaching spaces to incorporate modern practice in terms of flexible designs and layouts. This work needs to continue as there remain issues with the quality and mix of this space. Further projects will be undertaken to continue this work.

A feasibility study will be conducted to consider either a new centralised teaching facility at King’s College, which would replace dispersed teaching spaces across King’s College, or a modernisation programme for the current accommodation.
As a leading University, public engagement is an integral part of our institutional mission. It reflects our commitments to knowledge transfer, public academic discourse and community engagement. We aim to develop a campus that the community can engage with; a cultural heart not only of Aberdeen but of the wider region and the North of Scotland; and to find new ways to share space, facilities, services and expertise with other institutions and organisations.

Our partnerships with organisations such as Aberdeen City Council and NHS Grampian are integral to the provision of world-class facilities. We will continue to seek opportunities through a number of models to develop joint partnerships and shared use of facilities. Our Aquatic Centre, which builds upon the Aberdeen Sports Village and will open in 2014, is one example of a joint venture with Aberdeen City Council that enabled us to enhance the student and staff experience and meet the needs of our local community.

We recognise the University’s role in the cultural and intellectual life of the community, and seek to provide a campus that welcomes visitors, showcases the talents of our academic community and encourages student and public participation. Our campus must enhance the quality of life and provide a suitable environment in which to develop our intellectual capital.

We will explore possibilities to develop a cultural venue through refurbishment of King’s Pavilion. The centre will provide dedicated facilities for cultural activity, including space for performance and exhibition.
DELIVERING OUR ACADEMIC VISION
We seek to maintain an Estate and infrastructure that supports world class activity and public engagement in the most efficient and sustainable way possible.

QUALITY INFRASTRUCTURE: CONSOLIDATION AND QUALITATIVE ENHANCEMENT WITHIN CORE AREA AT KING’S COLLEGE
> While significant progress has been made over the last decade to improve the condition and quality of the existing Estate, this process is on-going and far from complete. We will prioritise investment in buildings that are required in the long-term and which support the activity they accommodate.

Space within the King’s complex has been identified as vital for the College of Arts and Social Sciences’ (CASS) long-term development plans for modernisation, collocation and relocation of schools that are dispersed or in poor estate i.e. Divinity, History and Philosophy, Business, and Law. In CASS there is a paradox in that some of our strongest areas (and those with the greatest potential for growth and income generation) such as Divinity, History and Law, are housed in some of the poorest estate on the campus e.g. King’s and Taylor.

CASS’s school colocation and quality requirements would see the refurbishment of space within the Stack, Cromwell Tower and Senate wing of King’s College. There is also potential to demolish or reallocate Crombie Block B. A comprehensive remodelling and refurbishment programme will be implemented to bring these prime spaces up to high quality standards. We will therefore seek to undertake a comprehensive rolling modernisation of the College of Arts and Social Sciences within King’s which is occupied by this College.

QUALITY INFRASTRUCTURE: HERITAGE BUILDINGS CONSERVATION AND IMPROVEMENT
> The historic fabric and environment around King’s forms a jewel in the University Estate and one which the University is committed to maintaining to high standards. We are fortunate to be the custodians of a historically important campus at King’s College which has modern influence and purpose and plays a significant role in the presentation of our University. We will continue to enhance the public realm of King’s College and Foresterhill.

Following the completion of our last Conservation Plan, a review and updated Conservation Plan is to be developed, and this new Plan will guide future prioritisation of our heritage buildings. The Cruickshank Gardens, while held by an independent trust, are integral to the University environment and we will continue to support their activities wherever possible.

Through our new fundraising campaign, opportunities exist to secure philanthropic funding for an endowment fund to support the conservation and improvement of our historic campus and grounds.

QUALITY INFRASTRUCTURE: RATIONALISATION
> In order to deliver the targets outlined in this Estate Strategy, we must manage our resources in a way that supports our strategic priorities and maximises value. In order to do so a review of our core assets will be required to identify those which are deemed to be surplus to our requirements.

We will continue our policy of reviewing opportunities to rationalise and consolidate our Estate where assets have been identified by users as surplus to requirements. There are opportunities to dispose of or develop joint ventures for the retained areas of Marischal College, the Balgownie playing fields, and the site of the former Dunbar Hall of Residence. The sale of the Rowett Estate at Bucksburn will be one of the largest disposals of land within the Aberdeen area in recent times, and will play a key role in our Capital planning.

QUALITY INFRASTRUCTURE: STORAGE FACILITIES
> A number of issues exist around storage and archive space which impact on the efficient use of space. We will investigate options for these issues which consider the following:

Significant areas of valuable accommodation are currently being used for long-term storage of University Collections that require daily access, and many of these sites are in prime locations that are expensive to operate.

Corporate Governance indicates a requirement for safe storage facilities to meet legal requirements for records storage. Our current arrangements and procedures are below best practice and proper facilities would improve management practices.

