

THE UNIVERSITY *of* EDINBURGH
Quality Infrastructure: Estate Strategy 2010-2020

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Principal's introduction

This *Quality Infrastructure: Estate Strategy 2010-2020* sets out our vision for our estate. It builds on the University's *Strategic Plan 2008-2012*, while providing greater detail and a longer-term view. Its delivery will be central in supporting our strategic goals of excellence in learning and teaching, research, and commercialisation and knowledge exchange.


Over the last five years we have made significant investments in our infrastructure, resulting in considerable improvements in the overall performance of our estate. We are proud of our achievements, which are illustrated by a number of high-profile strategic developments including:

- merging with the Roslin Institute;
- securing land at Little France and participating in The Edinburgh BioQuarter Partnership with Scottish Enterprise, NHS Lothian and Alexandria Real Estate;
- preparing the Easter Bush campus Development Framework;
- achieving closer alignment with Edinburgh College of Art;
- co-locating Schools and business areas, for example, delivering the Potterrow development which brought together the previously dispersed School of Philosophy, Psychology and Language Sciences, with the School of Informatics.

We take confidence from, and aim to build on, these considerable achievements. While we anticipate continued growth in our activities over the period covered by this strategy and accompanying ongoing investment in our estate, this will be in the context of significant uncertainty around future levels of income from all major sources following the global economic crisis.

Delivering this strategy will therefore require us to be ever more responsive to changes in our operating environment and increasingly flexible in our approach to planning and delivery of estates projects. Our priorities for delivery over the next 10 years are set out against this background and are influenced by our commitment to protect our important assets and take seriously our social and environmental responsibilities. Making strides to further improve our use of space and deliver increased value for money are vital if we are to continue to make progress in the current economic climate. Infrastructure maintenance, sustainability issues and consolidation opportunities will remain important throughout the period of this plan.

An overarching theme for this strategy is partnership working. We are increasingly seeking closer alignment with other institutions and organisations and continue to look for opportunities to share activities across institutional boundaries – as well as internally – where mutual benefits can be realised. In addition, we will achieve greater integration of IT requirements within the overall estate planning process. Identifying future technological developments and positioning ourselves to rapidly respond to these will be critical to meeting the needs of our increasingly diverse population of staff and students.

 **An overarching theme for this strategy is partnership working.**



Chapter 1: Vision, objectives and context

1.1 Introduction and overview

The University of Edinburgh, as one of the largest higher education institutions in the UK, is a leading provider of undergraduate and postgraduate education and is at the forefront of research, commercialisation and knowledge exchange, both within the UK and internationally.

Our estate has evolved gradually over the past 200 years and includes many old, converted and listed buildings. These play an important part in defining the character of the University and are key elements in our heritage, but also present us with significant challenges.

1.2 Our vision and mission

Our vision is to shape the future by attracting and developing the world's most promising students and outstanding staff.

The mission of our University is the creation, dissemination and curation of knowledge. As a world-leading centre of academic excellence we aim to:

- enhance our position as one of the world's leading research and teaching universities and to measure our performance against the highest international standards;
- provide the highest quality learning and teaching environment for the greater wellbeing of our students and deliver an outstanding educational portfolio;



An architect's image showing the future development of The BioQuarter and Little France

- produce graduates fully equipped to achieve the highest personal and professional standards;
- make a significant, sustainable and socially responsible contribution to the UK and the rest of the world, promoting health and economic and cultural wellbeing.

1.3 Our vision for our estate

Our aim is to provide the quality physical and IT-related infrastructure appropriate to the needs of a leading international centre of academic excellence, which will:

- support world-class academic activity;
- provide a stimulating working, learning and living environment;
- be developed and operated to meet national and international environmental sustainability and social responsibility objectives;
- continue to move towards the optimal use of space.

1.4 Context

Our estate is large, encompassing more than 200 buildings (excluding residential accommodation), with a gross academic area of approximately 588,900 m². Our residential estate has a total area of approximately 150,000 m². With more than 8,800 staff, more than 27,000 students, a total turnover in 2008/09 of more than £590 million, and a strong international profile, our contribution to Scotland and its prosperity is considerable. An independent study conducted in 2008 indicated that the University of Edinburgh's total quantifiable economic impact on Scotland (Gross Value Added) was more than £800 million, with almost 20,000 FTE jobs supported.

In terms of student numbers and range of teaching provision, our closest peer institution in Scotland is the University of Glasgow. In formulating strategy, we also benchmark ourselves against a number of other institutions selected from the Russell Group as well as international institutions, principally from the Universitas 21 international network of leading research-intensive universities.

Since 2005, our expenditure on capital projects has amounted to approximately £332 million through a combination of central University funds and external sources.

Our estate is large and scattered reflecting concentrations of activity and the breadth of our academic business. Appendix 1 provides details of our main locations in the city and Appendix 2 maps our Colleges, Schools and Support Groups to zones. We continue to take a pragmatic approach to analysing our estate requirements adopting a zonal approach on the basis of location and business-led zones, which closely align with our collegiate structure below:

- Central Area (incorporating College of Humanities and Social Science and central administration);
- College of Medicine and Veterinary Medicine;
- College of Science and Engineering;
- residential and related accommodation.

While we fully accept that we will continue to have a scattered estate going forward, we will continue to challenge the sustainability and scale of our estate in developing our mastepans/development frameworks and projects within them, and in discussions with Colleges and Schools.

Estate planning and management functions are not constrained by the zone arrangements. They need to accommodate any new estate requirements arising from changing subject boundaries, cross College/School collaboration, interdisciplinary activity and mergers of organisations into the University. This is an important aspect as the estate is frequently called upon to respond quickly to changes in core business needs and funding opportunities, particularly in a competitive national and international market. Our responsiveness in estate planning is essential to ensure that we remain competitive and continue to sustain and enhance our international reputation, something that is crucial if we are to continue to attract major research funds, leading researchers and large numbers of international students.

We have been working closely with local council officials to prepare masterplans and development frameworks within each of the zones and we have updated our assessment of the economic impact of the University on the city and region. This has given us some comfort in terms of pre-application planning and a context for ongoing option appraisals, feasibility studies and individual project implementation.

This *Quality Infrastructure: Estate Strategy 2010-2020* is prepared in the aftermath of the global financial crisis and the increasing UK public finance deficit. Though the University should continue to grow, it may not be on the basis of real increases in public funding until late in the life of this strategy. This will exert great strain on maintaining the estate to meet the needs of students, research and support staff and to enhance available facilities through the capital building programme. This is the financial challenge that underlies this new strategy.

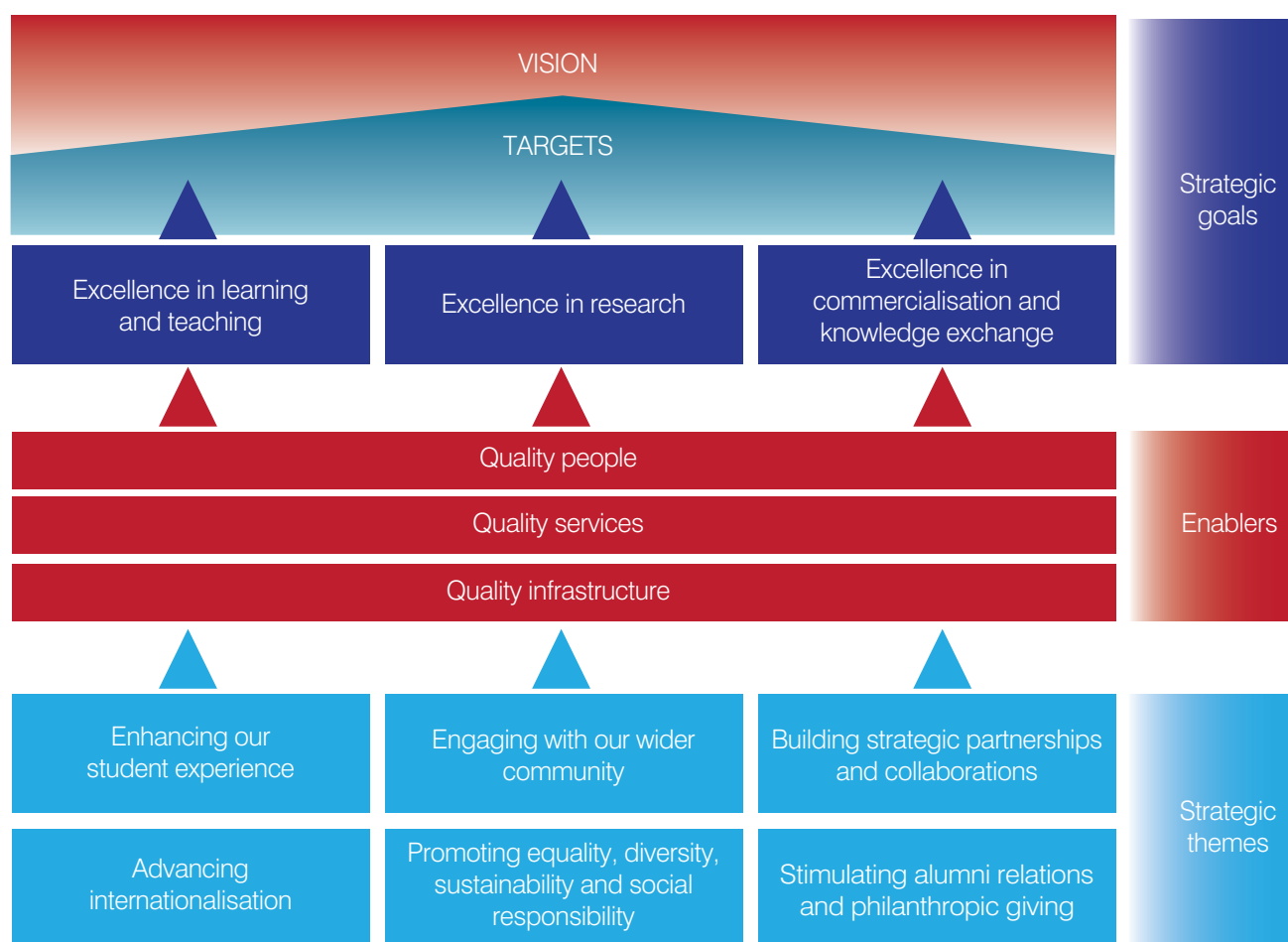
1.5 Strategic objectives

Our Estate Strategy document builds on the University's *Strategic Plan 2008-2012*, which provides greater detail and a longer-term view. In the plan we set out our three strategic goals: Excellence in Learning and Teaching; Excellence in Research; and Excellence in Commercialisation and Knowledge Exchange. These strategic goals reflect our key business areas and are underpinned by three enablers: Quality People, Quality Services and Quality Infrastructure, which represent what we need to deliver in order to achieve our strategic goals. Six strategic themes direct our approach to achieving the goals and enablers. Both our Strategic Plan and our Estate Strategy are underpinned by complementary strategies and plans for the University's various business areas. In our Strategic Plan we recognise that our overall aims, objectives, strategies and targets can only be achieved if our physical infrastructure is capable of supporting world-class academic activity and meeting our business needs. We describe how we will achieve this in the Quality Infrastructure enabler, which has as its aim:

"To provide a modern, efficient and stimulating working and learning environment to sustain world-class academic and support activities".



Since 2005, our expenditure on capital projects has amounted to approximately £332 million.



Our key strategies for achieving objectives related to the estate, as set out in the Quality Infrastructure and Quality Services enablers, include:

Quality Infrastructure

- developing and regenerating our estate through the implementation of our Estate Development Masterplans;
- promoting a culture of space awareness and flexible approaches to the use of space across the University;
- providing excellent project management and appropriate cost control for capital development projects;
- identifying and planning for major risks and business continuity across all areas of infrastructure;
- continuing our maintenance and compliance work programme;
- ensuring that we have an agreed rolling programme of equipment and IT hardware replacement;

- continuing to develop a systematic approach to the acquisition, creation, capture, storage, presentation and management of information resources;
- finding new ways to share space, facilities, services and expertise within the sector and with other organisations;
- generating surpluses for reinvestment;
- securing investment from external sponsors.

Quality Services

- locating services where they are most efficiently and effectively delivered;
- planning major initiatives on a holistic basis;
- striving to meet recognised industry and commercial standards;
- investing in improvements which show a clear return on investment, for example by reduction in direct costs or reduced opportunity cost of staff time;
- embedding the use of performance indicators.

Our Excellence in Learning and Teaching and Excellence in Commercialisation and Knowledge Exchange goals also include strategies relating to our estate:

- stimulating new and more flexible ways of learning, teaching and assessing through the use of new technologies and the innovative design of teaching space;
- creating and extending pre-incubation, incubation and science park facilities through the Edinburgh Pre-Incubation Scheme, the Edinburgh Technology Transfer Centre, the Edinburgh Technopole Science Park, the Informatics Forum and The Edinburgh BioQuarter.

Other strategies of direct relevance to our estate are set out in our strategic themes – these are identified below and referred to as appropriate throughout the Estate Strategy.

Enhancing our student experience

- providing good-quality and well-placed learning and social spaces that support group and individual learning and form stimulating areas of focus for the life of the academic community;
- preparing a sustainable estate strategy for Edinburgh University Student's Association (EUSA)

to underpin delivery, over time, of the facilities required to support EUSA services.

Engaging with our wider community

- providing public access to concerts, libraries, museums, lectures, galleries and collections, sports facilities and University buildings, and continuing to play a major role in Edinburgh's festivals;
- interacting with key council partners over issues including planning, procurement, transport and relations between the student and resident communities;
- developing new, and strengthening existing, relationships with key strategic partners in both the public and private sectors, including Scottish Enterprise, NHSScotland and small and medium-sized enterprises;
- implementing our Community Relations Strategy;
- fostering recognition through improved physical branding and signage, publications, our website and recruitment and advertising strategies.

Promoting equality, diversity, sustainability and social responsibility

- ensuring that students and staff with particular needs have access to appropriate facilities and support services;



- managing our estate to maximise biodiversity without compromising core activities;
- implementing an integrated travel policy with a growing focus on business travel;
- working with local councils and other partners to deliver improved public transport links and fair trade opportunities;
- reduce absolute CO² emissions by 40 per cent against a 1990 baseline.

We have an approved *Social Responsibility and Sustainability Strategy – Choosing our Futures*. Through it, we aim to develop and make explicit as an exemplar for our community and others locally and globally, a whole-institution approach to social responsibility and sustainability. This will influence and inform our approach to infrastructure and related services with the aim of developing a carbon resilient estate.

Building strategic partnerships and collaborations

- finding new ways to share space, facilities, services and expertise within the sector and with other organisations.

We have a number of key corporate strategies and plans which are complementary to, and underpin, our overall Strategic Plan. These include our

Internationalisation Strategy, our *Social Responsibility and Sustainability Strategy* and our *IT Strategy*. Our *Community Relations Strategy* reinforces some of the strategies set out above and expresses our aim 'to be a pleasant and co-operative neighbour, welcoming local residents into its premises, as well as listening and responding to local opinions and concerns'.

Increase engagement with the local community:

- Interacting positively with key city partners over a range of issues including strategic and local planning, transport and the relations between the student and permanent communities.

Encourage local engagement with the University and increase footfall at events:

- develop festivals and Doors Open Day opportunities;
- improve branding and signage of buildings;
- promote community access to library and collections;
- promote community access to sport facilities and sport and recreation services.

Develop tourism at the University:

- better information leaflets and self-guided tours;
- tours of iconic buildings during tourist season;
- insertion in guidebooks;
- develop events, conferencing and hotel services.

Promote the University of Edinburgh's achievements and brand:

- branding and signage on buildings, objects and clothing.

The importance of our estate is also acknowledged in the University's Risk Register, which lists as risks five, six and 14:

- rate of maintenance, enhancement and investment in the estate limits the University's ability to support University growth aspirations (research, education and accommodation), provide a satisfactory student experience and provide staff with a satisfactory working environment;
- failure to provide a high-quality student experience e.g. in teaching and learning, student services, living and social environment;
- widespread damage to property and buildings.





1.6 Key contextual issues

We recognise that, in developing and implementing our Estate Strategy, we must:

- comply with the law;
- operate within the terms of the Scottish Funding Council (SFC) Financial Memorandum;
- continuously improve economy and efficiency as well as effectiveness;
- maintain the ability to respond flexibly to external opportunities;
- acknowledge our social, civic, environmental and sustainability obligations.

Legal requirements, for example over building quality and health and safety, do not drive the Estate Strategy. However, significant increases in the cost of compliance act as a trigger for full evaluation of options, which may include terminating an activity or moving it to another, perhaps new, building.

Ongoing review of changes in the operating environment and sensitivity to these is a fundamental underpinning element of good strategic planning. The major features of the external environment that may impact on the delivery of our Strategic Plan, and hence this Estate Strategy, are kept under review. The features of most significance for the Estate Strategy are as follows:

- **The economic situation** and the deficit on public finances are currently – and through the period of this plan – having a major impact on the University and therefore its ability to deliver its Strategic Plan. We would expect the UK Government to rebuild the public finances by both tax increases and public expenditure reductions. It appears highly likely that reductions in university funding will target capital funding. Reduction in recurrent funding will increase pressure to deliver value for money in the delivery of estate services. Increases in taxes could support environmental initiatives putting further pressure on utilities costs. Against this background the University will be striving to increase international students and research grant income, whose growth increases the demand for a high quality, fit-for-purpose estate.
- **Increased government investment** in research in recent years has been linked to the introduction of full economic costing on research grants. Research councils now pay 80 per cent of the full economic cost. It is very unlikely that this level of funding will increase and pressure could emerge to reduce the percentage paid over the coming years. The shortfall in funding for EU and charities funding remains very substantial.
- **Staff costs** are a major factor in estates costs. The pressure over the next few years on pay could be difficult particularly if inflation increases, while



getting the University's defined benefits pension schemes on a sustainable footing will be crucial.

- **Construction prices** have fallen substantially as a result of the financial crisis. The availability of skilled professional managers and builders has improved. If this situation continues, which seems likely for at least part of the period of the strategy, we should be able to deliver projects more economically.
- **Sustainability and social responsibility.** The publication of Scottish and UK government targets, as well as Higher Education Funding Council for England's publications relating to carbon reduction targets and strategy for higher education in England, are indications that consideration of environment sustainability matters will be an increasingly important factor in estates planning.
- **Increased regulatory burden.** Institutions have to

respond to new primary and secondary legislation as well as new and more demanding auditing and assessment of activities by the SFC and other bodies. These can result in substantial real and opportunity costs. Following an Audit Scotland report into estate management in the sector, SFC has been asked to work with sector estates and finance directors to develop reports and metrics for the estate that will clearly link central funding to the Scottish Government's national priorities.

- **Technological advances.** Our technology-rich estate must keep abreast of the rising use of IT in all aspects of our business. Research computing, including high performance and super-computing will become more commonplace in all disciplines; mobile working and studying with handheld devices will demand greater spread and power in our wireless networks; teaching and research seminar rooms will use a wide range of interactive

technologies, including projection, visualisation, interactive whiteboards and videoconferencing to enable groupwork and collaboration on, off and between campuses. The core infrastructure of the network, resilience of machine rooms, storage capacity and disaster recovery must underpin the work of staff and students.

- **Investment elsewhere.** Heavy investment in the south of the UK (e.g. 2012 Olympics) is likely to pull trade resource away from Scotland at a time when survival of construction companies is under threat as residential and corporate sector estates investment is scaled back due to economic recession.
- **Closer alignment with other research and teaching institutions in Edinburgh.** During the period of the last strategy, the University merged with the Roslin Institute. This produced major challenges in integrating Roslin's estate and its management into the University. Further realignments of higher education and research institutes are likely to require challenging estate integration and restructuring.
- **Shared services.** There will continue to be a drive to look for opportunities to share activities across institutional boundaries where benefit can be realised in terms of business enhancement, increased efficiency in service provision, or improved estate utilisation. Developments include research pooling, combined degree programmes such as the new Edinburgh School of Architecture and Landscape Architecture, a joint enterprise of the University of Edinburgh and Edinburgh College of Art, hosting sector-wide activities such as Interface and CHASTE, sharing library repositories, as well as the provision of services from one institution to another. These all have potential implications which must be factored into estates planning.

In addition, key drivers of change, which can impact on estates' requirements, must also be taken into account. For example, changing student participation patterns and demands, including:

- increased demand for places and likely improved retention rates, as a result of the economic downturn;



We use a range of strategic targets and indicators to monitor the delivery of our estate-related objectives and strategies.

- changes in modes of attendance and student expectations;
- ongoing planned shifts in balance between undergraduate/postgraduate and home/international student proportions.

1.7 Strategic targets/indicators

We use a range of strategic targets and indicators to monitor the delivery of our estate-related objectives and strategies. These include our Strategic Plan targets, our corporate performance measurement system, and data collated for the Estate Management Statistics (EMS) exercise. These cover the following:

- increasing income per square metre on a year-on-year basis;
- undertaking a review of the University's academic timetable and teaching space utilisation;
- increasing overall building performance (condition and functional suitability);
- monitoring expenditure required to comply fully with relevant legislation;
- monitoring capital expenditure and planned maintenance as a percentage of the estate value and as a percentage of the University's total income;
- monitoring total property cost as a percentage of the University's total income;
- monitoring utilities, maintenance and servicing costs per square metre.

We recognise that our Estate Strategy must be drawn up within an overall economic and planning strategic framework that gives due consideration to long-term sustainability issues and takes into account the full costs of estates developments – capital, operating, maintenance and restructuring costs.



Chapter 2:

Our Estate and IT infrastructure



2.1 Our Estate

2.1.1 Developing the Estate Strategy: our approach

We have adopted the same approach to the preparation of this strategy as our previous two strategies. This approach is predicated on our continued presence in the city centre and our other scattered sites, as articulated in each of our local masterplan/development frameworks. This does not mean that our estate plans remain static; rather, they are subject to continual evaluation and appraisal in the light of key business considerations and other external factors such as the local property market. This approach has been helpful as we have a clearly defined vision for each of our precincts and campuses, but we have also remained agile and been able to respond quickly to changing circumstances, for example in being ready to accommodate growth. The changed financial environment that now exists compared to 2005 has led us to revisit aspects of our masterplan/development frameworks and implement different scenarios or put others on hold. One such

example is our disposals strategy where we have adopted a different path to that envisaged in 2005; we now have large areas of our estate mothballed, and these areas will either be disposed of when conditions are right, or will be re-evaluated to assess their potential to deliver new and emerging strategic priorities. Appendix 3 provides information on land and property assets that currently are, or soon will be, available for disposal or rationalisation opportunity. We continue to believe that this is the right approach for our institution and it has served us well to date.

2.1.2 The character and ownership of the estate

Our estate comprises a wide variety of building types and age, the oldest property dating back to the 1760s. There are many Georgian properties, including Old College and those in Buccleuch Place and George Square, significant late Victorian property (notably the former Medical School), inter-war buildings at King's Buildings, buildings of 1960s construction at King's Buildings and in the George Square area, and recent new buildings such as the Medical School and the Queen's Medical Research Institute at Little France. This presents unique challenges in estate management. There are over 200 buildings in the core academic estate.

Since 2005, we have delivered significant strategic initiatives.

Since 2005, we have delivered significant strategic initiatives, driven largely by our masterplan/development framework approach, which has acted as the catalyst for estate development in support of our core strategic goals. Significant strategic developments include:

- merger with the Roslin Institute;
- securing land at Little France and participating in The Edinburgh BioQuarter Partnership with Scottish Enterprise, NHS Lothian and Alexandria Real Estate;
- preparation of the Easter Bush campus Development Framework;
- closer alignment with Edinburgh College of Art (eca);
- co-location of Schools and business areas, for example, the Informatics Forum and Dugald Stewart Building which brought together the previously dispersed School of Philosophy, Psychology, and Language Sciences, and the School of Informatics, and additionally, the refurbished Chrystal Macmillan Building for the previously scattered School of Social and Political Science.

2.1.3 Estates and Buildings Department

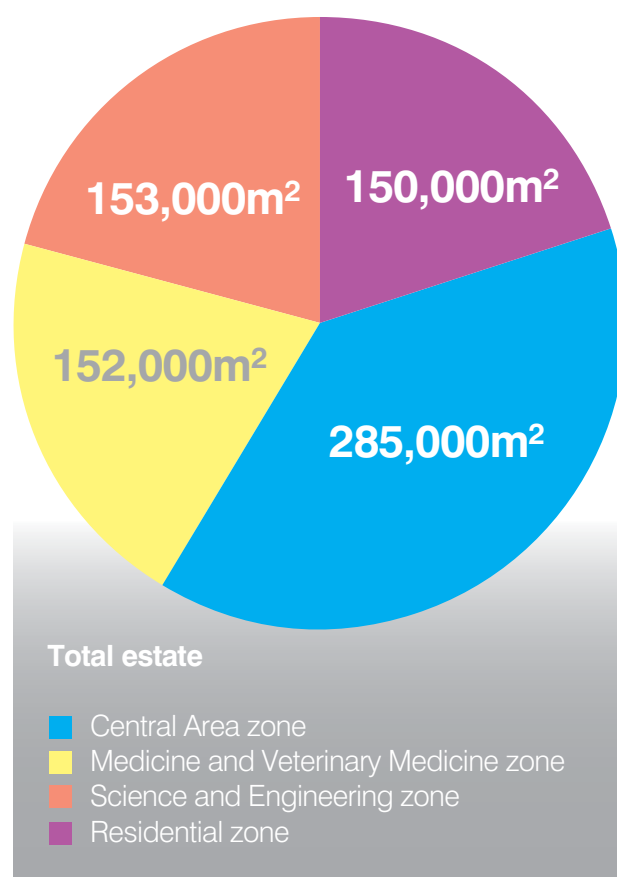
The principal function of the Estates and Buildings Department is to ensure that our vision for the estate is achieved. The Department has successfully managed and operated a large, scattered and complex estate portfolio and, since 2005, we have also implemented extensive capital, small work and planned maintenance work programmes within relevant constraints.

We continue to manage our services within multi-disciplinary Zone and Premises Management Teams, a structure that has served us well. Our primary objective is to improve service delivery of strategic, tactical and operational activities within each zone. However, we are not complacent and we continue to review our business processes to maximise efficiency and value, and to ensure our Department has an appropriate capability, skill mix and capacity. We are optimistic that we will be able to deliver a single site location for management and direct support staff in Estates and Buildings in the period of this strategy, which will be hugely beneficial.

2.1.4 Size

Our estate has a total gross non-residential area of approximately 590,000 m², with a residential estate of some 150,000 m².

The total area for the core non-residential academic estate in 2005 was 558,000 m², including estate that



had been part of the former Moray House Institute of Education. Our estate has grown about 30,000 m² (5.5 per cent) since then. In our last strategy we had predicted 2 per cent growth over the 10-year period so some growth in our estate was anticipated. Part of this growth is due to the merger with the Roslin Institute, which we had not envisaged in 2005. In addition, this modest growth was dependent on some significant disposals which have not happened, due largely to timing of projects and current financial conditions which have not been in our favour. We have, however, been able to mothball areas of our estate (in the region of 13,000m²) pending further evaluation about market conditions or alternative use. We are fortunate to have been able to use other areas that have been vacated in line with our masterplans/development frameworks, to accommodate business expansion and new opportunities that have emerged since 2005, or in decanting staff and students to maintain business continuity during our refurbishment programme. We will be able to mothball other areas of our estate moving forward, most notably Summerhall, once the new Veterinary School opens in 2011.

We will continue to monitor the property market and our corporate plans for alternative University related use in making decisions.

2.1.5 Condition

We regularly evaluate and review the condition, maintenance and compliance needs of all our properties. Two processes help in assessing these needs:

- Condition survey

During 2009, we updated our 1992/2002 condition and compliance survey for all our property, including our wholly owned property on NHS sites. As well as assessing condition, the survey also 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 part of our computerised estate and facility management resources and is reviewed and updated by Building and Engineering Managers and Premises Teams to ensure it remains robust between comprehensive re-surveys.

- Assessment of backlog maintenance

We use our own methodology for assessing backlog maintenance across a 10-year period. The level of backlog maintenance is expressed as a value of insurance replacement and is 'banded' to help with the process of identifying priorities (see bands, across). This is used to inform annual priorities for maintenance and

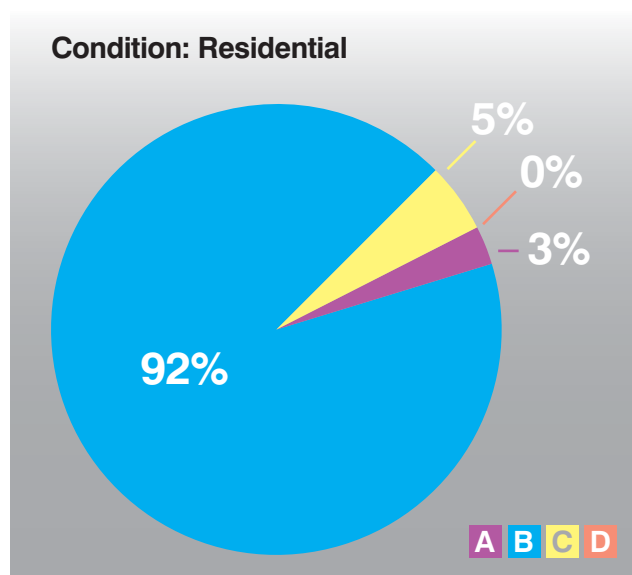
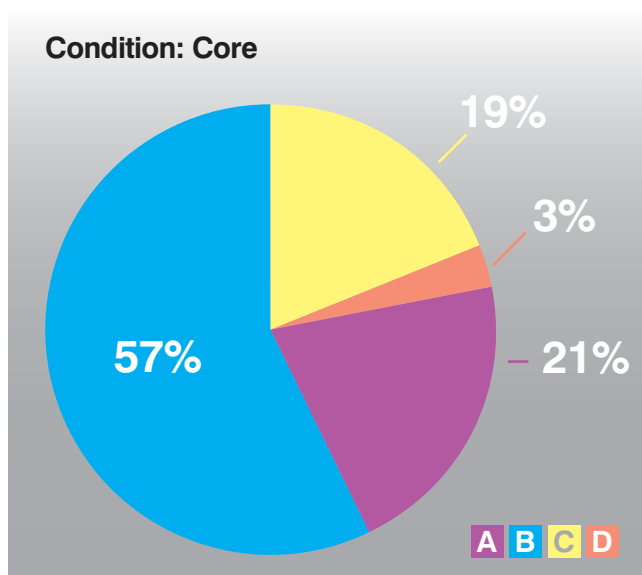
compliance work, taking account of business risks and the strategic needs of the institution. An annual maintenance and compliance programme is then drawn up, and presented to our Estates Committee for approval. Funding for this programme is considered as part of our annual planning round, along with all other business priorities. A similar process of assessment, planning and prioritisation exists for all residential property.

- Bands

- 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

The cost of bringing the core estate into condition B is now assessed at £84 million with costs for the residential estate at £3.5 million.

Maintenance requirements will be subject to increased scrutiny in the changing financial environment when the overall rate of investment in our physical infrastructure will reduce. It may be necessary to consider bringing forward major maintenance work items out of the desired sequence in order to protect the essential fabric and services elements. This will be incorporated in the annual priorities programme agreed by our Estates Committee.



2.1.6 Running costs

Running costs for individual buildings in the estate are collated and incorporated into our building matrix profile. Some of the costs, e.g. utilities, are subject to estimated apportionment and work is ongoing to install individual building meters, where appropriate, to enhance accuracy. We spend about £37 million per annum on total property operating costs, which represents about 6 per cent of our income (2008-09). This measure is heavily influenced by the level of maintenance expenditure incurred and, since 1998, we have sustained a substantial major maintenance programme to address condition and compliance issues identified.

2.1.7 Fitness for purpose/functional suitability

Within the context of our strategic goals, an assessment of all non-residential and residential buildings in the estate, against a range of fitness-for-purpose indicators, has been undertaken. Each indicator is weighted and scored and an overall grade is produced. We involve building user representatives in this process and give them an opportunity to comment on the overall score. The outcome of this assessment is provided in Chapter 3: Performance assessment.

2.1.8 Town and country planning context

We participated in the recent update to the City of Edinburgh Council local plan. We are also liaising with the Council on preparation of local plan guidelines for student residential accommodation and contributing to other strategies as required. Following consultation with Historic Scotland, a significant proportion of our 1960s/70s buildings in George Square have been listed, adding to the complexity of our estate management challenge. We have participated in the update to the Midlothian Council local plan and will contribute to the South East Scotland Structure Plan preparation.

2.1.9 Value

We continue to hold discounted replacement cost for all of our buildings because many of the buildings in the estate are highly specialised and open market



valuations are not appropriate. The total valuation of land and buildings, including residential property, increased to over £1 billion at 1 August 2009. Replacement values for insurance purposes were some 20 per cent higher.

We also hold open market valuations for many of our buildings and we remain alert to local property market conditions and opportunities for disposal or acquisition of property. When necessary, we commission open market valuations for inclusion in feasibility studies or option appraisals. We have commissioned open market valuations for many parts of the estate over the past five years, most recently for The Edinburgh BioQuarter, Chancellor's Court and Summerhall, for strategic planning and other purposes. These were used to inform the options appraisal exercise that has set the strategic direction for those parts of the estate.

Since 2005, the University has sold surplus academic, support or residential properties and land to the value of around £9 million.

2.1.10 Estates and Buildings Information System (EBIS)

EBIS continues to hold core data about our estate. Since 2005, many business processes have altered and this, combined with the rapid advancement of

technology, has meant greater use of the web in accessing data and running core processes. This has opened up the data to many more individuals than previously.

2.1.11 Estates and Buildings committees

We have a number of University Committees, which set direction and define policy in estates and related matters, and advise the Estates and Buildings Department. These Committees report regularly to our Central Management Group, Finance and General Purposes Committee, and Court, as appropriate, ensuring good governance at all times.

2.1.12 Space management and utilisation

The Space Management Group continues to direct and promote space management and utilisation policy. This work is underpinned by an annual space audit of all core academic space.

We have continued with our policy to provide financial incentives to Colleges, Schools and Support Groups to reduce space holdings, while disincentives exist for increasing space unless supported by an appropriate business or income case. This system of space charging at the margin is resulting in more efficient use of the estate.

The booking policy for centrally controlled space continues to be refined. Booking and utilisation levels are monitored through the EBIS room-booking system and annual site surveys. We now manage some of our other 'non-central/School-controlled' teaching space and other meeting rooms in our EBIS room-booking system. A major project to review and realise the space and academic benefits, arising from timetabling of teaching, has been initiated, and work to define policy and implement a software solution will then be progressed – see Chapter 4 for further detail.

2.1.13 Project approvals and risk management

All capital development projects are progressed following the principles of the Scottish Funding Council Capital Projects Decision Point Process Guidance. A risk model that includes a range of financial, operational and reputational criteria for assessing risk is used to

assess at the outset whether a project has sufficient impact for it to be classed as a Strategic, Major or Minor project and to determine whether it would benefit from an independent review. Estate development procedures are subject to review and update and, over the past few years, we have introduced a range of templates into our normal working practice to provide consistency and robustness in our processes.

2.2 Our IT infrastructure

Our IT infrastructure is generally in good 'health' as a consequence of consistent investment over the years. However, our increasing dependence on a broader range of services means that we are struggling to keep pace with the expectations of the community for capacity, performance and availability around the clock. Without sustained investment at an appropriate level we risk not being able to meet future needs.

We have renewed and strengthened our IT infrastructure. Specific details are as follows:

- **network:** this has been done by progressively upgrading the bandwidth to desktops, adding wifi to all communal spaces and teaching rooms, and inserting duplicated connections between key nodes to give resilience against single points of failure;
- **machine rooms:** these house our 459 individual servers and 800 terabytes of central storage. We have added protection against power failure in the form of UPS short-term supplies and generators for longer term power outages. Air conditioning keeps temperatures in normal operating range. Servers for critical IT services (e.g. University website, MyEd portal, e-mail/diary, online student administration plus applications for postgraduate and undergraduate courses, library e-journals and catalogue access, accommodation management) are duplicated at our two main machine rooms to prevent loss of service in the event that a single machine room is taken out of action;
- **telephones:** our analogue system is coming to the end of its useful life and we have taken the opportunity of new builds and refurbishments to install the newer voice over IP (VoIP) technology. We are now moving into a period, over the next five to seven years, where we must aggressively remove the older technology;



- **security and access control:** we are currently expecting to replace our current magnetic stripe cards with contact-less cards, although this will require replacement of the readers on doors – at present unfunded. We are also developing a physical access policy in conjunction with Estates and Buildings to clarify responsibility for the numerous internal and external doors across the University's campuses.
- **audiovisual technologies (AV):** we have managed to increase the investment to speed up the replacement cycle of equipment in teaching rooms, but the required investment to meet a realistic replacement cycle for the large teaching estate still remains a significant problem.

To maintain our infrastructure at a level of performance and resilience appropriate to the needs of a world-class University we must continue to invest in IT for the foreseeable future. At the same time we must ensure

that we maximise value for money in that spending, minimise our carbon footprint, and maintain flexibility to adapt to changing circumstances. We are currently assessing the best ways to reduce power usage, are using best practice procurement methods and prefer to replace capital infrastructure items on a rolling basis rather than 'big bang' at five-year intervals so that change can be introduced progressively. Server virtualisation will sharply reduce the number of physical servers, minimising space and power and increasing ease of expansion of IT services operated both by IS and Schools. Network connections between sites will change as corporate strategic developments change the shape of the estate (e.g. more interactions between ourselves and eca, the Easter Bush expansion and integration of the Medical Research Council Human Genetics Unit (HGU) at the Western General Hospital). Some of these will require laying cable as the option for leasing 'dark fibre' has been removed by our telecoms supplier.