Museum Collections and stored items are held at Marischal College, which could afford an opportunity to relocate storage material to the retained areas. All opportunities for the future use or disposal of Marischal College will be considered in line with the University’s Strategic Plan, 10 Year Capital Plan, and development frameworks.
EFFEC TIV E PO LIC IES, PRO C ESSES A ND  M A N A G EM EN T IN FO RM A TIO N

The need for effective policies, processes, and management will, in addition to the development of plans and framework, ensure that projects are developed in line with other Estate plans and framework, and in addition, that these will consider external influences, such as Town Planning Policy.

Estate Management Planning

Detailed management plans and planning frameworks are necessary to guide future developments, initiatives and operational practices. Some examples which will be maintained include:

- Development Frameworks
- Site management agreements
- Carbon management plans
- Conservation plan to maintain our Historic Estate
- Condition survey
- Integrated project plans
- Estates annual operational plan
- Space management

Representation and attendance on a number of key University committees, boards, and advisory groups will provide direction and advice in prioritising and monitoring Estates matters.

Technology Improvement

This Estate Strategy will also support other University strategies and plans to ensure a successful delivery of our shared ambitions. The alignment of Estate and IT Strategies is in accordance with recommendations made to institutions on the best use of technology to achieve efficiency, effectiveness, quality enhancement and innovation. This includes design of technology-rich learning spaces, deployment of green IT, use of shared services, and support for mobility and flexibility.

IMPLEMENTING

The principal function of the Estates Section is to ensure that our vision for the Estate is achieved. Estates successfully manages and operates a large and complex Estate portfolio. We have also implemented extensive capital, small work and planned maintenance work programmes within ever tightening financial and legislative constraints.

The University of Aberdeen’s Estate is diverse in nature, but needs to be coherent in terms of its purpose, configuration and management. We recognise that our two main campuses and student village are very different in character and function, but we will continue to adopt a common approach to the Estate management in both.

We continue to manage our services from a centralised multidisciplinary team; a structure that has served us well. However, we will continue to review our business processes to maximise efficiency and value and to ensure our section has appropriate capability and competencies, skill mix and capacity.

We introduced a new Estate management system (K2) to streamline and merge data used for a range of services. This introduction has enabled the section to provide a more comprehensive and professional service, and has ensured that our operations meet legal requirements, particularly with a view to health and safety. We will work alongside and plan for integration with OneSource.

KEY INDICATORS

This document aims to give an appreciation of the University’s Estate together with the policies and objectives we will observe and seek to achieve.

The following are the high level performance indicators which we will monitor:

- Condition through building condition categorisation
- Functional suitability through functional suitability assessments
- Ratio of income generation per square meter
- Ratio of total property costs to income
- Size of Academic related Estate
- Ratio of capital expenditure to Insurance Replacement Value
- Energy Consumption
- Carbon Emissions
- Waste generation

Further information on these indicators is available in Chapter 2.
5.0 Influences and challenges
Influences and challenges

Like all universities in the UK we face major challenges as the higher education and national and global priorities and policies change. The nature of the relationship between students, staff and their institution is changing as is the relationship between institutions and the state. We need to respond to these challenges to ensure that the University continues to be seen as attractive and accessible. This Estate Strategy must be flexible to respond to this uncertain environment.

Earlier the vision, objectives and context against which our Estate Strategy has been prepared were presented. In this chapter we consider some of the issues which have and will continue to influence and impact upon our Estate planning. We attempt to identify particular institution-wide thematic influences and challenges.

FINANCE

We are entering a period where public funding for higher education will be constrained severely, and we will need to address the challenges of reduced core income. The disposal of the Rowett Estate will also be a major influence within the overall capital funding available over the next 10-15 years. However, our financial position is healthy and the tradition of giving remains strong. We will continue to manage our finances prudently and within our current borrowing provisions.

Our Estate is very important in the delivery of the University’s Strategic Plan, and this is recognised in a number ways including the Scottish Funding Council Outcome Agreement. The Scottish Funding Council requires the University to have in place as a condition of grant an outcome agreement reflecting high level strategic ambition. The agreement considers our Estate plans and the link between our strategic vision and infrastructure. It details how infrastructure projects will be funded and prioritised.

CHANGING STUDENT POPULATIONS

We have set targets through our Strategic Plan to increase the number of international students and taught and research postgraduate students. We do not aim for significant growth in the undergraduate population; however, given changes to the fee status of students from the rest of the UK (RUK) as introduced by the Scottish Government, we aim to at least maintain RUK student numbers in order to ensure we maintain our income. For the courses that are delivered on site we believe this targeted growth can be accommodated within our existing Estate. Requirements for residential accommodation related to changing student populations are closely monitored and the new Residences Strategy outlines our plans in this respect.

STATUTORY COMPLIANCE AND HEALTH AND SAFETY

How we manage the dual challenge of funding urgent maintenance and compliance work, whilst ensuring business continuity and sustaining safe and secure working environments for staff and students is crucial in the current climate. In light of the likely reduction in large capital outlined above, maintenance issues will become more critical, and additional, smaller-scale backlog maintenance projects may have to be brought forward during the period of this strategy to maintain operational capacity. This will place an even greater importance and reliance on the recurrent capital budgets. Throughout we will remain committed to the highest levels of health and safety standards in terms of required investment and in the operational management of the Estate and our related activities.