Chapter 3:

Performance assessment

3.1 Context

We continue to measure progress against our strategic goals. In terms of estate and related operations, we monitor performance in a number of ways:

- on a building-by-building basis to identify good and poor performing buildings across the estate (our building performance assessment);
- through participation in and use of the sector-wide EMS initiative, benchmarking our performance with other relevant peers;
- on a University or campus-wide basis for a range of sustainability and environmental impact issues;
- in the development of targets for space performance and business measures.

We also have a corporate performance management system, which includes six estate indicators. This can be viewed at www.planning.ed.ac.uk/BSC.htm



3.2 Building performance assessment

We continue to assess building performance across a range of key measures. Our estate database has developed since the last Estate Strategy to ensure we have the information needed to meet business requirements. Appendix 4 provides a summary of our overall building performance assessment for each zone at 2010, together with the figures reported in 1998 and 2005 to show emerging trends.

3.2.1 Central Area zone

Key findings and targets

Since 2005, there has been a significant improvement in the overall performance of buildings in this zone, with 89 per cent being of a highly satisfactory or reasonable standard, from a low in 2005, when only 31 per cent was graded highly satisfactory or reasonable. Our target in the last strategy was to have at least 70 per cent of space in the Central Area zone graded as highly satisfactory or reasonable, which we have clearly exceeded. This marked improvement is consistent with our approach to prioritise major investment in the central area over the last five years. Our target over the next 10 years is to have over 90 per cent of space graded highly satisfactory or reasonable. Information on the top priorities in the period of this Strategy is provided in Chapter 5, College and Support Group proposals.

3.2.2 Medicine and Veterinary Medicine zone

Key findings and targets

Since 2005, there has been improvement, with 77 per cent of space in this zone now graded highly satisfactory or reasonable, compared to 63 per cent in 2005. We have not yet met our target of having at least 90 per cent of space in the Medicine and Veterinary Medicine zone graded as highly satisfactory or acceptable, but we will work towards achieving this target in the period of this strategy. We will continue with the significant investment already under way and consolidate activity at Little France for Medicine, and at the Bush Estate for Veterinary Medicine, which will release the poorly rated Summerhall for disposal. Further detail is provided in Chapter 5, College and Support Group proposals.



3.2.3 Science and Engineering zone

Key findings and targets

Since 2005, there has been significant improvement with 86 per cent of space in this zone graded highly satisfactory or reasonable. Although we have not quite achieved our target of 90 per cent, we have made good progress and we expect to attain this target within the next five-year period.

3.2.4 Residential and related accommodation zone

Key findings and targets

94 per cent of our residential estate is now graded as

either highly satisfactory or reasonable and, over the period of this strategy, we will seek to bring all residential accommodation into one of these categories.

Residential places per student

In 2009-10, we owned and managed more than 6,000 bed spaces for our student population of more than 27,000 (20 per cent); just over 2,000 beds in our catered houses at the Pollock Halls campus and the rest in self-catered flats spread across over 30 locations in Edinburgh. Current plans include a potential increase in total stock by up to a further 1,000 beds over the next three to four years, largely to meet a projected increase in demand from overseas postgraduates.



Utilisation of residential accommodation

Utilisation of the residential estate by students, including undergraduates on 34-week leases, and postgraduates on 50-week leases, is typically in the range 95-98 per cent. In such a large population, there is always movement of residents and this is often impacted by variations in the new student intake each year; it is therefore unlikely that this figure can be significantly improved. When not utilised by students during spring and summer vacation periods, a significant amount of the stock is released for commercial use; from 2012, only the summer will be affected as changes being introduced to the academic year preclude commercial use of mainstream student residential accommodation over spring/Easter. Although demand varies across the summer, Edinburgh is a key destination in August during the major festivals. In 2009, Pollock Halls achieved occupancy levels of over 50 per cent across

the entire commercial period, but in August it achieved 70 per cent. The flats estate achieved an average occupancy of approximately 60 per cent across the season, but achieved over 90 per cent during the three weeks of the Edinburgh Festival Fringe.

3.3 Other performance measures

3.3.1 Estate management statistics (EMS)

We continue to participate in the sector-wide EMS exercise and make use of the wide range of data available to benchmark standards against our peers. Appendix 5 shows a table of key performance measures from the EMS data set for the non-residential estate, dating back to 2003-04. We also participate in the Association of University Directors of Estates' (AUDE) Self Assessment Toolkit return, which also provides valuable information on our performance.

“ We continue to monitor a range of space measures at an institutional level.

3.3.2 Sustainability performance assessment

We are committed to implementing sustainability and environmental policies and we have put in place measures for monitoring waste and recycling, energy and water, and travel and transport performance. Appendix 6 presents a summary of the measures that we monitor and targets from policies and travel plans. We will be reviewing our performance in these areas of activity in view of our recently adopted *Social Responsibility and Sustainability Strategy* and *2010 Implementation Plan* under the theme of promoting equality, diversity, sustainability and social responsibility. In particular, the mandatory carbon reduction commitment scheme, which started in April 2010, will reinforce our commitment to delivering our targets for CO2 emissions.

3.3.3 Space performance and targets and business measures

We continue to monitor a range of space measures at an institutional level, some of which are already reported for EMS and in our corporate performance measurement system.

3.3.4 University's total income per square metre of gross internal area

This indicator shows the average amount of income received per square metre of gross internal area across the non-residential estate. While we continue to monitor our position against Scottish and Russell Group comparators, the main focus over the period of this strategy will be on monitoring year-on-year improvement in our own performance. Our analysis shows that, over a 30-year period, we have grown our income per square metre by some 340 per cent.

3.3.5 Centrally bookable space utilisation measures

Since 2005, we have continued to gather utilisation

data for centrally bookable rooms and we have made improvements in the utilisation of the teaching estate through ad hoc measures to spread teaching across the day/week. However, recognising the need for radical action, we recently completed a feasibility study to assess the costs and benefits of introducing a timetabling system. A group to take forward our 'Shared Timetabling Project' has been established, with an academic champion leading the project. Phase one will focus on consultation and cultural change and will deliver a fully-costed project scope, together with an agreed model for timetabling business processes and an agreed implementation plan. Phase two will develop the output from phase one to formal project stage, as appropriate, with the appointment of a project manager and formal project board. As part of our preparations for this initiative, we are working on a programme with Colleges and Schools to include School-controlled teaching rooms in the central booking system. The spaces will remain under local control, but will be visible on the system, to enable optimum utilisation and also to extend scenario planning.





Chapter 4: Challenges and opportunities

Chapter 1 set out the vision, objectives and context against which our Estate Strategy has been prepared. In this chapter we consider some of these aspects and how they impact upon our estate, in greater depth and we identify particular institution-wide thematic challenges and opportunities. Some of these challenges and opportunities were identified in 2005 and may have grown in prominence since then, while other, new themes, have emerged. Estate projects that will address some of the challenges and opportunities are reviewed in the next chapter. We will, in the period of this strategy, give particular attention to meeting objectives around social responsibility and sustainability, determining how our infrastructure can enhance student experience, and timetabling.

4.1 Financial context and future funding environment

As before, implementation of some major projects is dependent on funding becoming available. In the current exacting financial climate it is very important to bring in existing capital projects on time and on budget as well as to a high level of quality. Looking to the future we are already starting to see a decline in

funding from charities and research councils for capital buildings. In addition, there has been a slow-down in philanthropic donations, and we are not able to sell surplus land and buildings at anything near the levels previously forecast. Capital funding from the Scottish Funding Council (SFC) and other Government sources is likely to fall significantly from the levels of the last few years. Most importantly, there is major uncertainty over future levels of income from all these sources, which makes planning an affordable capital building programme very challenging.

4.2 Maintenance imperatives

Crucial, in this period, is how we manage the dual challenge of funding urgent maintenance/compliance work in the current climate, while ensuring business continuity and sustaining safe and secure working environments for staff and students. The current economic situation, and possible reductions in public expenditure, will have a direct impact on the speed of implementation of our capital investment programme and maintenance priorities. In the light of this uncertain financial environment, decisions about capital projects may need re-appraising or projects be delayed, with



some tough choices to be made in setting priorities. Consequently maintenance issues will become more critical and additional maintenance projects may have to be brought forward during the period of the strategy. This will present tough choices in setting priorities for recurrent budgets. Our recent condition and compliance survey has identified a number of maintenance projects, mostly around our poorest performing buildings, where there is a pressing need to address maintenance/compliance issues. We have further significant maintenance work in other buildings that will also become pressing over the coming few years. The initial list of indicative work is attached as Appendix 7.

4.3 Space management

While acknowledging the scatter of our estate we will continue to challenge the scale and will focus effort on improving our use of space. We will, for example, make more teaching space capable of supporting multiple users, via our corporate booking system, prior to any changes made to timetabling practice, and critically challenge space requirements in project briefs. We will make use of the tools available at the sector level where these will help, and we will use our Space Management Group, convened by a Vice-Principal to drive change around space/working practice and culture. We will review and refresh of our NPRAS space-charging system and seek additional opportunities, where appropriate, to share space with other tertiary education collaborators and other business partners.

4.4 Business continuity during major refurbishment programme


Since 2005, we have completed major developments and implemented others while our business has continued as normal. We have ensured that appropriate business continuity programmes and risk management strategies have been put in place to minimise the impact of our ambitious programme on staff and students. Moving forward, we must not be complacent and we acknowledge that careful planning continues to be essential for the successful implementation of the next phases of our refurbishment programme. Indeed, given the current uncertain financial environment, we are aware that we

may have to reassess and reappraise estate priorities, including maintenance. Any reprioritisation is properly governed via SFC decision points/gateway procedures and our Estates Committee.

4.5 Dispersed sites and transportation of students across these sites

We recognise that a significant proportion of our carbon footprint is from the travel undertaken by staff, students and visitors, primarily in carrying out University business, and also through the commute to work and study.

Our dispersed estate continues to be challenging in terms of moving students and staff across campuses. The co-location of some Schools since 2005 has helped. Schools continue to be aware of the need to schedule classes carefully and the timetabling project will assist with this aspect greatly. A range of measures are already in place to encourage and facilitate sustainable and active travel. We will continue to extend these, informed by a survey of staff and student travel. We have established new public bus routes (some with significant financial subsidy), working with the City of Edinburgh and Midlothian Councils, with the aims of meeting the business and teaching requirements of our staff and students, and providing added benefit to the wider community. The needs and expectations of staff and students at each campus differ according to time of the day. We have commenced a review of these aspects with major service providers to ensure we offer the best possible range and consistency of service that can be delivered across each campus. It is expected that any changes to services as a result of the review will be implemented from academic year 2011-12.

 **While acknowledging the scatter of our estate we will continue to challenge the scale and will focus effort on improving our use of space.**

4.6 Social responsibility and sustainability

Our Strategic Plan identifies the strategic theme of 'Promoting equality, diversity, sustainability and social responsibility'. We have recently agreed our Social Responsibility and Sustainability Strategy – Choosing Our Futures. We aim to develop – and make explicit as an exemplar for the University community and others globally and locally – a whole-institution approach to social responsibility and sustainability. Our approach is to:

- lead by example, explicitly embedding our commitment to social responsibility and sustainability in our policies, strategies and procedures;
- actively support best practice, innovation and leadership in relation to social responsibility and sustainability: in teaching and learning, research and knowledge exchange and across our services and infrastructure;
- recognise and communicate relevant activity by students, staff and alumni;
- demonstrate and report our main social, environmental and economic impacts;
- work to improve the carbon performance of our existing building stock;



- develop a low carbon resilient estate through application of sustainable development guidelines and adoption of appropriate HE BREEAM standards.

4.7 Engineering infrastructure strategy

We will implement an Engineering Infrastructure Strategy that will protect and enhance the resilience and efficiency of services within and, where appropriate, between our various precincts and campuses. It will also include our approach to renewables, a possible expansion to our Combined Heat and Power (CHP) network and implementation of our Carbon Action Plan.

4.8 City and regional constraints

We continue to encounter some wider infrastructure issues that do not affect our institution alone. These include drainage, water supply, electrical supply capacity and roads and transport management matters, each of which presents specific challenges. We have, however, established good relationships with key partners and, within the context our masterplans/development frameworks, we have been able to progress strategies for these different challenges to mitigate barriers, so we can provide as much resilience and flexibility as required for each of our zones. However, there are already road and junction capacity constraints in locations around south east Edinburgh and in Midlothian to the north of Penicuik, that are likely to present significant issues for all development in the immediate future.

4.9 Co-location of school and business units

The preparation of masterplan/development frameworks and the project programmes within these has provided the opportunity to co-locate previously dispersed Schools/business units. This can be seen in every College and in some support areas and we have made great strides since 2005. A little more is said about each College and Support Group in later sections. The benefits, in terms of meeting our core strategic goals, are many and include:

- breaking down physical barriers within and between Schools and opening new opportunities for



teaching, research, commercialisation and knowledge exchange;

- co-location has permitted Schools to develop their own ethos which is regarded by many of our academic colleagues as very positive in terms of stimulating student/staff interaction;
- it has facilitated a critical review of space required to progress different activity and has led to better utilisation of space;
- it has allowed us to think about engaging students and how best we provide the services and environments they want;
- it has allowed academic colleagues to come together in a range of different spaces encouraging new interactions and partnerships to the benefit of teaching, learning and research activities;
- we have been able to address legislative requirements and improve the fitness-for-purpose of many of our buildings; and
- we have been able to develop projects in a sustainable way, including comprehensive

refurbishment of existing buildings, having regard to our corporate strategies.

4.10 Technological advances

Developments in ICT and more general technological advances present us with major opportunities to embrace new approaches to teaching, research and administration. It also presents us with an additional set of factors that will inform and to some extent drive changes in our estate and in the use of space for student and staff activity. ICT can support more flexible curricula and methods of delivery including off-campus study, alone and in groups. Students have much higher expectations of the use of ICT and are familiar with the capabilities of new technologies. Technology will also enable us to change our assessment, especially examinations, and spaces tailored for and dedicated to these activities will be required. Much supporting administration is now online, allowing greater devolution of action to



individual students and staff. Working patterns have changed and will continue to do so – smaller devices such as smartphones and laptops permit mobile working across the campus as well as off-campus, and extend working time. An IT infrastructure, both hardware and human, is needed to support this work, and downtime of systems will need to fall in line with rising reliance on online applications and services. Initiatives in sustainable ICT and fostering of closer working relationships between the IT, academic and estates departments promoted by JISC and the Association of University Directors of Estates (AUDE) will be evaluated and implemented as required with the SALIX Finance green fund being applied to relevant initiatives. Our alignment of estate and IT strategies is in accord with JISC's advice 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.

4.11 Provision of high-quality teaching infrastructure; accommodation, equipment and IT infrastructure

Our Strategic Plan identifies the strategic goal of 'Excellence in learning and teaching' and underpinning strategies. Strategic themes with implications for infrastructure and environment include enhancing our student experience by providing good quality and well placed learning and social spaces that support learning and form stimulating foci for the life of the academic community. We have established a Learning and Teaching Spaces Advisory Group which is responsible for promoting discussion and setting direction for learning and teaching infrastructure-related developments. The group comprises academics, student representatives, Estates and Buildings and Information Services professionals. It advises on current and future provision of formal teaching spaces and informal learning/study spaces, including physical infrastructure, audio-visual specification(s) and IT to

support the delivery of our programmes both locally and remotely.

The group has identified some high-level guiding principles, which include objectives to achieve/provide:

- good, predictable and reliable facilities and quality in all teaching rooms, based on a small number of defined standards, although particular rooms may have additional features;
- a well utilised estate in terms of optimal effective learning, whether through formal 'teaching-led' or informal 'study-led' modes, with spaces designed and furnished flexibly to promote these modes;
- ongoing developments to support and encourage new pedagogy, including technical enhancements of 'traditional' teaching spaces and new kinds of teaching and learning environments;
- improvements of the environment for students in terms of study and social spaces, acting wherever possible through identifying opportunities to upgrade the existing estate, using innovative design and/or new technologies and reflecting normal human expectations of comfort and responsible usage;
- student facilities which support strategic objectives, including both interactions across the disciplines and Schools' identity/ethos, engendering a sense community and engagement among students whether undergraduate or postgraduate;
- where appropriate, efficient clusters of formal and informal spaces, providing break-out study rooms and informal discussion areas around formal teaching rooms;
- continuing review of sector wide initiatives and disseminating exemplars of good practice from around our own estate and beyond to inform and encourage critical thinking about learning and teaching space, how it is used and its fitness for purpose.

In parallel with the above agenda, the group will engage with a number of other themes and projects of strategic importance.

4.12 Shared timetabling project

A phased project to consider introducing timetabling has been initiated. Phase one will address the cultural

and practical aspects of introducing a timetabling system and Phase two will involve software procurement. This project is critical to both academic and estate planning. It will provide vital management information to support scenario planning for new programmes and to deal with emergencies. It will empower our efforts to improve utilisation of our teaching estate and inform decisions on the best modes of use of the learning and teaching estate.

4.13 Changing student populations and patterns of delivery

We have set targets through our Strategic Plan to increase our headcounts of international students and taught and research postgraduate students. For the courses that are delivered on site we must ensure that this targeted growth can be accommodated within our existing estate and implementing the timetabling project will assist in this respect. Some growth will be via distance learning programmes and our IT infrastructure and networks must have the power and resilience to support the delivery of online applications. Requirements for residential accommodation related to changing student populations are closely monitored and ambitious plans are under consideration.



4.14 Student experience

We are actively reviewing how best our estate can contribute to our strategic theme of enhancing our student experience. We are working closely with Edinburgh University Students' Association (EUSA) to identify a strategy which will ensure a world leading student experience across all of our estate zones, reviewing options for social and support facilities and their location, whether central or devolved, and the mix of these spaces. The opportunity for students to access study spaces, including libraries, is also a high priority and options are reviewed by the Learning and Teaching Spaces Advisory Group. A learning and teaching cluster, including a cutting edge learning studio, has been created in the King's Buildings zone and feedback has been extremely positive.

4.15 Equality and diversity

Our Strategic Plan identifies 'Quality People' as a key enabler to meeting our strategic goals. 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 clearly contributes to or constrains 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 10 years. In terms of students, changing student populations and patterns of delivery will affect utilisation of our teaching estate and its disposition, whether traditional teaching spaces or new kinds of learning environments. The need for access for all is one major factor shaping our thinking as we decide which elements of our estate to retain and which to dispose of or rework in the coming years. We also recognise that the physical environment presents issues and challenges for disabled students, particularly those with physical and sensory impairments.