DEVELOPMENT FRAMEWORKS AND MASTER PLANS

We have an approved development framework for the Foresterhill site completed in collaboration with NHS Grampian and Aberdeen City Council, and this framework now has supplementary planning guidance status. The framework gives greater certainty of land use for future development and will simplify planning issues with the planning authority and other regulatory bodies. A corresponding document is under preparation for the King’s College campus and discussion will be required to agree if it is advantageous to have it agreed with Aberdeen City Council in the same way as the Foresterhill document. In the future these documents will be influential in our internal planning so that long-term development of our Estate can be seen to fall within a cohesive long-term development strategy. These documents will be periodically reviewed.

TOWN PLANNING ENVIRONMENT

The Town Planning environment is a major influence on how we shape, develop and manage our Estate and building interests. The University must therefore be prepared to engage with the Planning authorities and other agencies at all levels to ensure our needs are understood and incorporated into guidance whenever possible. The local authority uses two related powers in taking decisions about land use and development: forward planning and planning control. In the former the University routinely contributes through representations to consultations such as those in the preparation of the Aberdeen City and Shire Structure Plan and the subsequent respective Development plans. In recent times our representations have enabled major opportunities to be implemented in terms of rationalisation. This high level work needs to be maintained to continue to secure opportunities for
beneficial change, but also to ensure spatial policies do not restrict our aspirations. In relation to building control, we will continue to positively engage with the Local Authority in the implementation of our plans for development.

SITE CONSTRAINTS
We recognise that the availability of land is now rapidly becoming an emerging constraint, most crucially at Foresterhill as most of the “easy” to develop brown field sites have been utilised. We will look to mitigate these issues by ensuring that all new developments optimise the available land through scale and massing. We will revise our current position of considering opportunities to acquire land or buildings that present themselves to a strategy where we actively seek opportunities to acquire land in proximity of our sites. We will use our development plans to take a long-term view on how our land and buildings should be developed to protect our long-term interests through optimisation of use.

INFRASTRUCTURE CONSTRAINTS
Work that has been completed on site infrastructure (combined heat and power plant, electrical distribution networks, etc.) has helped to mitigate internal infrastructure constraints and introduce resilience, flexibility and costs savings. However, we now see an increased level of barriers and constraints to our operations and development as a result of wider infrastructure issues. These include waste, drainage, electrical supply capacity and roads, each of which presents specific challenges.

ENERGY AND CARBON
We recognise that energy costs and consumption have already become a highly significant social, political and business consideration. With energy costs likely to continue to spiral upwards we must mitigate consumption, whilst at the same time recognising that our Strategic Plan envisages a growth in research output and student population. All new developments will be challenged to ensure they are as energy efficient as possible.

SPACE MANAGEMENT
We will continue to challenge the scale of our Estate and will focus effort on improving the use of space. We will, for example, make more teaching space capable of supporting multiple users, and critically challenge space requirements in project briefs. We will make use of the tools available at the sector level, and use our committees and advisory groups to drive change around space/working practice and culture. We will seek additional opportunities, where appropriate, to share space with other tertiary education collaborators and business partners.

FLEXIBILITY AND FUTURE REQUIREMENTS
Through development frameworks and prioritised projects, we must build flexibility into our planning and thinking for future requirements. These requirements are varied and concern both the built Estate and our IT infrastructure. We need to plan for potential growth in our student population, changing working patterns of staff, changes to the learning and teaching environment, and the way research is carried out.

Developments in technology present us with major opportunities to embrace new approaches to teaching, research and administration. They also present us with an additional set of factors that will inform and to some extent drive changes in our Estate and the use of space. Information and communications technology (ICT) can support more flexible methods of teaching, including off-campus study and individual and group learning. Students have much higher expectations of the use of ICT and are familiar with the capabilities of new technologies. Working patterns have also changed and will continue to do so; smaller devices such as smart phones and laptops permit mobile working across and off campus and extend working time. Our facilities will need to adapt and respond to the changing requirements of our users and continue to improve through the use of new technology.

CONSERVATION AND HERITAGE
The University is the custodian of a number of distinctive historic buildings of national importance within a conservation area that is entwined with the history of the University itself. These historical buildings and Estate provide significant advantages in how the University presents itself as an ancient University. However, with these come constraints in terms of how we maintain them and ensure that they are fit for purpose.

SECURITY
Whilst our campuses have historically proved to be a safe environment in which to live and work, we are committed to reviewing our security measures to ensure that they continue to meet our high standards and reflect the changing security environment. We have a close working relationship with the police and other security services. As a result of international incidents of extremism and terrorism over the last few years, we have been working with the police to ensure that our staff are aware of the consequences of such behaviour. Despite the low risk of such activity at the University, we have set in place plans and procedures to address these issues should they arise.
Over the planning period this strategy aims to put in place a framework which will allow the University to continue to improve its Estate.

The ability to deliver the ambitions of this strategy will be impacted upon by the volatility of the sector, which presents challenges ranging from changing student populations to numerous policy and planning issues. All of this requires a strategy that is flexible enough to allow us to respond to changing circumstances, but provides some framework under which we can successfully deliver our objectives.

None of these ambitions, however, can be delivered without the appropriate resources, and in order to continue the success of the previous planning period, funding and investment levels will need to be maintained. Over the past decade this support has enabled significant progress to be made in addressing the backlog of maintenance issues which accrued during the 1970s and 1980s. We must continue to address outstanding issues and maintain a period of sustained investment to avoid cyclic periods of progression and deterioration.

This strategy is deliberately ambitious and seeks to enhance our reputation as one of the world’s leading universities. Although there will be numerous challenges to face, the objectives we have made are achievable and will meet today’s requirements without compromising future potential. These objectives reaffirm our commitment to delivering an infrastructure which supports world class activity and delivers a high quality, safe student and staff experience that maximises value and satisfies stakeholders.
APPENDIX A
GEOGRAPHICAL LOCATION OF ESTATE

University Sites
- King’s College
- Marischal College
- Foresterhill
- Aberdeen Sports Village
- Hillhead
- Balgownie
- Hillhead Halls
- Rowett Institute
- Dunbar

Original map by Aberdeen InvestLiveVisit
KING’S COLLEGE OVERVIEW

Distinctive Characteristics

King’s College is located approximately two miles north of the city centre, in the Old Aberdeen Conservation Area and within a mixed residential area. The type and mix of surrounding uses is important as it can both assist and inhibit the manner in which the University Estate is managed. The King’s College footprint is bounded to the north by St Machar Drive, west by Bedford Road, south by Meston Walk / University Road and to the east by King Street. It is bisected by College Bounds, High Street and, thereafter, Don Street. Settlement plans within the confines of Old Aberdeen have remained largely unaltered and are regulated by the planning framework. King’s College forms a major part of the conservation area, which extends as far north as Hillhead. All buildings within the conservation area are subject to specific planning guidelines. These controls extend not only to the historic buildings but also to those built between 1950 and the late 1970s. There are 175 buildings which have listed building status in the conservation area, of which 56 are owned by the University. Their listing reinforces the planning controls affecting them.

The area enclosed within this designation for practical purposes may be seen as the “core” of the King’s College site. Certain notable exceptions to this include the Zoology Building to the north and the College Bounds spinal route to the south.

For a considerable time there has been a recognition that the King’s Campus is and should remain diverse. Old Aberdeen is largely the way it is because of the historic development and the continuing presence of the University. The University is the largest private landowner and employer and, as the University expands, the pressure on the conservation area will increase.

The campus at King’s College provides the accommodation for all of the academic activity of the Colleges of Arts and Social Sciences and Physical Sciences. It also provides accommodation for the School of Biological Sciences which is part of the College of Life Sciences and Medicine. Also located at King’s College are the main University staff and student support services and central administration. King’s College contains a total of 25 academic and related buildings, providing 109,415 gross m², 11 central and support buildings providing 16,275 gross m² and halls and residential buildings providing 15,160 gross m². The total at King’s College is 140,850 gross m².

Understanding the Existing Built Form to Guide the Future

In order for a strategy to evolve it is critical to identify those buildings which will form the backbone of the future campus. This has been established through our Development Framework and four categories have been identified as follows:

> Confirmed Built Form The fixed building form relates to use, historical importance, or recent nature of investment. These buildings will form the basis of the future campus in the foreseeable future.

> Potential Removable Built Form Some buildings have already been identified for possible removal. This allows the future campus planning to see them as developable space.

> Built form where no decision has been taken Some buildings have emerged as needing investment, undergoing change of use, or not taking advantage of location. Whilst no final decisions have been taken regarding their mid to long-term future, the plan should not be predicated on their retention.

> Private There are a number of private ownerships proximate to the heart of the campus. It will be important for the University to work closely with these private ownerships to optimise the benefits of this cohesive plan.

This understanding of the existing fabric shows that there is substantial opportunity to reappraise the campus shape through redevelopment of the post war fabric. It would suggest that there is a potential to represent the University through planning this long-term transformation. The Sir Duncan Rice Library should be seen as part of that transformation allowing both a new face to the west and internally improving routes to it through the campus, particularly from the focal heart around King’s.

Understanding the Existing Landscape

Coincidental with looking at the potential for building development, the analysis has been extended to the open spaces on the campus. Three categories are seen here.

> Hard (Confirmed Spaces) Firstly, around the historic core where spaces are fixed other than improvements to facilities, lighting, seating, etc.

> Soft (Spaces with Potential for Improvement) Secondly, beyond the historic core where the opportunity is to reinforce the potential of the external spaces relating them more to activities and movement between buildings.
Car Parking and Roads

It is presumed that through time, on an incremental basis, vehicle parking and vehicle routes can be removed or rationalised leaving space available for environmental improvement and associated building development.