4.16 Internationalisation Strategy

This strategy reinforces our Strategic Plan's ambitious plans for increasing the numbers of international students coming to the University of Edinburgh. The

growth will take place in all of our Colleges and our estate plans need to take this into account, so we can provide an estate capable of supporting an international student population within one of the world's leading universities. We have identified a requirement to secure additional University controlled residential options for incoming international students, particularly for the post graduate community.

4.17 Commercialisation

The contribution that our estate makes to our strategic goal of 'Excellence in commercialisation and knowledge exchange' continues to be well recognised. The creation of The Edinburgh BioQuarter at Little France, and the research and knowledge transfer opportunities that this provides, is a significant national opportunity to create a world-leading health and related research and commercialisation cluster, working with NHS Lothian and private sector partners. Developments in relation to veterinary medicine and related animal health care research at Easter Bush are also progressing and will provide an opportunity to reinvigorate development at our Technopole Science park. In addition to supporting development at our science parks we can demonstrate significant progress incubating spin out and start-up companies through space in the estate, managed through our Edinburgh Technology Transfer Centre lease model in Appleton Tower and at King's Buildings.

4.18 Meeting our obligations in terms of our community strategy/public realm

In this strategy, we reaffirm our commitment to providing an estate that encourages public access to our buildings for lectures, galleries, conferences and wide-ranging festival events from comedy to theatre. In addition, in the period of this strategy, we will upgrade our signage across the estate and implement projects that contribute positively to the public realm. We continue to work with our partners such as the City of Edinburgh Council and Historic Scotland to identify schemes which best meet our collective needs. For example, a project to improve the environment of Old College quadrangle will be implemented and this will enhance the space for all citizens of and visitors to Edinburgh. Other opportunities where our estate can help promote engagement with the wider community are progressed in line with our Community Strategy. Many of these opportunities are



made possible because we are fortunate to benefit from philanthropic giving.

4.19 Collaboration and shared services

We continue to review opportunities for collaboration and shared services in the period of this strategy. Since 2005, when the University merged with the Roslin Institute, we have established a Centre of Excellence for Animal Health at Easter Bush. At the Western General Hospital we are progressing arrangements to align with the Medical Research Council's Centre for Human Genetics, which will provide opportunities for more efficient use of real estate and equipment between the Centre, existing University activity and the adjacent Cancer Research Unit. Building on our academic federation with the Edinburgh College of Art, both institutions have embarked on an exploration of possibilities around strengthening collaborative working arrangements,

including merger. We are also leading, from a Scottish perspective, the creation of doctoral training centres, with the submission of a bid to the Economic and Social Research Council for funding this type of activity.

4.20 Flexibility for future requirements

Our masterplans/development frameworks, and the projects within them, have provided an opportunity to consider how we plan and build in flexibility for future requirements. These requirements are varied and concern both the built estate and our IT infrastructure. We need to plan for accommodating growth in our student population, changing working patterns of staff, changes to the learning and teaching environment and the way research is carried out – for example, high performance computing is becoming a standard tool in many disciplines, and desktop videoconferencing and wikis support international collaboration.



Chapter 5:

College and Support Group proposals

This chapter provides a summary of the masterplan and development frameworks for each of our estate zones. It also provides an update of the priorities for each of our Colleges and Support Groups and identifies the priority projects that will be implemented when funding is available.

5.1 Masterplans and frameworks

5.1.1 Central Area and Residential and related zones

For the purpose of estate management, the Central Area extends from our New College and Holyrood precincts south to the Meadows, including all accommodation in Chambers Street, Old College, Forresthill and Buccleuch Place. Each of our Colleges and Support Groups have a presence in the Central Area, with the predominant academic user being the College of Humanities and Social Sciences. Two different masterplans/frameworks have been prepared for the two main Central Area precincts – for Holyrood/Pleasance and George Square/Bristo Square/Old College – and these set out a

strategic framework and inform development proposals. These masterplans will continue to inform the development of the Central Area zone over the next 10 years. The strategy associated with the masterplans ensures business continuity, with the priorities established in a sequential approach. The plans allow for a programme of comprehensive refurbishment and remodelling of functionally unsuitable estate for the next five to seven years, and some new build subject to availability of funding. The long-term strategy also works towards disposal or redevelopment of functionally unsuitable properties, which will be sensitive to economic recovery and property market confidence.

An emerging third precinct at High School Yards is developing out of appraisals and options to create the Edinburgh Centre on Climate Change. This Centre is a University-wide development with synergies across many academic units in the College of Science and Engineering and the College of Humanities and Social Sciences. It is currently being led by the School of GeoSciences.



- Holyrood/Pleasance Masterplan

Our masterplan for Holyrood South was granted Outline Planning Consent by the City of Edinburgh Council in 2009. Implementation of the projects within the masterplan is well under way, with Charteris Land completed in 2009, facilitating the vacation and demolition, in due course, of three major buildings to the north of Holyrood Road. An extension to the Pleasance Sports Centre is also under way to meet the growing demands of our student and staff population for high-quality sports facilities. The masterplan identifies other sites for future development including Holyrood Road north and south, Viewcraig Gardens for mixed development, and various smaller extensions to academic buildings.

- George Square/Bristo Square/Old College Development Framework

This is the traditional hub of the University and, because of the extensive and complex nature of the area, development must be viewed over at least a 10-15 year horizon. The framework has been endorsed by the City of Edinburgh Council and significant opportunities are presented in its implementation to create a vibrant University precinct with wider benefits to the community and city of Edinburgh. A co-terminous public realm masterplan, which aims to enhance the environment for staff, students and the community, has also been endorsed by the City of Edinburgh Council, and complements the overall framework. It includes signage and way-finding proposals and places greater emphasis on the identity of the University while assisting public access and acknowledging links to neighbouring developments such as Quatermile on the old Royal Infirmary site.

Developments previously identified in the 2005-15 Estate Strategy are subject to further study and option appraisals and include:

- Potterrow Phase 3 – potential for significant new build with detailed planning consent granted;
- Potterrow North – demolition of existing buildings and road diversion to form three new build sites;
- external refurbishment of Appleton Tower (may be brought forward subject to condition assessment);
- refurbishment of David Hume Tower (external phase may be brought forward subject to condition assessment);
- refurbishment of George Square East and West and Buccleuch Place North;
- Buccleuch Place South – disposal or residential use for University staff/students;
- public realm – additional work throughout the precinct;
- co-location of Student Services.

In addition to the two principal masterplan/frameworks that inform Central Area development plans, the following emerging opportunities have been identified through updated College/Support Group strategies and option appraisals:

- closer alignment between College of Humanities and Social Science activity and Edinburgh College of Art (eca);
- co-location of Institute of Applied Language Studies and Office of Lifelong Learning within the College of Humanities and Social Science;
- Edinburgh University Student's Association Strategy;
- Institute of Academic Development, bringing together a range of existing units focusing on training and skills for staff and students;
- Meadow Lane/Buccleuch Street and Summerhall, which provide a potential mixed use, including residential, development opportunity;
- Edinburgh Outreach Centre at Holyrood which will provide facilities for postgraduates who will be accommodated in the nearby student accommodation, as well as facilities for meeting our strategic aim of interacting with local, international and professional partners and communities.

5.1.2 Medicine and Veterinary Medicine zone

5.1.2.1 Medicine/Little France

The current vision for the NHS focuses on the original site procured by the NHS for the Royal Infirmary of Edinburgh and the Medical School, and provides for the relocation of the Royal Hospital for Sick Children, from its current location next to the Meadows, to Little France in 2013. This will result in the move of our Child Life and Health Department, which is embedded in the hospital. In addition, NHS Lothian plans to relocate Clinical Neuroscience from the

Western General hospital to Little France and we will therefore look to relocate our academic component of the Division of Clinical Neuroscience to Little France. The masterplan will also offer other opportunities to facilitate extensions of the QMRI and Chancellor's Buildings.

Following the acquisition of additional land by the University of Edinburgh and Scottish Enterprise, outline planning permission has been granted. This provides for the potential development of sixteen plots (development sites) to the south and east of the hospital site, of which we have secured title to three and an option to secure title for a further two. We are well into the construction stage of the Scottish Centre of Regenerative Medicine and this major research building will be complete in 2011. Plans for other plots continue, with a feasibility study under way to create a new Brain and Body Institute. A second phase to the stem cell research facilities is also planned.

Further work is being led by Scottish Enterprise, and is seeking to obtain potential expansion land to the south of the Little France site. We are working closely with Scottish Enterprise to ensure that our interests are taken into account.

5.1.2.2 Medicine/Western General

At the Western General Hospital, NHS Lothian is currently undertaking a masterplanning exercise with the aim of rationalising and upgrading facilities. We are closely involved in this process to ensure our interests are covered, particularly if there are opportunities to rationalise and upgrade some of our buildings.

 **We are working closely with Scottish Enterprise to ensure that our interests are taken into account.**

5.1.2.3 Veterinary Medicine/Easter Bush

Our School of Veterinary Medicine continues to be split across the city at Summerhall and Easter Bush, near Penicuik in Midlothian. It has been our aspiration for some time to move all animal teaching and learning and research to the Easter Bush campus to align with clinical services there, and this is now becoming a reality. Work to consolidate activity at Easter Bush is under way and a new teaching building will be ready for use in 2011. A cancer and imaging centre for animals has already been established within an extension to the Hospital for Small Animals. Completion of these projects will release Summerhall for disposal when market conditions are suitable, or possible alternative use.

As a result of our merger with the Biotechnology and Biological Sciences Research Council's (BBSRC) Roslin Institute, a new research building is under construction at the Easter Bush campus which will provide synergies with teaching and learning already taking place there. Consolidation of teaching, clinical and research activity on the Easter Bush campus provides the opportunity to create an International Centre of Excellence in Animal Health. The masterplan for the Easter Bush campus triggered major regeneration and development of campus infrastructure to meet emerging business activity over the next 20 years. Complementary is the Farms Masterplan and emerging Farms Strategy, which will set out the future of the farms and possible disposals.

5.1.3 College of Science and Engineering zone

Our King's Buildings campus is a leading science and engineering establishment and a major focus of University activity two miles south of the city centre. With excellent scientific facilities housed in a mixture of buildings of various ages, the campus presents challenges for coherent estate development to support the College's academic plans and opportunities, and to address 'quality of life' issues connected with facilities, services and the living environment.

5.1.3.1 King's Buildings Development Framework

The framework, which was endorsed by the City of Edinburgh Council's Planning Department in 2009 as



An abstract of the University's King's Buildings Public Realm Framework

supplementary planning guidance, provides a 'road map' for coherent planning, identifying sites for new developments while seeking to maintain and improve the existing character of the King's Buildings, creating a campus with a 'living heart'. The development framework identifies expansion opportunities for the six Schools around School quadrangles and a future expansion zone at the west end of the site.

The aims and objectives are to:

- create a framework for the physical long-term development of King's Buildings;
- create a campus structure plan which reflects our teaching and research needs;
- create a plan which facilitates the co-location of cognate activities and future development of Schools;
- create a coherent campus structure of routes, links and spaces, which have a clearly defined vehicular, parking, servicing and pedestrian access strategy;
- create space for research, spin out, commercialisation, support, and social functions;
- meet the statutory requirements and our strategic objectives in terms of sustainability.

5.1.3.2 King's Buildings Public Realm Strategy

The Public Realm Framework, currently in preparation, will reflect and build on the King's Buildings Development Framework. It will provide a vision for the long-term, addressing key themes such as social responsibility and sustainability. The strategy will provide clear guidance on the campus-wide approach to soft and hard landscaping, street furniture, signage, car/cycle and pedestrian access and biodiversity.

5.2 College and Support Group Priorities and Projects

5.2.1 College of Humanities and Social Sciences

The College of Humanities and Social Science has increased business activity over the last six years with a 14 per cent increase in FTE students and improved Research Assessment Exercise (RAE) ratings and research council funding for research clusters. Although the College's home/EU undergraduate population has not increased during this period, as planned, there has been very substantial growth in the College's overseas undergraduate population (a rise of over 60 per cent), in the taught postgraduate area (approximately 50 per cent) and in research postgraduates (approximately 40 per cent). The College plans to continue its significant contribution to the University's recruitment and *Internationalisation Strategy*, with detailed plans in place for the next three years to increase its overseas undergraduate population by a further 20 per cent, and its



An abstract of the University's Central Area Public Realm Masterplan

postgraduate population by a further 15 per cent. The recruitment of full fee and premium fee students, many from overseas, will provide further justification for continued investment in our teaching estate to ensure it is of an appropriate standard. In addition, we will expand our postgraduate research student numbers over the period of this strategy.

Significant progress has also been made in the estate priorities highlighted in the 2005-15 Estate Strategy informed by the Central Area Masterplan/frameworks. By the end of 2010, six of the 11 schools in the College will be substantially co-located (Health in Social Science; Social and Political Science; Philosophy, Psychology and Language Sciences; Education; Business School; History, Classics and Archaeology). Two of the remaining schools (Law and Divinity) operate from a single site, housed in iconic buildings and are unlikely to relocate. The accommodation may, however, require a degree of remodelling and rationalisation. The School of Literatures, Languages and Cultures presents the most significant remaining co-location project as it currently operates from thirteen sites, including properties throughout Buccleuch Place and George Square. This project is crucial in releasing sites for disposal and rationalisation of the remaining estate around George Square in particular.

The following projects are now complete or under construction:

- refurbishment of the Old Medical School for three schools in the College of Humanities and Social Science, following relocation of key medical business activity to Little France;
- refurbishment of the Adam Ferguson Building for the College of Humanities and Social Science;
- refurbishment of Appleton Tower for central teaching areas;
- development of Potterrow for the Schools of Informatics and Philosophy, Psychology and Language Sciences.

In addition to School-based activity, there are a number of units and centres operating under the College management structure. Realignment of these activities is under review, with the aims of increasing efficiency and promoting synergies. For example, the

“ Projects within the masterplans provide for improved quality and fit-for-purpose accommodation.

management of the Office of Lifelong Learning and the Institute for Applied Language Studies has been merged, and further opportunities are under investigation for the new Institute of Academic Development and Edinburgh Outreach Centre.

5.2.1.2 College priorities

- **Co-location of Schools**

This remains a major College priority. Benefits already secured from the plans implemented to date include business and space efficiencies, the creation of a sense of identity/School ethos and enhanced academic/research synergies. These benefits will be strengthened further with the next phases of estate development.

- **Enhancing staff and student experience**

Projects within the masterplans provide for improved quality and fit-for-purpose accommodation that will positively contribute to the staff and student experience. The refurbishment programme also provides an opportunity for Schools to critically evaluate space needs and requirements, and to think about how space and new projects can best meet staff and students' expectations.

- **Provide flexibility to maintain growth in postgraduate students and research**

The re-evaluation of space requirements has presented opportunities for rationalisation of space and improved use of existing space, giving the flexibility and scope for the absorption of future growth.



- **Partnership opportunities**

Further opportunities for partnerships/strategic alignments with external organisations and other higher education institutions such as eca are presented. There has been increased funding from research councils for research projects and joint working between our School of Arts, Culture and Environment and eca.

- **Engaging the local and professional communities**

The alignment of two of our major community education providers, the Office of Lifelong Learning and the Institute for Applied Language Studies, within the College has extended our programme as one of the leading providers of community education in the city. We currently offer credit-bearing courses to some 15,000 students. Additionally, we provide an extensive range of Continuing Professional Development (CPD) courses.

5.2.1.3 Significant projects proposed to address College priorities (2010-2020)

- **Co-location of the School of Literatures, Languages and Cultures (LLC)**

The School currently operates from 13 sites, and co-location is a key academic driver which will unlock opportunities for disposals or redevelopment in

Buccleuch Place and further rationalisation in George Square. The Central Area masterplan and our previous Estate Strategy identified the William Robertson Building (WRB) as the new home for LLC. The building will be vacant for redevelopment from early 2011 once current occupiers move out to new accommodation in the west wing of the medical school. Our recent condition and compliance survey also indicated that significant investment is required to improve functional suitability and consequently the refurbishment of the WRB is a key priority. Refurbishment of the WRB will in turn unlock the potential to vacate and refurbish space in the David Hume Tower and provide opportunities to find alternative uses for other George Square/Buccleuch Place properties.

- **eca and Edinburgh School of Architecture and Landscape Architecture (ESALA)**

The School of Arts, Culture and the Environment (ACE) currently operates from two buildings in the Central Area. Architecture have recently formed ESALA in collaboration with eca and the potential to extend collaboration between ACE and eca has been investigated through an options appraisal. Opportunities for efficiencies and collaboration are to be investigated further, potentially leading to a rationalisation of the existing estate or co-location of key activities.

- **Co-location of the merged Office of Lifelong Learning (OLL) and the Institute for Applied Language Studies (IALS)**

IALS currently operates from leased accommodation at 21 Hill Place and OLL occupies accommodation on the south side of Buccleuch Place that is scheduled for disposal. Co-location of these units as a major provider of community education is a key academic driver, and options to co-locate at Holyrood or in George Square are under investigation. Potential efficiencies/synergies in teaching accommodation will influence the preferred location, as will the links to the wider community. Opportunities to integrate OLL/IALS into the Edinburgh Outreach centre at Holyrood will be explored, as will the synergies with the Institute for Academic Development.



- **School of Law, Old College**

The School of Law operates from a single site in iconic Old College and is unlikely to relocate. However, there are pressures on current accommodation due to age and historic building restrictions and these are exacerbated by increasing student numbers and research projects. The location of the School of Law is historic, with many positive benefits including close proximity to the legal hub in Edinburgh. However, the space requirements of the School do need to be re-appraised and rationalisation of existing accommodation and potential expansion into adjacent accommodation will be investigated.

5.2.2 College of Medicine and Veterinary Medicine

5.2.2.1 Medicine: history, context and progress

Our strategic vision continues to be to consolidate most medical teaching and research to Little France, with an important part of activity located at the Western General

Hospital site. Since the building of the new Royal Infirmary of Edinburgh and the Chancellor's buildings housing the Medical School (2002), we have opened the Queen's Medical Research Institute (2005) and this has yielded many benefits, including a positive RAE 2008 outcome, with around 80 per cent of the College's research rated as internationally excellent or world leading. We have developed good relationships with other stakeholders at Little France, Scottish Enterprise and NHS Lothian in particular, to establish masterplans and development frameworks where we have common interest. These plans provide a framework for the creation of The Edinburgh BioQuarter over the period of this strategy and beyond, comprising medical health education and a biomedical research cluster. The BioQuarter will be a flagship for Scotland's medical and life sciences activities, providing a focus for commercial research through interaction and collaboration with academic expertise and clinical practice. Integral to these plans from a College perspective is the creation of Institutes, to co-locate previously dispersed departments. This strategy will help meet our strategic goals.