These concepts are carried forward through the Development Framework which accompanies this strategy and provides a long-term vision around which we can plan future development.

Potential Expansion

There are no immediate opportunities for expansion at King’s College. In general, the site is contained within residential areas. Longer term the potential for expansion lies in the direction of St Macchar School Playing Fields / Tillydrone Park on the western boundary and Sunnybank public open space on the southern boundary. These areas are both owned by Aberdeen City Council.

Rationalisation

Within the core campus of King’s College, there is a strong presumption against feuhold disposal as being contrary to the strategic consolidation and long-term interests at this site.

Consolidation

The University recognises the importance of consolidating ownership at King’s College. The University will continue to actively pursue property and land that become available in Old Aberdeen. If such a property interest has a strategic significance, judicious acquisition or lease will be considered.

Commercial Property Market Opportunities

Little emphasis has historically been placed on the involvement of the private sector and the potential for commercial initiatives within the University’s Estate. Where there are commercial possibilities, these are to be viewed in relation to the objectives of the University. Initiatives such as the Student Health Centre provide a template whereby third-stream income or investment value can be achieved at marginal risk to the University.

FORESTERHILL

Distinctive Characteristics

The Foresterhill campus is the University’s medical campus providing accommodation for the academic activity of the College of Life Sciences and Medicine. It is located approximately two miles south west of King’s College and two miles from the city centre. The site is located within a largely residential area close to both the city ring road and main arterial routes to the city centre. The greater part of the site is held in joint ownership by the University and The Scottish Ministers (TSM).

The University’s presence at Foresterhill dates from approximately 1938, with the site being acquired by means of a combination of public funds and private endowment, the entire site extends to 50.12 ha. Within this total, 41.21 ha are jointly owned by the University and TSM/NHS Grampian (NHSG) and 8.91 ha are owned exclusively by either TSM/NHSG or its sister health bodies. The respective ownership rights of the jointly owned site are in the ratio of 31% University of Aberdeen and 69% the Scottish Ministers. Due to the complex interrelationships and evolution of development on the jointly owned site, separate ownership titles have never been created. Physical occupation does not, however, reflect the apportioned ownership, with the University presently occupying 12.54% of the jointly owned site.

The management responsibilities were formalised by the preparation of an operational agreement for the site, the Foresterhill Site Agreement, which was completed in 1997. Responsibility for Estate management and facilities development lies with the occupier.

Previous Estate Strategies highlighted the extremely close collaboration that existed between the University and the NHS. This was not limited to academic liaison but also included the effective working relationships between the respective Estate Managers. These have continued to develop.

A vast majority of the University’s medical facilities are located within a discrete footprint on the north of the Foresterhill site. Only relatively minor areas of University space are
embedded within the main hospital complexes to the south. Premises that are both owned and operated by the University amount to 48,566m² of floor space. The University owned space embedded within the hospital buildings provides 3,521m² of floor space. These embedded areas are a historic consequence of initiatives involving the respective parties at the time of construction.

**Understanding the existing built form to guide the future**

As with King’s College, in order for a strategy to evolve, it is critical to identify those buildings which will form the backbone of the future campus. Four categories have been identified as follows:

> **Confirmed Built Form** The fixed building form relates to use or recent nature of investment. These buildings will form the basis of the future campus.

> **Potential Removable Built Form** Some buildings have already been identified for removal. This allows the campus plan to see them as developable space.

> **Built form where no decision has been taken** Some buildings have emerged as needing investment or as undergoing change of use. Whilst no final decisions have been taken regarding their mid to long-term future, the plan should not be predicated on their retention.

> **Land and Building under NHSG ownership with potential to be used by the University** This understanding of the existing fabric shows that the ability for the University to develop further is now highly restricted and any further development will require considering the removal of older facilities to facilitate development.

**Understanding the Existing Landscape**

Coincidental with looking at the potential for building development the analysis has been extended to the open spaces on the campus. Three categories are seen here.

> **Hard (Confirmed Spaces)**
> **Soft (Spaces with Potential for Improvement)**
> **Car Parking and Roads** It is presumed that through time, on an incremental basis, vehicle parking will get more restricted.

**Site Expansion**

Expansion of the Foresterhill site is not envisaged. Future developments will be within the existing site boundaries, particularly in the east and west. An opportunity may in the long-term arise through the Aberdeenshire-owned building at the east of the site, Woodhill House. The proximity of the Cornhill Hospital site with its availability of land would offer longer-term potential should this be necessary.

**Rationalisation**

Within the site boundary there is a specific presumption against feuhold disposal of any of the shared land interest as being contrary to the strategic consolidation and the long-term interests at this site.

**Consolidation of Foresterhill Site**

The site is consolidated within the terms of the joint ownership between Scottish Ministers and the University. Certain key sites influencing the University’s ability to develop are held by other medical related organisations such as the Blood Transfusion Service and Scottish Ambulance Service. In two other cases land is held by third parties through ground lease. The University will actively monitor these parties to protect its interests.

**Commercial Property Market Opportunities**

The demand for development on the Foresterhill site will continue. It is recognised that specific project funding by the University and central government may be scarce and, when available, will almost certainly be the subject of strong competition. Creative alternative means will need to be sought to realise the potential of the site. As a consequence of the concentration of services and investment by the NHS and the University at Foresterhill and Cornhill, a critical mass is already present. The “honey-pot” that is created by this critical mass offers an opportunity whereby the commercial property market could become involved.

**STUDENT RESIDENCES**

The overall strategy of the University is to deliver an excellent student experience, and part of that experience includes providing access to good quality residences with the policy of all new students to the University being guaranteed a bed space. This has become even more important with the fee introduction for RUK students, and good quality student accommodation is a key part of attracting students to Aberdeen.

The University’s overarching Estate Strategy is to consolidate and rationalise as far as practical all activity on two main campuses and have one student village at Hillhead. The current operational policy is that all new students to the University are guaranteed a bed space. In order to deliver this, the University needs to have access to over 2,000 bed spaces. This can be achieved by owning / operating beds and by entering into agreements with third parties. The University currently has 2,161 beds, located at Hillhead (1,534), Crombie / Johnston Court, Inverness (36). In addition, the University has access to 520 beds owned by Prudential but operated and maintained by the University (New Carnegie Court which is the only en-suite accommodation). Most of Hillhead and Crombie / Johnston residences were built in 1960 and 1970, and are traditional residences, i.e. study bedrooms with access to shared bathrooms and kitchens. Some of the newer builds (only 20+ years old) are built on a flat basis, e.g.
4/5 bedrooms with kitchen and bathroom. As it stands, there is a total gross floor space of 50,455m² between these sites with 15,160m² at Crombie, Johnston, King’s Hall, Humanity Annex and Elphinstone Road and 35,285m² at Hillhead. Following the approved refurbishment plans, it is intended that all the accommodation and support infrastructure will be upgraded.

FIELD STATIONS AND OUTLYING SITES

The University owns or has long-term access agreements to a small number of specialist field station and outlying sites

> Newburgh, Oceanlab
> Cromarty Lighthouse Field Station
> Bettyhill School house
> Enyhallow, Orkney

> Inverness Fraser Noble Court
> Ballater, Allt Na Guibhsaich
> Tillycorthie, land

RESIDENTIAL PORTFOLIO

The Housing portfolio extends to 135 houses and flats around King’s College, with an additional 39 properties at the Rowett.

COMMERCIAL PREMISES

The number of commercial properties, site agreements and ground leases owned extends to 14.

ROWETT ESTATE

In 2008, the Rowett Institute merged with the University of Aberdeen. Through the merger the Estate is currently held by Rowett Research Institute Ltd, but the responsibility for the Estate management and disposal passed to the University. The Rowett Estate extends to approximately 213ha of land, which can be seen to fall into three broad areas: the West Estate, covering 50.17ha; the South, covering 99.00ha; and the North, covering 63.75ha. Both Rowett West and South are comprised largely of agricultural land whilst The Rowett Institute of Nutrition and Health is located on Rowett North. The University is currently planning the construction of a new building for the Institute, which shall be built on the Foresterhill campus. This building shall allow a complete relocation for the Institute, and the sale of the Rowett Estate which has commenced. The disposal of the Rowett Estate is anticipated to take place over a number of years given the size of the land holding.
## UNIVERSITY OF ABERDEEN ESTATES TERRIER

### PROPERTY LIST

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<tr>
<th>Reference</th>
<th>Use / Category</th>
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<td>39</td>
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<tr>
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<td>Humanity Manse</td>
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<tr>
<td>36</td>
<td>MRI Upright Scanner - Woodend</td>
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<td>328</td>
<td>192</td>
<td>136</td>
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<tr>
<td>37</td>
<td>New King's</td>
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<td>Old Brewery</td>
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<td>39</td>
<td>Powis Gate</td>
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<td>465</td>
<td>197</td>
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<td>69%</td>
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<td>42</td>
<td>St. Machar Drive 23</td>
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<td>1,736</td>
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<td>43</td>
<td>St. Mary's</td>
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| Sub Total | 168,530 | 112,466 | 56,064 |

### Non-Operational

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<th>Net Internal Area (m²)</th>
<th>Balance</th>
<th>Net Gross %</th>
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<td>482</td>
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| Total | 169,012 | 112,817 | 56,195 |

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<th>Net Internal Area (m²)</th>
<th>Net Balance %</th>
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<tr>
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APPENDIX D

EVALUATION OF THE EXTANT STRATEGY

REVIEW AND EVALUATION OF STRATEGIC PRINCIPLES AND OBJECTIVES

The extant Estate Strategy established strategic principles for the development and management of the Estate and identified objectives; the strategic principles from this strategy will be carried forward for 2013-23.

Strategic Principles

> Recognition of the fundamental role to be played by the Estate in the achievement of its wider strategic objectives

This recognition has been demonstrated by the sustained investment made in the physical infrastructure over the period, and continues to be acknowledged in the Strategic Plan 2011-15.