The College of Medicine and Veterinary Medicine's postgraduate student numbers have grown by 33 per cent since 2007 and the aim is to double our current intake by 2013. However, a significant proportion are e-based students – not campus based – so demands on the estate are minimal.

The following projects are now complete or under construction:

- Scottish Centre for Regenerative Medicine (SCRM)
- Clinical Research Imaging Centre (CRIC)

5.2.2.2 Veterinary Medicine: history, context and progress

Our Royal Dick School of Veterinary Medicine continues to be split across the city at Summerhall and Easter Bush, near Penicuik in Midlothian. We signalled our intent in the last Estate Strategy to move all animal teaching and learning and research to the redeveloped Easter Bush campus, to align with clinical services located there. Work to consolidate activity at Easter Bush is under way, in line with the 20-year Roslin Development Framework currently being prepared.

The following projects are now complete or under construction:

- A new Roslin Institute and teaching building will be ready for use in 2011;
- A cancer and imaging centre for animals has already been established within an extension to the Hospital for Small Animals.


5.2.2.3 College priorities

- **Co-location of dispersed groups conducting medical research into new Institutes in world class infrastructure**

Medical research is moving forward strategically with the formation of 'Institutes' through the co-location of dispersed research centres and groups with broad thematic interdisciplinary research. This will facilitate collaboration and intellectual knowledge transfer. Remodelling existing space and/or creating new spaces will be needed to support co-location and expansion, where appropriate. All new space will be 'future-proofed' to accommodate future advancements in research and technology. One example is the Institute of Genetics and Molecular Medicine in the new Centre for Systems Medicine building.

- **Continue alignment and partnership with NHS Lothian on its strategic vision to move primary critical care to the BioQuarter's Little France**

We will continue to work closely with NHS Lothian on its masterplanning exercise for the Little France and Western General Hospital sites and other locations, to ensure that our short and long-term estate and business requirements are known, considered and absorbed within its plans.

 **The BioQuarter will be a flagship for Scotland's medical and life sciences activities.**

Essential for collaboration, both intellectually and physically, is the alignment of our medical facilities with NHS clinical infrastructure. This ensures collaboration and opportunities to share facilities and equipment, thus providing the best possible environment to attract researchers who work between both institutions.

The opportunity to re-provide our department of Child Life and Health from the Meadows as part of the Royal Hospital for Sick Children move, and the displacement of the Department of Clinical Neuroscience from Western General, are embedded within the NHS strategic vision. A further move involving the displacement of Psychiatry to new premises is also a possibility.

- **Continue to expand on the research and commercialisation opportunities**

With the successful completion and occupation of the SCRM in summer 2011, there will be future opportunities arising for joint ventures and shared facilities, as well as the commercial opportunities that The BioQuarter will offer. The key to safeguarding our long-term research needs for ongoing future expansion will be land acquisition for The BioQuarter and we are working with others to ensure this becomes a reality.

- **Enhance the student and staff experience**

We will continue to invest in our key buildings to ensure they are maintained at the leading edge of technology and at a level that reflects our standing. This will also ensure that our staff and students enjoy the best possible experience. Our flagship medical teaching and learning building (Chancellor's Building) was completed in 2005 and needs to be re-evaluated to ensure that it continues to be fit-for-purpose, with new

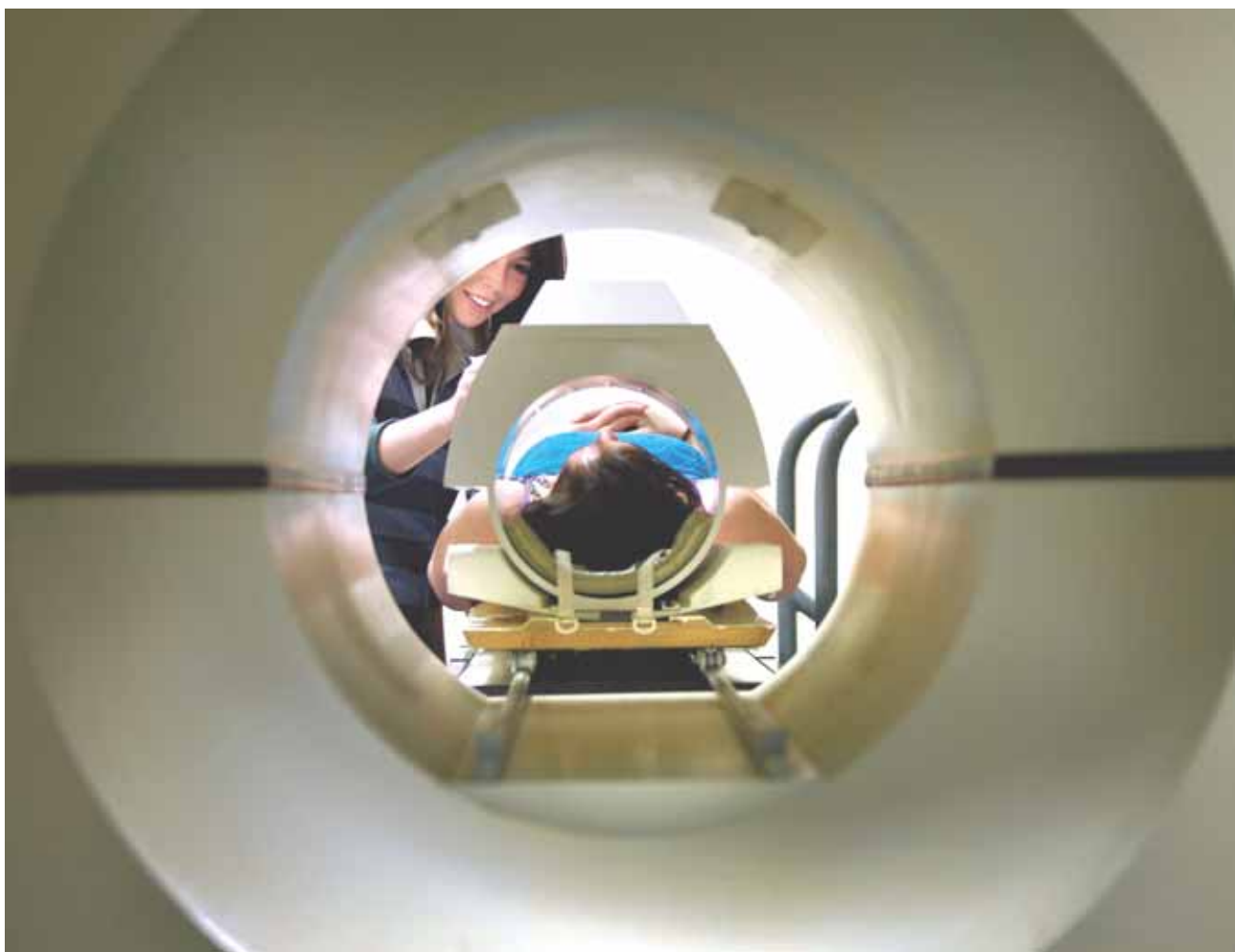
investment where appropriate to reflect changes in research priority and technology advancements. The redevelopment of the Easter Bush campus to form an international centre of excellence for animal health is the strategic priority for The Royal (Dick) School of Veterinary Medicine. In addition, we will continue to invest in the farmsteads and farmlands that are required to support all veterinary teaching and research. We will also assess and rationalise requirements at the Easter Bush campus to ensure buildings and technology are leading edge, reflect our standing, and help to improve the staff and student experience. We will continue to assess strategic investment or replacement of the residential accommodation, within the campus vicinity, for key workers.

5.2.2.4 Significant projects proposed to address College priorities (2010 – 2020)

- **Centre for System Medicine** – expansion of the Institute of Genetics & Molecular Medicine (IGMM) research at the Western General to form an integrated new building containing the three elements Molecular Medicine Centre (MMC), Medical Research Centre (MRC) & Cancer Research UK (CRUK) (potentially 2000m²).
- **Roslin Institute building phase 2** – moving of the key research facilities currently located at Dryden Farm, which support the research activities of the new Roslin Institute building – part of the Dryden Farm exit strategy (potentially 1000m²).
- **Brain and Body Institute** – creation of one new building spanning plots one and two of the BioQuarter phase two to bring together the existing research centre within the Central Area and Western General (potentially 9,000m² and 11,000m²).
- **New Equine Hospital and Large Animal Practice** – displacement of the existing equine and large animal facilities to the adjacent Hospital for Small Animals (potentially 1000m²).

In addition, the College will reap major benefits from the project proposal identified within the College of Science and Engineering to create the new Centre for Immunity, Infection and Evolution:

“**The redevelopment of the Easter Bush campus will form an international centre of excellence for animal health.**”



- **Ashworth 4a** – co-location and expansion to form a Centre for Immunity, Infection and Evolution (potentially 2,300m²).

College of Science and Engineering

History, context and progress

Our College of Science and Engineering comprises seven Schools: six are based largely at the King's Buildings campus with one School (Informatics) and a significant part of another (GeoSciences) in the Central Area. In the 2008 Research Assessment Exercise, the College was confirmed in the top five science and engineering units in the UK.

Key business challenges such as co-location of appropriate academic disciplines and modernisation of teaching and learning facilities have seen progress in the last 10 years, and a strategy for further advance is set out in the approved KB Development Framework.

An example of this work was the completion of the Informatics Forum on the site of the former Crichton Street car park, and the nearby teaching accommodation in the Appleton Tower. This enabled the co-location of the School into state-of-the-art facilities well situated to exploit and develop synergies with other Colleges and Schools. The multi award-winning new building places Informatics at the centre of the University and meets our strategic aims of co-location, interdisciplinary research and collaboration.

Business growth has continued to place demands on the quantity and quality of available space. For instance, we grasped the opportunity of external funding to establish the Centre for Systems Biology in the new Waddington Building. Other opportunities have been accommodated by imaginative reorganisations within existing School footprints, including all of the developments associated with research pooling. In many cases this process has reached a stage where Schools are at the limit of what

can be achieved without major remodelling or other development projects. We have continued to invest in the infrastructure in order to offer environments that attract and support motivated and productive staff.

Recent growth in undergraduate intakes, up 25 per cent since 2006/07, has put pressure on the teaching estate. However, we aim to stabilise the home/EU undergraduate population at the pre-existing levels of 4,600-4,700, while planning significant growth in postgraduate taught programmes and overseas student intakes, in line with 2008-2012 strategic targets to increase the University's taught postgraduate headcount by 50 per cent and the non-EU international student headcount by at least 1,000. The nature of the teaching infrastructure is changing with the progressive introduction of innovative IT and new student-centred and collaborative learning styles. We continue to give high priority to the provision of attractive places for informal learning, study and social space (the new Learning & Teaching Cluster in the James Clerk Maxwell Building (JCMB) being a fine example). As well as introducing new IT facilities within traditional teaching rooms, we have introduced a number of innovative spaces, such as our teaching studios, and will continue to develop cost-effective ways of supporting new pedagogies.

We have implemented a rolling programme of maintenance over the last 10 years and this will continue to address ongoing issues of poor physical condition and statutory compliance. The need to address the serious condition issues of the Darwin Building dominates estates planning for the King's Building campus, through the need to establish and maintain a viable decant strategy and enabling works. This remains one of our highest priorities.

“ We have implemented a rolling programme of maintenance over the last 10 years. ”

The following projects are now complete or under construction:

- refurbishment of Appleton Tower for the School of Informatics;
- development of Potterrow for the School of Informatics and the School of Philosophy, Psychology and Language Sciences;
- development of the Waddington Building for the School of Biological Sciences.

5.2.3.2 College priorities

- **Enhancing the student experience by improved teaching, learning and general facilities at King's Buildings**

Our major purpose is to promote a student experience which develops proactive, independent and reflective learners. We aim to provide high-quality well placed teaching, learning and social spaces that support group and individual learning, create stimulating foci for the life of the academic community, and support new teaching methods and student-led learning. Early





completion of the planned King's Buildings Library and Learning Resource Centre (providing facilities comparable to the Main Library project) is the highest priority.

- **Creating and sustaining infrastructure for world-class research and knowledge exchange**

To maintain and advance our position as a leading centre of world-class research, we must have capacity for agile response to scientific challenges and external funding opportunities. An estate of sufficiently high quality is essential to underpin awards of prestigious centres, recruitment of world-class scientists, and strong engagement with industry and government. We have strong interdisciplinary centres and the growth of interdisciplinary research activity remains the dominant strategic theme, especially at the life sciences/physical sciences and engineering interfaces.

- **Improving the quality of life at King's Buildings, promoting equality, diversity, sustainability and social responsibility.**

The King's Buildings Framework embodies a 'living heart' strategy in which facilities, services and amenities are developed around the principal public spaces at the centre of the campus. These developments are critical in improving the quality of life on the campus for students and staff generally, including improvements to the public realm, catering,

student services, nursery and commercial outlets.

- **Addressing vital refurbishment issues to provide quality infrastructure to support world-class academic activity.**

Many of the buildings at King's Buildings are at least 40 years old and have never had comprehensive refurbishment. Major condition-related risks are being managed in the Darwin Building and in Ashworth 2, which are significant factors in the option appraisal of the School of Biological Sciences estate. We shall give high priority to projects emerging from this appraisal, which is expected to recommend fundamental refurbishment or remodelling. The eventual need for decant of the Darwin Building continues to dominate estates planning and a series of complex moves will be needed to ensure business continuity for learning, teaching and research space. The Roger Land Building (vacated when the Centre for Regenerative Medicine is completed at Little France) and space in the Peter Wilson Building will be reserved for this purpose. Both will require investment to provide the necessary quality for continuing world-class research.

5.2.3.3 Significant projects proposed to address College priorities (2010 – 2020)

- **King's Buildings Library and Learning Resource Centre (LLRC)**

Although within the domain of Information Services, this scheme has very high priority for the College. It addresses a longstanding need at the King's Buildings for co-located library and information services, addresses the strategic objective of enhancing the student experience with greatly improved learning, study and social facilities, and is the most significant development planned within the 'living heart' strategy. The project is progressing well with planned completion in 2012. A complementary project, the learning and teaching cluster in the JCMB, is due for completion in 2010 and the first phase is already operating very successfully.

Within the period of this strategy, we expect to prioritise a second phase of the LLRC, envisaged as an extension over the footprint of the poor quality King's Buildings Centre, which would be demolished.

- **Edinburgh Centre on Climate Change**

This inter-College development is currently being led by the School of GeoSciences. An appraisal identified the Old High School in High School Yards (Central Area) as the appropriate location, and recommended remodelling and extension to create a building which is an exemplar of the best sustainability principles. Our ambition is to provide an appropriate and inspiring environment for postgraduate teaching, research, and outreach to government, industry and the public, bringing together the sciences and social sciences to address the challenges of climate change. The target completion date is the end of 2012.

- **Biological Sciences Estate – refurbishments/new build**

The first priority is completion of the Ashworth 4A project (jointly with the College of Medicine & Veterinary Medicine) to house the Centre for Immunity, Infection and Evolution.

An option appraisal will be undertaken of the entire School of Biological Sciences estate. This will include assessment of how to address compliance issues in two of the School's key buildings, the Darwin and Ashworth complex. The appraisal will look at these issues in the context of the overall School and College estate, aiming to create dedicated teaching, research and 'interaction' buildings. Options related to the scale of any rebuild of Darwin or other new building projects (e.g. a potential second phase Waddington Building) will be part of the appraisal, as will proposals for the Roger Land Building.

- **Engineering Quadrangle phase three (EQ3)**

The development framework envisages completion of the Engineering School quadrangle which began with the new build developments of the Alexander Graham Bell Building and the William Rankine Building. The next stage, EQ3, will accommodate research in renewable energy (with the possibility of wave/current tank facility) and would lead towards a position where



some of the poorer quality engineering buildings, such as the Faraday and Fleeming Jenkin Buildings, could be demolished.

5.2.4 Support Groups

5.2.4.1 Corporate Services Group, including residential accommodation

Corporate Services Group has been reviewing its business activity with a view to realising business efficiencies through consolidation and co-location of departments, where appropriate, resulting in a smaller, more sustainable, overall footprint. Ongoing projects in relation to this involve reconfiguration and relocation of teams in Charles Stewart House, Infirmary Street, Chapel Street and Old College. In addition, relocation of Security from Appleton Tower to a new control room in Infirmary Street. These moves and relocations will release space in Old College for alternative use, and release the Chapel Street store for possible disposal.

Looking forward, feasibility studies to identify further improvements in the quality and fitness-for-purpose of space will be carried out. For example, consideration will be given to moving Edinburgh Research and Innovation to a more suitable location and better quality space, which may result in the disposal of existing accommodation at Roxburgh Street. We will also review how best to support the expansion of sports facilities beyond our existing provision at the Pleasance and Peffermill, to better meet student and staff aspirations.

A further significant priority is the refurbishment and maintenance of the McEwan Hall. Maintenance and legislative compliance works will be carried out initially. Thereafter a detailed study to investigate potential future uses of the building will be progressed, with a view to making more flexible use of space and, in turn, improving utilisation.

We will also give consideration to extending our Combined Heat and Power (CHP) network as part of the Engineering Infrastructure Strategy.

- **Residential accommodation**

Our student residential accommodation continues to present a significant capital and operational asset. We

have an ongoing programme of maintenance, renewal and growth of the portfolio to ensure we are providing a range of good value accommodation to suit the individual needs of our students.

To meet our objective of increasing postgraduate student numbers, and meet the demands of our Internationalisation Strategy, we must continue to expand student accommodation. We also wish to increase our accommodation offered to EU and home postgraduate students, as we believe it will improve our ability to recruit from these areas.

Considerable investment has taken place to improve the commercial and conference facilities at Pollock Halls with an extension to the John McIntyre Centre. This has the added benefit of improving student experience in this location with a vastly improved and extended refectory. A review is now required to ensure we have sufficient residential accommodation available to support the increased commercial activity.

One of the major challenges in the period of this strategy is the need to address how we expand our accommodation portfolio. Pollock Halls has limited potential but we will be exploring options to create additional new development capacity through an update of the site development framework. In due course, consideration will be given to replace existing poor quality buildings with new developments. One example in the medium term is the replacement of the two-storey Holland House annexe with new, higher density accommodation.

We have been looking at a number of development sites with a view to addressing demand created by increasing numbers of postgraduates as outlined below. It is likely that these developments will require private sector funding, regardless of whether they are on our land:

- phased development of the Holyrood site to accommodate approximately 1,250 additional bed spaces, for growth in international and home postgraduate students;
- incorporation within the accommodation development at Holyrood of a University centre to support activities both locally at Moray House, and

more generally across the University. Additionally it will provide opportunities to improve delivery of some student support services and add to the facilities available for postgraduate activities;

- alterations to upgrade part of the ground floor of Masson House and so provide flexibility to continue to operate all or part of the building commercially during term time;
- new developer-led residential blocks around and adjacent to the Central Area. Currently this includes facilities emerging at Archers Hall and Nicolson Street;
- feasibility studies are being carried out to assess the suitability of Summerhall, Buccleuch Place (south) and Meadow Lane as locations for residential accommodation;
- as University owned accommodation becomes free, its suitability will be reviewed and assessed for residential accommodation or other rationalisation opportunities.

At Easter Bush, we will review existing catering activity to ensure we meet the demands of this developing location.

5.2.4.2 Student and Academic Services Group (SASG)

Existing SASG accommodation for the student facing services is unsuitable. We have an opportunity to consolidate activity, enhance the student experience and improve space utilisation to provide world-leading services. Consideration will be given to co-locating key

student services such as Careers, the Chaplaincy, the Disability Office, the International Office, Registry, Student Counselling and Student Recruitment and Admissions in a single location. In the longer term, the demolition of Potterrow, in line with the vision in the George Square/Bristo Square/Old College development framework, may present an opportunity for this and feasibility work will be progressed soon.

Co-location of these student services on a single site on Potterrow would also provide an opportunity to align with the services provided by EUSA, thus providing further benefits to students. However, in the short term, an interim solution will take place involving the relocation of Careers, the Disability Office, and Student Counselling to the third floor of the Main Library.

Relocation of some/all of the functions of our International Office is seen as a priority, particularly in support of our Internationalisation Strategy. Existing accommodation is of poor quality and is unable to support key business activity at present. The International Office and Student Recruitment and Admissions share core support functions, and continued co-location is important for the development of these services

Feasibility studies are under way investigating the option of relocating the Pharmacy and the University Health Service from Potterrow to Meadow Lane. This option also presents an opportunity to increase the residential portfolio in this location. In addition, nursery provision will be reviewed

The co-location of student services in purpose built accommodation will release space in Buccleuch Place and George Square for disposal or alternative, more appropriate, use. It will also provide the opportunity to refurbish prestigious spaces in Old College for more appropriate use.

We are exploring options for locating the remaining SASG services at Old College. This would include Communications and Marketing, Development and Alumni, Governance and Strategic Planning, Records Management and the SASG Business Unit. This would have the benefit of keeping key support functions near to senior university management and providing

“It is our intention to work towards location of services on three key sites in the Central Area.”



enhanced opportunities for marketing, hospitality and fundraising activities.

It is our intention to work towards location of services on three key sites in the Central Area, with some service functions also being provided at key campus locations like King's Buildings, and with provision for possible peripatetic services at Little France and Easter Bush. The three central sites would be a combined student services centre, perhaps at Potterrow; governance and external relationship-focused services in Old College; and the relocated health and pharmacy services at Meadow Lane.

5.2.4.3 Information Services Group

In order to improve business efficiency and synergies, and allow for the opportunity to improve the quality of staff accommodation, all Information Services (IS) staff locations will be consolidated in the central area as

part of the rolling refurbishment programme in the main library; there may be some exceptions where the delivery of a service requires some staff to be present on a peripheral site.

A review of the technical and infrastructure functions based at King's Buildings is required to ensure the configuration enables good collaborations between departments and improves the quality of the accommodation.

As indicated in Chapter 4, we place high priority on the quality of our learning and teaching spaces which should be of the highest quality and technology-rich. Provision of formal and informal study spaces is important to suit the differing styles of learning. No reduction in the number of micro-lab facilities is envisaged in the short term; there is still strong demand for these, as only 30 per cent of students carry laptops with them. The Library Research Annexe at South Gyle

provides offsite storage for books, which means that more space on campus can be devoted to high-quality study space. In order to meet the requirements of researchers and academic staff, there must be excellent service delivery back to campus.

It is our strategy to retain and strengthen the existing satellite library sites to ensure delivery of service to users where they are required. It will, however, be essential to improve the quality of the facilities to ensure that we have a comparable experience throughout the various locations. A review of the library and study space at Easter Bush is required to ensure that we are responding to the growing needs of users in this location. Expansion in this location is likely to be required in the first half of the Estate Strategy timeline.

The following projects are now complete or under construction:

- initial refurbishment phases of the Main Library.

It is our strategy to retain and strengthen the existing satellite library sites to ensure delivery of service.

Priority projects which have been approved by our Estates Committee, subject to the availability of funding, and are under way or are partially complete are:

- new library and learning resource centre at King's Buildings – this is also a high priority for the College of Science and Engineering;
- completion of the phased Main Library redevelopment, providing flexible high-quality spaces for study, research, staff and collections.



On completion this will release space for disposal or alternative uses following the relocation of staff from Paterson's Land, Old College, 55 George Square and 1-6 Buccleuch Place.

5.2.5 Edinburgh University Students' Association (EUSA)

In support of the EUSA vision – ensuring a world-leading student experience – we are engaging with EUSA in a review of their estate. We will align the EUSA estate strategy with their business goals and aims for moving forward. The over-arching objective is to ensure that the EUSA estate supports their strategic vision in every area of activity. In particular, the period covered by this strategy will see EUSA considering options for the replacement of the Potterrow Student Centre and ensuring that this opportunity is taken to enhance the student experience for all students. The following, more detailed points, arise as part of this overall vision:

- significant investment is required to Teviot House in the short term to provide a world-leading student social hub. The refurbished facilities must be able to support the day and night usage of the building;
- improve quality of space and facilities available for clubs and societies at The Pleasance or centrally, with consideration given to the sharing of this space with the University to maximise daytime utilisation, including closer integration with the Sports Union and CSE;
- feasibility studies to be carried out to consider the options for the replacement of Potterrow with suitable high-quality, flexible space;
- ensure a comparable experience for students at King's Buildings;
- consideration to be given to some sharing of space with University student-facing services to both maximise use and increase capacity;
- reconfigure EUSA service provision and facilities to suit the changing shape and dispersal of the University's activities and the demands placed by increased numbers of students. In particular, to



ensure that developments such as at Little France and Easter Bush consider the overall student experience in the estate planning process;

- incorporate facilities to allow fuller engagement with traditionally hard-to-reach groups (in particular international and postgraduate students), paying particular attention to appropriate social spaces;
- build on the relationships with EUSA's external festival partners to improve the facilities across the estate. Consideration to be given to longer leases or commitments from the theatre companies to assist with the funding options.



Chapter 6:

Finance

6.1 Context


The overall revenue cost of our estate in 2008/9 was £81 million or 14 per cent of total expenditure, while the total capital spend on buildings was £44 million. The Estate Strategy therefore has a major focus on an estate that is financially sustainable both in capital and recurrent terms.

The available funding for the capital building programme will undoubtedly reduce, particularly in the first five years of the strategy. Funding from government, charities and individual or commercial sponsors will be much more constrained than the recent period that has allowed the largest capital building programme in the University's history to be delivered. This will reduce the size of the programme at least in the first five years of the planning period. The growth in non-publicly funded income is forecast to continue to grow strongly and the University wishes to have an infrastructure that supports this growth.

There could be possibilities to supplement the programme by the use of external loan finance. Loan finance could support projects, that allow new net income to be raised from the activities they house, which allow the interest and capital repayment to be met without it being a drain on the recurrent budget. Investments in buildings that deliver substantial rationalisation savings and allow the sale of surplus accommodation could also support the use of loan finance.

6.2 Financial scenarios

At the time this strategy is being prepared there is great uncertainty as to the future public funding of higher education. For this reason three funding scenarios – optimistic, realistic and pessimistic – are included in the strategy.

 **The Estate Strategy has a major focus on an estate that is financially sustainable.**

Appendix 8a gives an illustration of the financial environment in terms of three funding scenarios against current approved programme spend and significant projects proposed to address College and Support Group priorities (including major maintenance and IT infrastructure) over the period 2010-20. This illustrates the level of demand for estate development College and Support Group proposals (as outlined in Chapter 5 and Appendix 8b) awaiting implementation, when funding permits: this totals £467 million to financial year 2019/20 inclusive. Over the 10-year period to financial year 2019/20, this shows a shortfall in all three funding scenarios in the order of around £82 million on the optimistic assumption; £248 million on the realistic assumption; and £425 million on the pessimistic assumption.

As the Estate Strategy will be updated at year five (2015) the main focus will be on the first five years, which are expected to be constrained. Our working assumption is that the realistic funding scenario is realised, although this is not guaranteed. Modelling around the realistic funding scenario, we have selected certain College and Support Group priorities currently being progressed through pre-contract stages and shown these together with the approved programme against the three funding scenarios – Appendix 8c refers. In addition, there is an indication of non-core projects that will only proceed subject to independent business cases. These have no impact on our scenario planning.

6.2.1 10-year funding scenario commentary

- **Optimistic scenario**

The optimistic scenario has been built up based on historical evidence whereby ancient universities have been able to lever at least three times the level of Scottish Funding Council (SFC) funding from other University and third-party sources in any one financial year. This evidence was reported in the Audit Scotland report 'Estate management in Scottish higher education institutions – 2007'.

The major assumptions are:

1. we break even each year on the Income and



Expenditure account thus producing between £10 million and £15 million Capital Acquisitions Capacity (CAC) each year. Note that after FY 2009-10 and next FY 2010-11 (£15 million in each year) the CAC reduces to £10 million each year until the final third of the period where we have shown potential growth in the final three years reverting back to £15 million per annum;

2. at the year-ended 31/07/2009, there was c£150 million cash in the bank. £70 million is ring-fenced as a reserve with £80 million left for capital projects;
3. the fundraising targets set for the approved programme come to fruition;
4. Summerhall and Midlothian land are disposed of;
5. annual funding from SFC, from financial year 2011-12 is £15 million per annum;
6. other funding from third-party sources i.e. research councils, comes to fruition delivering a position consistent with the findings of the Audit Scotland report.

The optimistic scenario produces potential available funds of £610 million to financial year 2019/20.

• Realistic scenario

The realistic scenario has been built up in the same way, however, it assumes reduced CAC due to a deficit income and expenditure account and that certain targets in relation to fundraising and property disposals are not fully realised.

The major assumptions are:

1. The University income and expenditure account is in deficit each year thus producing less CAC. After FY 2009-10 (£15 million) the CAC reduces to £12 million in financial year 2010-11 and then to £7 million from financial year 2011-12 each year until the final third of the period where we have shown potential growth in the final three years reverting to £10 million per annum.
2. At the year-end 31/07/2009, the University account contained c£150 million. £70 million is ring-fenced as a reserve with £80 million left for capital projects.
3. The fundraising targets set for the approved programme do not come to fruition and are £10 million less than expected. This reflects a position whereby the Scottish Centre for Regenerative

Medicine and the Royal (Dick) School of Veterinary Studies projects fail to realise their fundraising targets.

4. Summerhall is not disposed of and there are reduced receipts for Midlothian land.
5. Annual funding from SFC, from financial year 2011-12, is £10 million per annum.
6. There is reduced other funding from third-party sources i.e. research councils.

The realistic scenario produces potential available funding of £444 million to financial year 2019/20 inclusive.

• Pessimistic scenario

The pessimistic scenario has been built up in the same way as the other two scenarios but goes a step further than the realistic scenario by assuming a larger Income and Expenditure account deficit and consequent impact on levels of CAC. It assumes no further fundraising on the approved programme, no disposals, no SFC funding and a reduced level of other third-party funding.

The major assumptions are:

1. The University income and expenditure account is in deficit (larger deficit than realistic scenario) each year thus producing less CAC. After financial year 2009-10 (£15 million) the CAC reduces to £8 million in financial year 2010-11 and then to £5 million from financial year 2011-12 each year until the final third of the period where we have shown potential growth in the final three years reverting to £7 million per annum.



2. At year-end 31/07/2009, the University account contained £150 million. £70 million is ring-fenced as a reserve with £80 million left for capital projects.
3. The fundraising targets set for the approved programme do not come to fruition.
4. Summerhall and Midlothian land are not disposed of.
5. There is no annual funding from SFC, from financial year 2011-12.
6. There are reduced funds from other third-party sources.

The pessimistic scenario produces potential available funding of £267 million to financial year 2019/2020.

6.3 Conclusion

Given the level of potential demand for estate investment, there will be difficult choices and decisions to take and with some major buildings deteriorating and capital projects being delayed, it will be necessary to strike a balance between new build and major refurbishment aspirations and essential maintenance, to ensure legislation compliance and business continuity. Implementation plans will be refined each year as more robust financial forecasts become available during 2010-11 and following the comprehensive spending review 2011-14.

This Estate Strategy sets out our vision for the estate over the next 10 years. It has been prepared with full engagement of, and approval from, the University Court. The strategy is widely available including a link from our website. Implementation of the plans and projects identified in the strategy will be monitored, reported internally and to the SFC and updated as appropriate with due regard to procedures for ensuring good governance. These include adopting the principles of the Capital Projects Decision Point Process Guidance and applying these to projects as appropriate. In terms of links to our Strategic Plan, a new Strategic Plan will be available from 2013 and we will review our Estate Strategy at that point to ensure its continued relevance in advance of the full refresh in 2015.



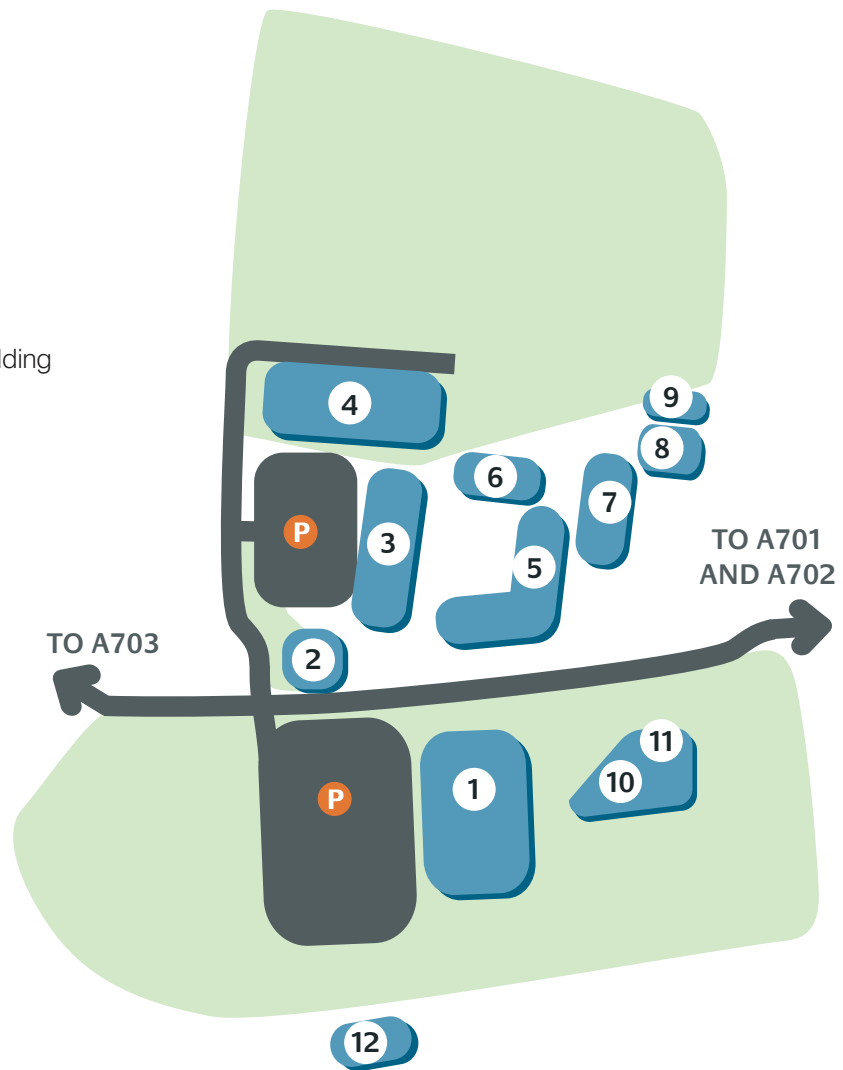
Appendix 1 Campus maps

The University in the city



Easter Bush

- 1 Teaching Building
- 2 Campus Service Area
- 3 The Roslin Institute Phase 1
- 4 The Roslin Institute Phase 2
- 5 EBVC Main Building
- 6 Sir Alexander Robertson Building
- 7 Large Animal Hospital
- 8 Large Animal Teaching & Imaging Facility
- 9 Equine Accommodation
- 10 Hospital for Small Animals
- 11 Oncology & Imaging Centre
- 12 Sheep Facility
- P** Parking