> Confirmation of the overarching strategic direction of a two academic campus university

Over the period of the extant Estate Strategy, two mergers have been initiated and implemented, each of these adding a significant Estate and building stock to the University. Notwithstanding, we have remained committed to a two-campus strategy with the Hilton Campus having been sold in 2005 and with plans having commenced for the disposal of the Rowett Estate.

> A presumption against disposal on core campuses

There have been no significant disposals of land under University control in either of the core sites.

> A policy of strategic acquisition to consolidate the Estate or meet business requirements

A small number of properties have been acquired in order to help consolidate our Estate at King’s College. A significant land holding of approximately seven acres was acquired adjacent to our student village at Hillhead. Also, while not in our ownership, we gained access to an extensive area of land through the development of the Aberdeen Sports Village. This access enabled the development of sports facilities beyond those which we could have accommodated on our campuses, and also preserved land in our ownership for core use.

> Significant and sustained development with a number of major Estate initiatives planned and envisaged in the short to medium-term

During the period of the extant strategy, 15 major capital projects were successfully completed to time, budget and quality, details of which are provided in Chapter 2. In addition, a number of significant but smaller scale projects were undertaken, an example of which is the refurbishment of our main lecture theatres.

> A presumption in favour of refurbishment to improve overall building condition without growing the size of the Estate, not precluding growth that was supported with the appropriate academic and business plan

Over the period, the majority of the investment made has either been new facilities to replace old ones which have subsequently been demolished or sold, or the refurbishment of existing stock.

> Budgetary framework established to address issues of economic and functional obsolescence and make progress towards building condition targets

An institutional capital financial framework in the shape of the 10-year cash flow plan was established, and this now forms a vital part of our planning process.

> Commercial opportunities that arise at King’s College and Foresterhill will be considered by the University and pursued if they are found to be financially sound and consistent with institutional strategic objectives

Attracting commercial activities onto campuses which are subject to seasonal patterns of use resulted in some small success. However, a number of more significant developments have taken place in collaboration with public sector partners; the development and commercial lease to the NHS of a health centre and dental unit is one such example.

> To enter into agreement with the NHS to formalise the broad planning principles for the long-term development of the Foresterhill site

A Development Framework has been completed and provides a shared vision for the future site development. Following this, additional work has commenced to reflect this new position in an update to the Foresterhill Site Agreement which legally defines the site ownership.

> The future of outlying sites will be considered in light of a review of their performance and business cases
The review was completed and resulted in the disposal of a number of outlying facilities and the reinvestment in those retained, most notably Oceanlab at Newburgh and the Cromarty marine facility. Over the course of the last plan the University changed its Student Residences Strategy which resulted in the sale of all our satellite halls of residence.

**Strategic Objectives**

**Academic**

> Meet the accommodation requirements of the Faculty of Education / Northern College of Education from Hilton Campus

The Faculty of Education was relocated to the MacRobert Building in 2005 with the related sale of the Hilton site providing a substantial sale receipt. These proceeds funded the refurbishment of the MacRobert building and other consequential works on the campus.

> Invest to meet the development of an excellent research capacity

The University aimed to manage its Estate in such a way as to react positively to internal and external research initiatives. Over the period, a number of initiatives were responded to which has reflected our ongoing commitment to the provision of high quality research facilities.

> Library and Archive facilities

The regeneration of the University’s library and archive facilities was identified as the flagship institutional priority. It was established that the library and archives were at serious risk from poor and inappropriate space. Following a period of considerable review, approval was given to proceed with the construction of The Sir Duncan Rice Library which was opened in September 2012. This project has been the flagship initiative for the University for some considerable time and has been widely acclaimed.

> Institute of Medical Sciences Phase II

Building on the success of the first phase of this institute, phase 2 was completed which extended the original facility.

> Medical Research Facilities

The existing facilities were deemed to be at the end of their useful life and did not have sufficient capacity. A new building was approved and has been completed.

> Institute of Applied Sciences

The existing accommodation was identified as being inflexible and of poor quality and was the subject of a comprehensive refurbishment.

> Institute of Child Health

With the decision by the NHS to close their old children’s hospital, the opportunity was taken to work in collaboration with the NHS and secure provision in the new facility which is now open.

> Commercialisation of Life Science

It was considered important to review how best to improve commercialisation of research in Life Sciences. A new facility has been built with the assistance of considerable external grant funding.

> Address issues of utilisation and fitness for purposes in dedicated and timetabled space

In response to issues associated with the changing academic environment, the University recognised the importance of flexibility and the quality of its physical teaching accommodation. Significant resource was invested in the central teaching space to improve the condition, quality and functionality of these areas. However, more works remain to be done in terms of quality, flexibility and management of this space resource.

> Complete negotiations for the disposal by long lease of part of Marischal College and establish an implementation plan for the remaining part

A transaction for disposal of part of the University interests in Marischal College by means of a long ground lease to Aberdeen City Council was concluded in 2008 with the University receiving £5.5 million. Conditional terms were negotiated with Aberdeen City Council for the residual retained areas including the Mitchell Hall and vacated anatomy space. However, following the financial pressure experienced by the Council these have not been concluded and have been put aside for the meantime.