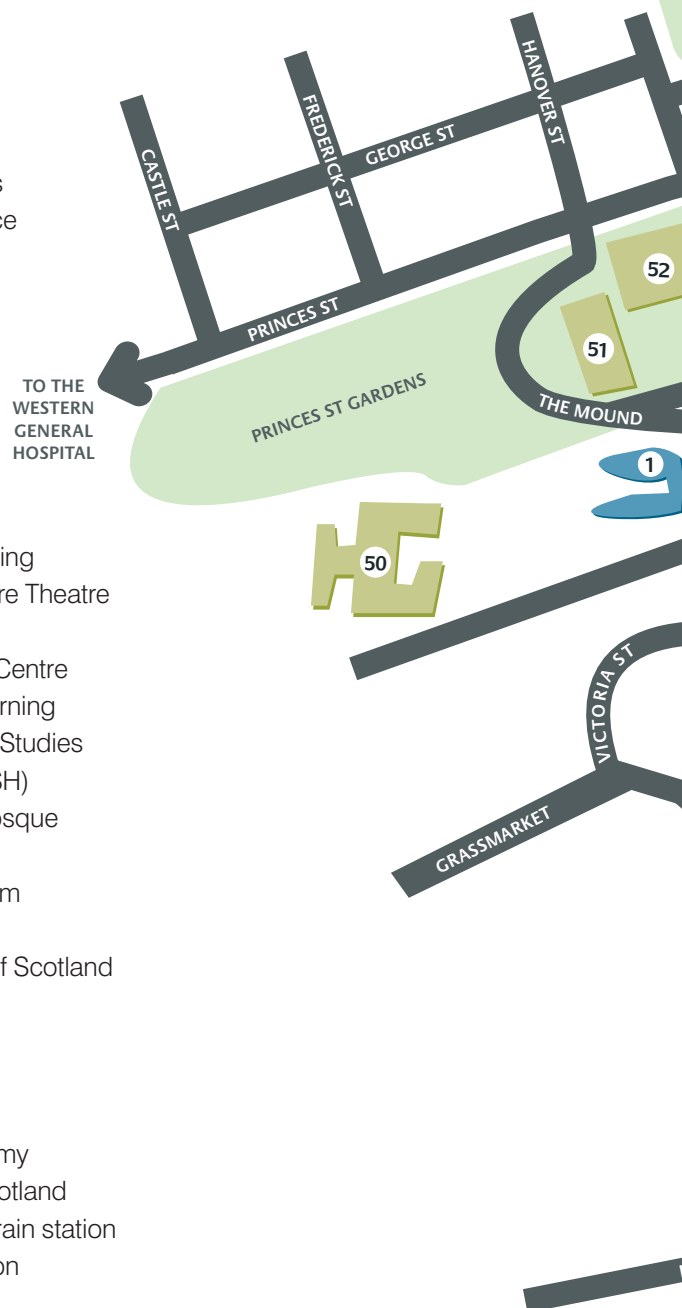
Little France

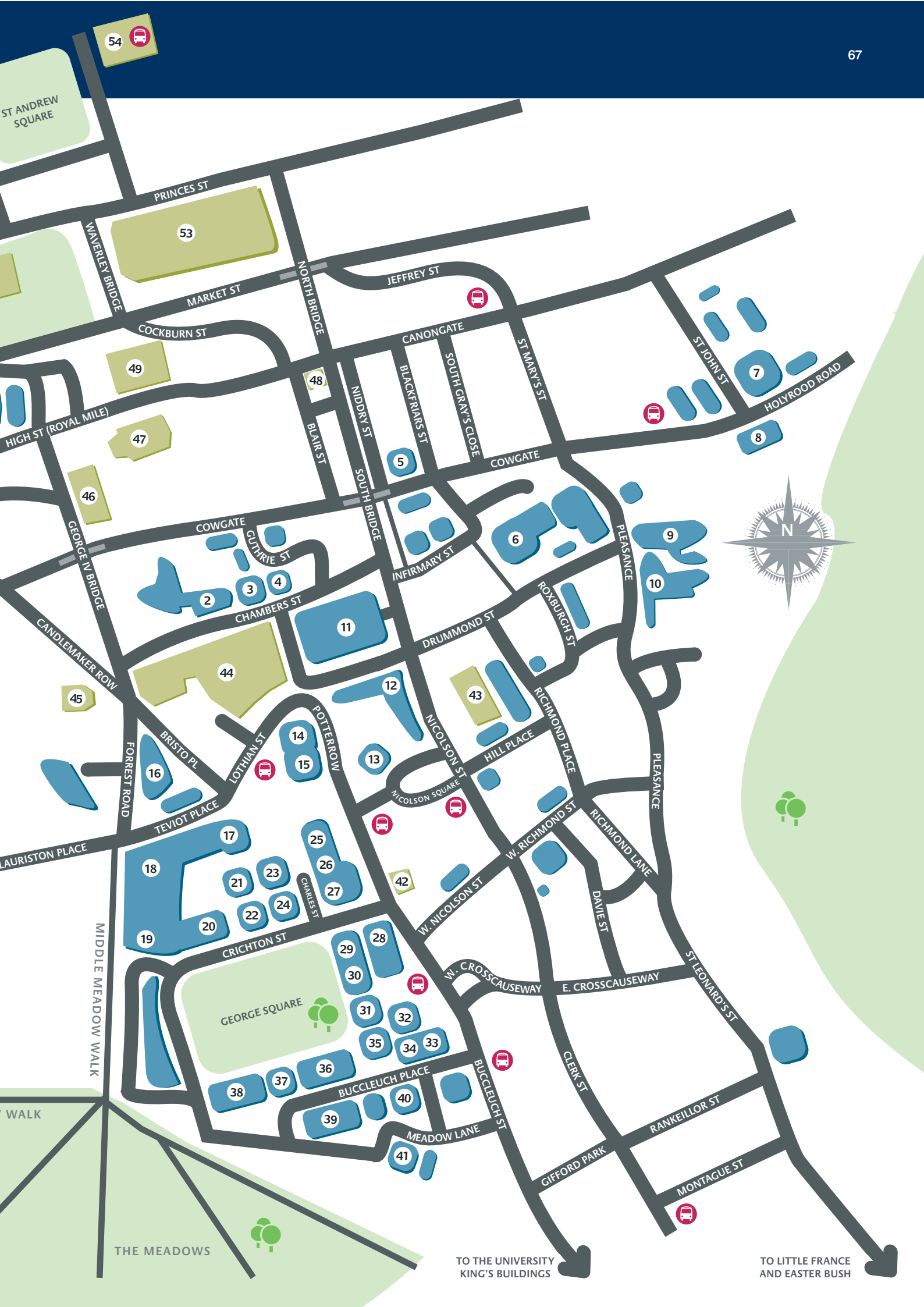
- 1 Queen's Medical Research Institute
- 2 Chancellor's Building
- 3 The Royal Infirmary of Edinburgh
- P** Parking

The University Central Area

- | | |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| 1 New College: School of Divinity | 30 College of Humanities & Social Science Office |
| 2 Minto House | 31 William Robertson Building |
| 3 Charles Stewart House | 32 David Hume Tower Lecture Theatres |
| 4 Adam House | 33 Careers Service |
| 5 St Cecilia's Hall | 34 Student Counselling Service |
| 6 High School Yards | 35 David Hume Tower |
| 7 The Moray House School of Education | 36 Adam Ferguson Building |
| 8 St Leonard's Land | 37 George Square Lecture Theatre |
| 9 Centre for Sport and Exercise | 38 Main Library |
| 10 The Pleasance | 39 International Student Centre |
| 11 Old College | 40 Office of Life long Learning |
| 12 Disability Office | 41 Institute for Advanced Studies in the Humanities (IASH) |
| 13 Alison House | 42 Edinburgh Central Mosque |
| 14 The Potterrow Student Centre: Students' Association (EUSA), Chaplaincy Centre, Health Centre | 43 Surgeon's Hall |
| 15 The University of Edinburgh Business School | 44 Royal Scottish Museum |
| 16 Bedlam Theatre | 45 Greyfriars Kirk |
| 17 McEwan Hall | 46 The National Library of Scotland |
| 18 Medical School | 47 St Giles' Cathedral |
| 19 Chrystal Macmillan Building | 48 Tron Kirk |
| 20 Hugh Robson Building | 49 City Chambers |
| 21 Reid Concert Hall | 50 Edinburgh Castle |
| 22 7 George Square | 51 Royal Scottish Academy |
| 23 Teviot Row House: Student Union | 52 National Gallery of Scotland |
| 24 1 George Square | 53 Edinburgh Waverley train station |
| 25 Dugald Stewart Building | 54 St Andrew's bus station |
| 26 Visitor Centre: Information, Exhibition and Shop | |
| 27 Informatics Forum | |
| 28 Appleton Tower | |
| 29 International Office and Student Recruitment and Admissions | |

 Bus stop

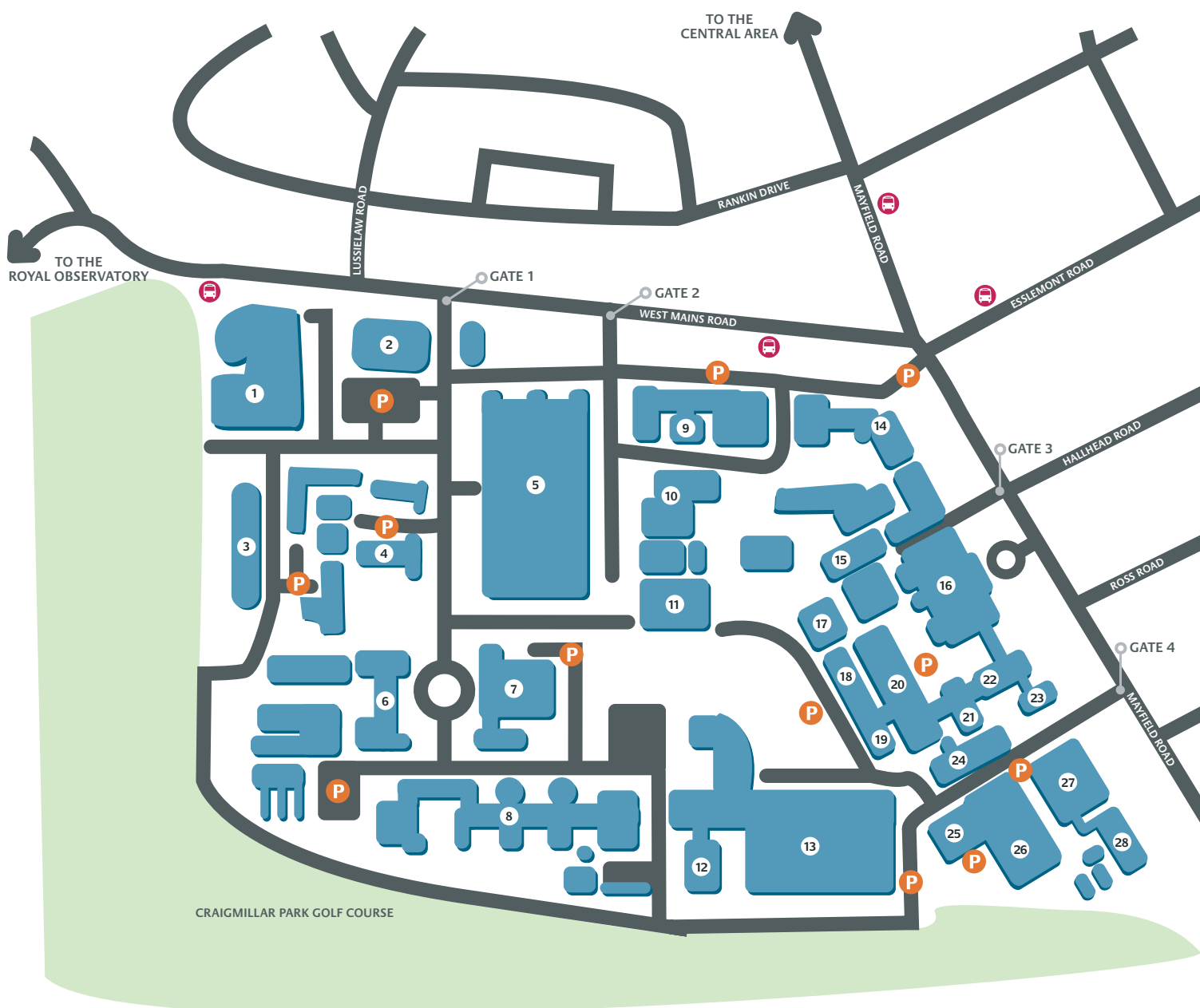


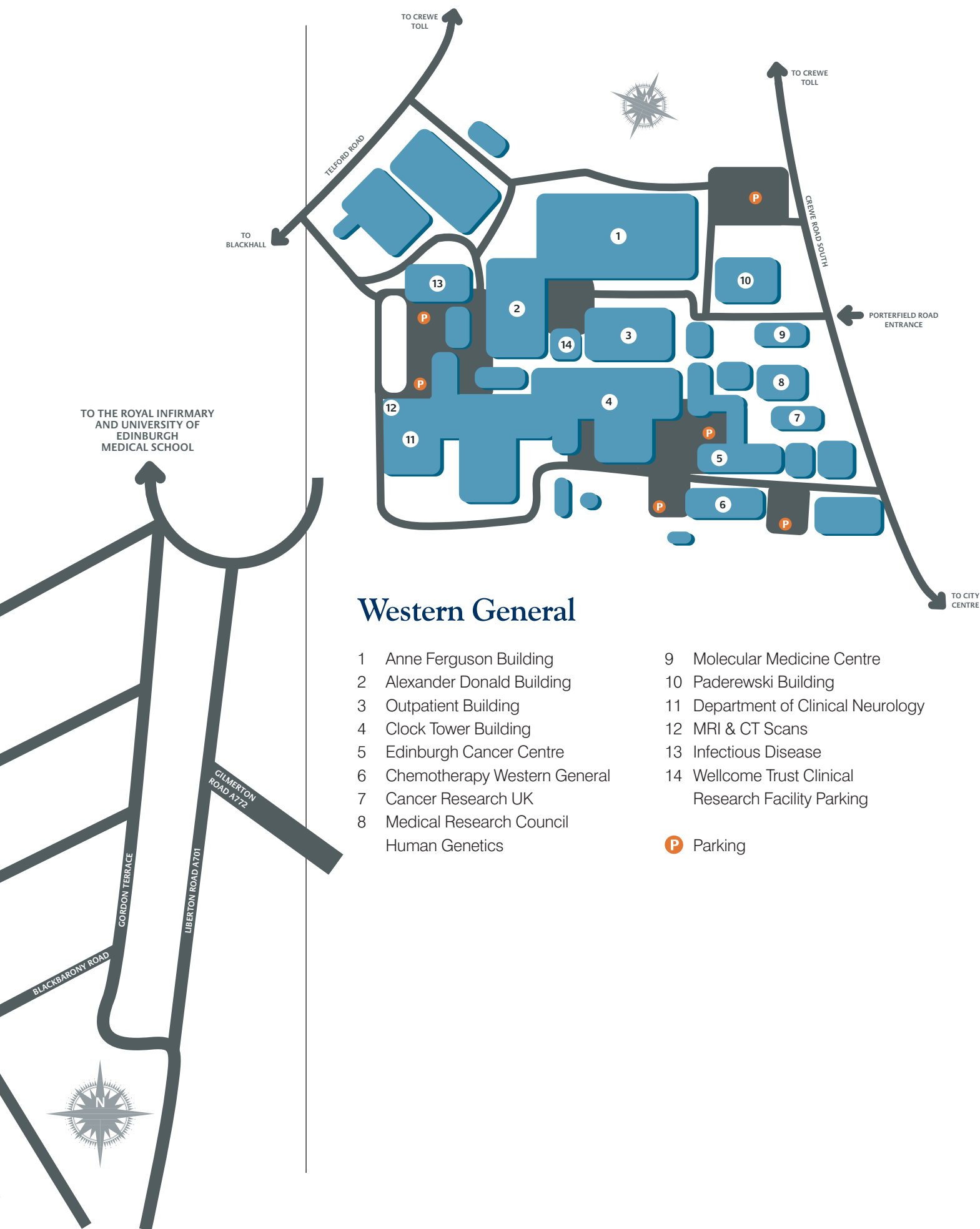


The University King's Buildings

- | | | |
|------------------------------------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------|
| 1 British Geological Survey | 10 KB House: Students' Association (EUSA) | 20 Fleeming Jenkin Building |
| 2 Student residences | 11 KB Centre | 21 Faraday Building |
| 3 Weir Building: Science & Engineering College Office, Careers Service | 12 Erskine Williamson Building | 22 Hudson Beare Building |
| 4 Crew Building | 13 James Clerk Maxwell Building | 23 Engineering Lecture Theatre |
| 5 Joseph Black Building | 14 Ashworth Laboratories | 24 Alrick Building |
| 6 Scottish Micro Electronics Centre | 15 Kenneth Denbigh Building | 25 Michael Swann Building |
| 7 Roger Land Building | 16 Sanderson Building | 26 Darwin Building |
| 8 Peter Wilson Building | 17 John Muir Building | 27 Daniel Rutherford Building |
| 9 Grant Institute | 18 William Rankine Building | 28 CH Waddington Building |
| | 19 Alexander Graham Bell Building |  Bus stop |
| | |  Parking |

The regular bus service between the Central area and King's Buildings can be viewed at www.ed.ac.uk/schools-departments/transport/public-transport/buses/shuttle-bus





Appendix 2

Mapping of business activity to zonal structure

Zone	Core sites	College/School/Support Groups
Central Area zone	Old College/ Bristo Square/ George Square	Schools in College of Humanities and Social Science: Arts, Culture and the Environment Business Economics History, Classics and Archaeology Law Literatures, Languages and Cultures Health in Social Science Philosophy, Psychology & Languages Sciences Social and Political Studies Informatics from College of Science & Engineering
	Holyrood/Pleasance New College	Education Divinity
	High School Yards	GeoSciences from the College of Science and Engineering
Medicine and Veterinary Medicine	Little France Central Area including Hugh Robson Building	Clinical Sciences & Community Health Biomedical & Clinical Laboratory Sciences
	Western General Summerhall and Easter Bush	Molecular and Clinical Medicine Royal (Dick) School of Veterinary Studies
Science and Engineering zone	King's Buildings campus	Biological Science Chemistry Geosciences Engineering and Electronics Mathematics Physics
Residential and related accommodation zone	Pollock Halls	Residential accommodation
	University library	Information Services Group
	Central Area: Charles Stewart House, Old College and other locations	Corporate Services Group Student and Academic Affairs

Appendix 3

Land and property assets for potential rationalisation

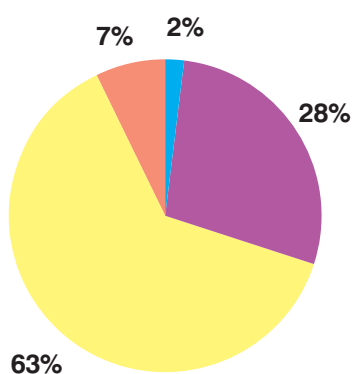
Location	Current status	Action
Central area		
Holyrood North	Initial phases of the masterplan have been implemented and three buildings mothballed for demolition.	Public consultation launched as start of process to revise masterplan for alternative use as postgraduate student residential and Outreach Centre.
Dumbiedykes/Pleasance	Extension to Centre for Sport and Exercise complex almost complete. Vacant land available for social housing.	Available for third party development, awaiting progress with the City of Edinburgh Council or approved Registered Social Landlord.
Buccleuch Place and environs	Some student services, temporary teaching facilities, academic offices, postgraduate use and decant office space for support staff.	Consolidation of some student services and support staff in Main Library and postgraduate relocation into relevant Schools. Evaluation of space for possible conversion to student residential accommodation.
Meadow Lane and Buccleuch St	Mixed use low rise accommodation.	Progressing feasibility proposals for the University Health Centre, retail and student residential use.
Forresthill	Decant accommodation for support staff and temporary teaching facilities.	Redevelopment for support service use and partial disposal.
Medicine and Veterinary Medicine		
Summerhall	Pre-clinical veterinary teaching and research use pending relocation.	Assessing opportunity for alternative use for residential accommodation, office and commercialisation activities.
Farmland at Bilston and Roslin	Agricultural use as part of the Langhill farm operation. Zoned in recent Midlothian local plan for residential use.	Reviewing development and disposal options with agents and planning advisers.
Science and Engineering		
Ogston Building	Mothballed	Proposed for demolition
Multi-storey car park	Mothballed	Proposed for demolition
Old Waddington Building	Mothballed	Proposed for demolition
Old faculty office	Mothballed	Proposed for demolition
Kenneth Denbigh Building	Demolished	Site cleared for Ashworth 4 development

Appendix 4

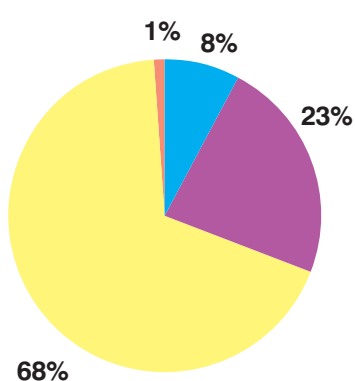
Building performance assessment: zonal analysis