**Support and Central Facilities**

Provide required student support facilities:

> Service integration

The University wished to provide its students with high quality facilities and service delivery. An internal review recommended the integration of the Student Advisory Service, Counselling Service, Chaplaincy and Student Accommodation Office into a “one stop shop” Student Support Centre. The management of these services has been restructured to provide a co-ordinated approach, with many of these services being collocated into the refurbished Hub building.

> New student-focussed centre

In conjunction with the above, a review of catering services led to the refurbishment of the former student
Sport Facilities

The University recognised the increasingly important role that sports and leisure facilities play in the recruitment and retention of staff and students. Various methods of replacing the current facilities on a larger scale were proposed, one of which was a more ambitious scheme involving the University, Aberdeen City Council and other institutions to form a regional sports facility. Aberdeen Sports Village was opened in 2009, and a new aquatics centre is under construction.

Health Services

A new student health centre has been developed on our Sunnybank site and modern NHS Dental Unit created adjacent to the Hub building.

Provide front door for University activity and consolidation of King’s Campus

It was agreed that a focal point should be established for the University, and that the consolidation of the King’s campus should continue by securing and developing the Old Aberdeen Townhouse. While this has been delivered physically, the ability to create an entrance to the University has not been achieved.

Student Residential Accommodation

Complete the Student Residences and Catering Pathfinder Initiative.

Phase 1 of the Pathfinder Initiative saw the profitable sale of five off-campus student flat complexes to private sector operators. Phase 2 was to consider joint ownership and management of the remaining accommodation stock outwith King’s College with the Private Sector. This review was conducted and it recommended retaining the management under University control. Phase 3 saw the review of catering provision at the University in order to develop a long-term strategy which led to refurbishment of the former student refectory to create the Hub. Phase 4 was to consider opportunities for the refurbishment, development and management of the remaining accommodation stock within King’s College and Hillhead. This led to engagement with Unite and the development of over 500 new bed spaces at Hillhead and the commencement of the refurbishment of the retained accommodation.

Infrastructure

Actively replace and renew existing infrastructure and address economic and functional obsolescence

The University recognised that the Estate had not received the level of infrastructure investment necessary to offset the impact of economic obsolescence. In particular, the age of the University Estate meant that many buildings and associated infrastructure required significant capital investment. Over the period of the last Strategic Plan and Estate Strategy, the University has committed to a sustained period of investment. This has primarily focussed on the existing Estate, but a number of new facilities have been delivered. New facilities were established to replace poor quality estate elsewhere which was either disposed of or demolished. In addition to buildings, the University has replaced and
renewed a significant amount of its services infrastructure including the development of two new combined heat and power stations serving both main campuses (the Foresterhill station in collaboration with NHS Grampian), together with a significant amount of our high voltage electrical infrastructure.

> Disabled facilities

A rolling programme of improvements has been implemented to address the findings of the Joint Mobility Unit (JMU) Report commissioned by the Scottish Higher Education Funding Council (SHEFC) and to ensure compliance with the Disability Discrimination Act. While progress has been made, there remain a number of unsatisfactory buildings, particularly in the more historic Estate where contradicting legislation inhibits improvements.

> Manage traffic and car parking at King’s College and Foresterhill in accordance with Local Authority Transportation plans

Over the period of the strategy, the University has established a robust permit and charging regime over both academic campuses. In addition, we have worked with Aberdeen City Council in relation to the establishment and expansion of Controlled Parking Zones around both campuses.

Planning /Local Community/ Industry and Commerce and Income Generation

> Planning Framework

The Town Planning Framework provides both a risk and an opportunity on the operation and development of our Estate. Over the period, the University has actively engaged with the City Council through representation and dialogue.

Input has been made to the last two Structure and Local Plan reviews. The most recent Local Development Plan delivered highly favourable land use reclassification at the Rowett Estate and preserved our interests at Foresterhill and King’s College.

> Local Community

Over the period of the strategy, the University has maintained representation and dialogues with our local Community Council and endeavoured to foster good working relationships and an improved perception of the University as a neighbour.

> Develop collaboration ventures and joint initiatives with other local institutions and agencies

The University recognises the broad range of benefits which may be achieved through collaboration. It has sought to work with other institutions whenever there is evidence that a combined approach will result in a higher quality or more cost-effective product than could be delivered by the individual institutions independently. The University and its counterparts in the field of medicine continue to enjoy close collaborative relationships at various levels. This relationship is crucial to the efficient operation of the shared Foresterhill site as well as the development of medical research, teaching and acute service provision. The University has strong relationships with all tiers of local government in the north east including Aberdeen City Council, Aberdeenshire Council and local Community Councils. The University is also represented at board level on a range of local interest groups.
We are committed to delivering a high quality student and staff experience, and to do this we will modernise and develop our student residential provision, provide new child care facilities, enhance our faith provision and seek means to provide better student and staff social facilities.