■ Highly satisfactory
 ■ Reasonably acceptable
 ■ Below acceptable
 ■ Unacceptable

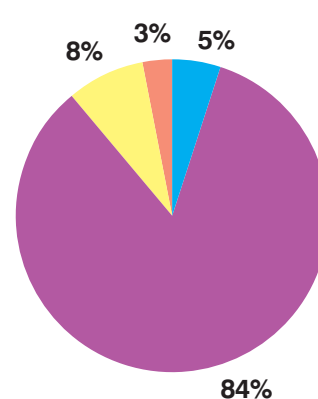
Central Area zone 1996



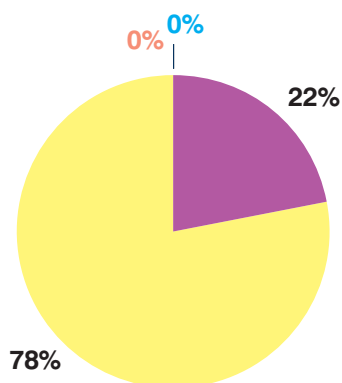
Central Area zone 2005



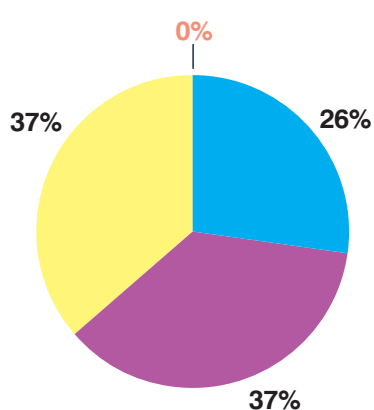
Central Area zone 2010



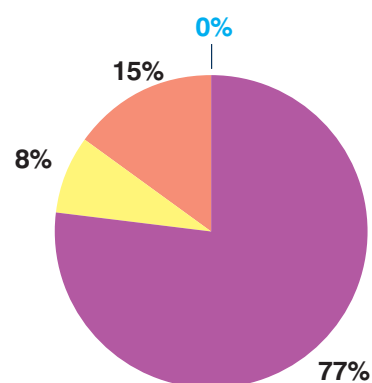
Medicine and Veterinary
Medicine zone 1996



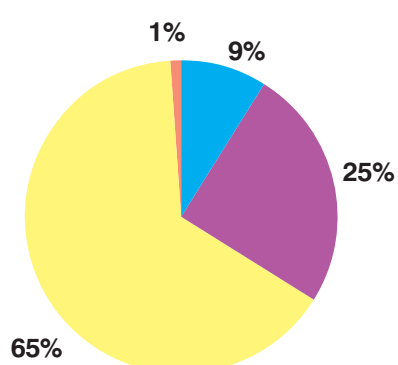
Medicine and Veterinary
Medicine zone 2005



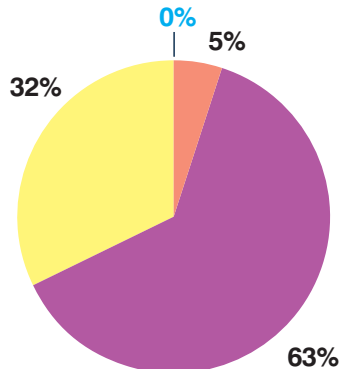
Medicine and Veterinary
Medicine zone 2010



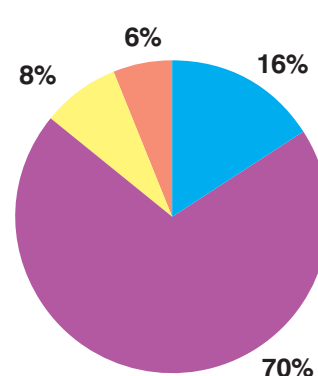
King's Buildings 1996



King's Buildings 2005

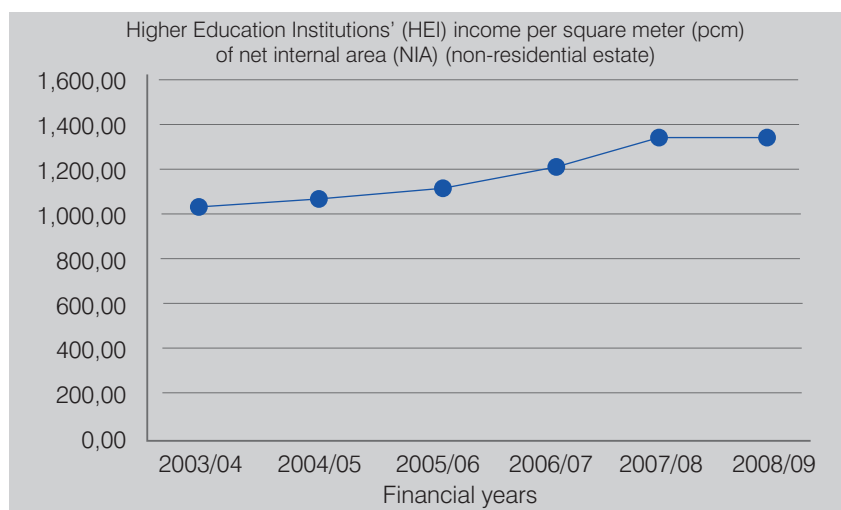


King's Buildings 2010

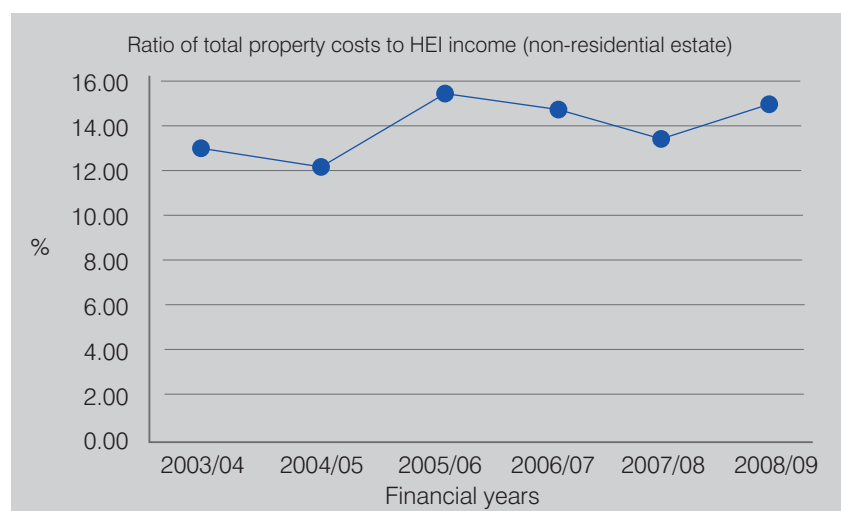


Appendix 5

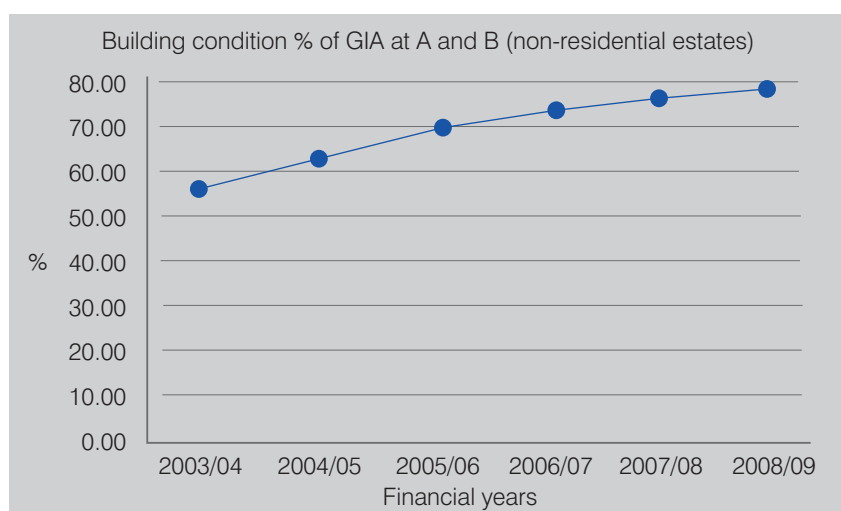
Estate management statistics: key performance indicators



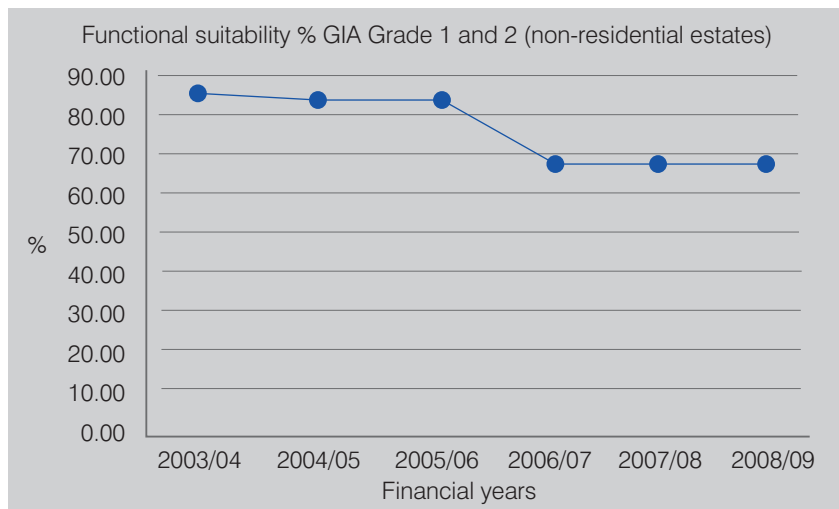
This measure represents institutional income received in the context of estate size. A high income per m² reflects effective use of space. The University is aiming to increase income over time and at the same time reduce its estate size where strategically appropriate.



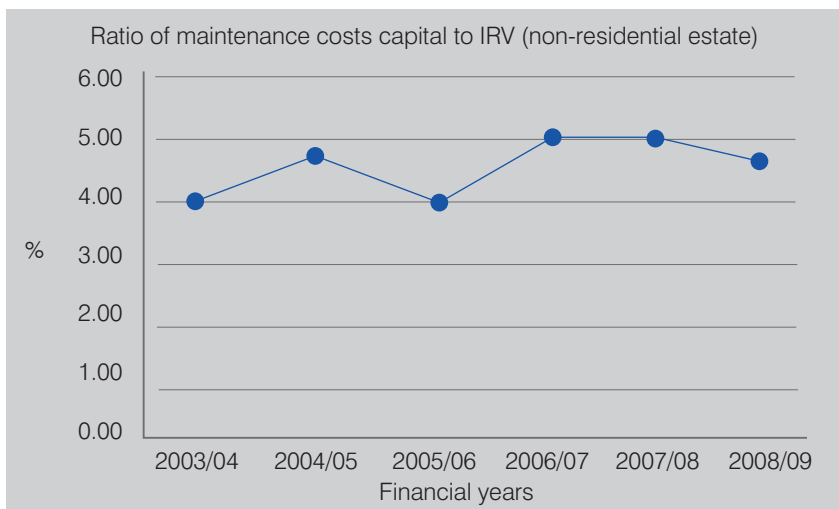
This ratio indicates the significance of non-residential property costs in the context of institutional income. Reduction in this ratio helps improve profitability from a business perspective. This measure is heavily influenced by the level of maintenance expenditure incurred (includes the write-off from capital). The University seeks to reduce its backlog while at the same time trying to reduce its other revenue property costs.



This measure represents the proportion of gross non-residential space classed as either 'new condition' or 'sound, operationally safe and exhibiting only minor deterioration'. Factors such as building age and maintenance costs may affect this. The University seeks to increase the percentage of building condition at grade A and B by increasing maintenance and capital expenditure. The level of capital investment, particularly in Central Area, should see the percentage increase over the next few years.



This measure represents the proportion of gross non-residential space graded as either 'Excellent' or 'Good' in terms of its current use. The University seeks to enhance this position and with the significant levels of capital spend, should this percentage increase over the next few years.



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 increased.

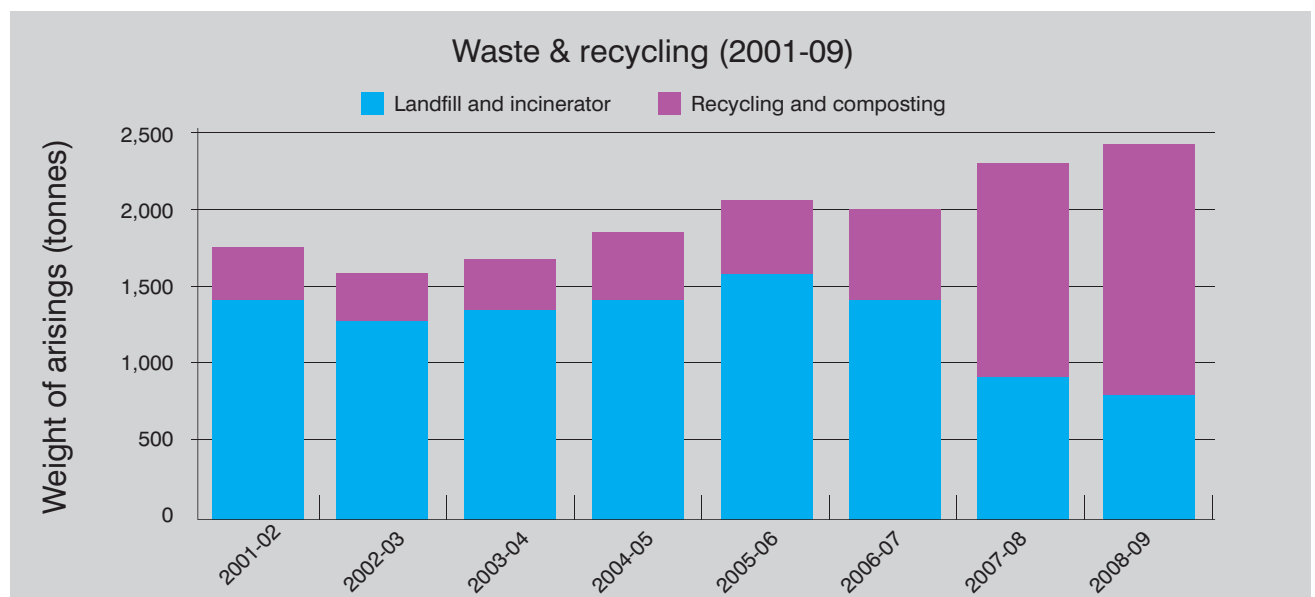
Appendix 6

Sustainability: key performance measures

Metric	Description	Target	Baseline (yr) /earliest data	Current (yr)
Recycling rate	% of General Waste recycled from the University	30% rate by 2006-07 60% by 2012	16% (2003-04)	63% (2008-09) [1]
Waste to landfill/ person	Weight of waste sent to landfill per person	5% cut by 2010 148kg per person	156kg per person per year (2003-04)	85 kg per person per yr (2008-09) [1]
CO2 from energy	40% absolute reduction on 1990 levels by 2010	29,868 tonnes CO ₂ per year	49,781 tonnes (1990-01)	38,149 tonnes CO ₂ (2008-09) [2]
Energy consumption	Improve relative energy efficiency by 20%	254kWh per m ² per person	318kWh per m ² per person	180kWh per m ² per person [3]
Reduction in % of car journeys to work	Proportion of single occupancy journeys by car	5% fewer over five years	Staff – 28%	Staff – 19%
Travel Plan investment	Investment in the use of more sustainable forms of travel	£165k	£17,000 (2004-05)	£340,000 (2008-09)

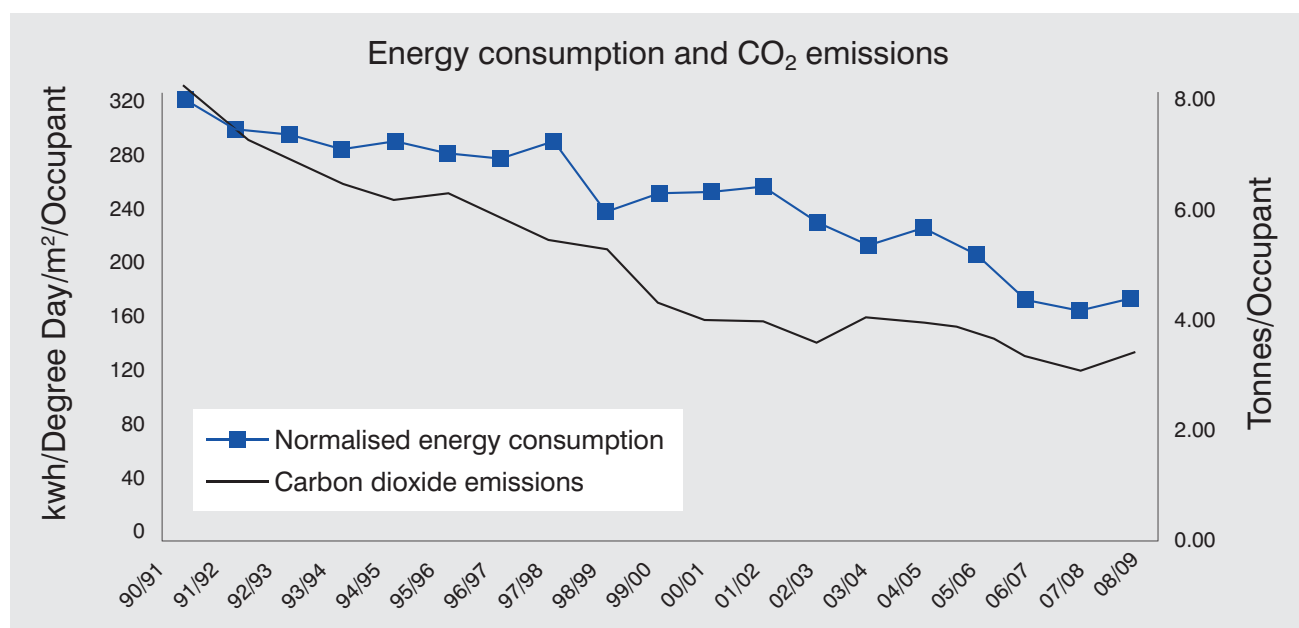
Notes:

[1] 63% (1,460 tonnes) of its General Waste recycled – including Paper, Cardboard, Mixed Recyclate (office waste), Waste Electrical and Electronic Equipment (WEEE), Green Waste for compost and some Food Waste. During the 2008-09 academic year, the University has increased its total recycling by 19% and reduced its total waste to landfill / incinerator by 33% against previous year. In 2008-09, each occupant of University buildings was responsible for approximately 85kg of landfill waste and 174kg of recycling.



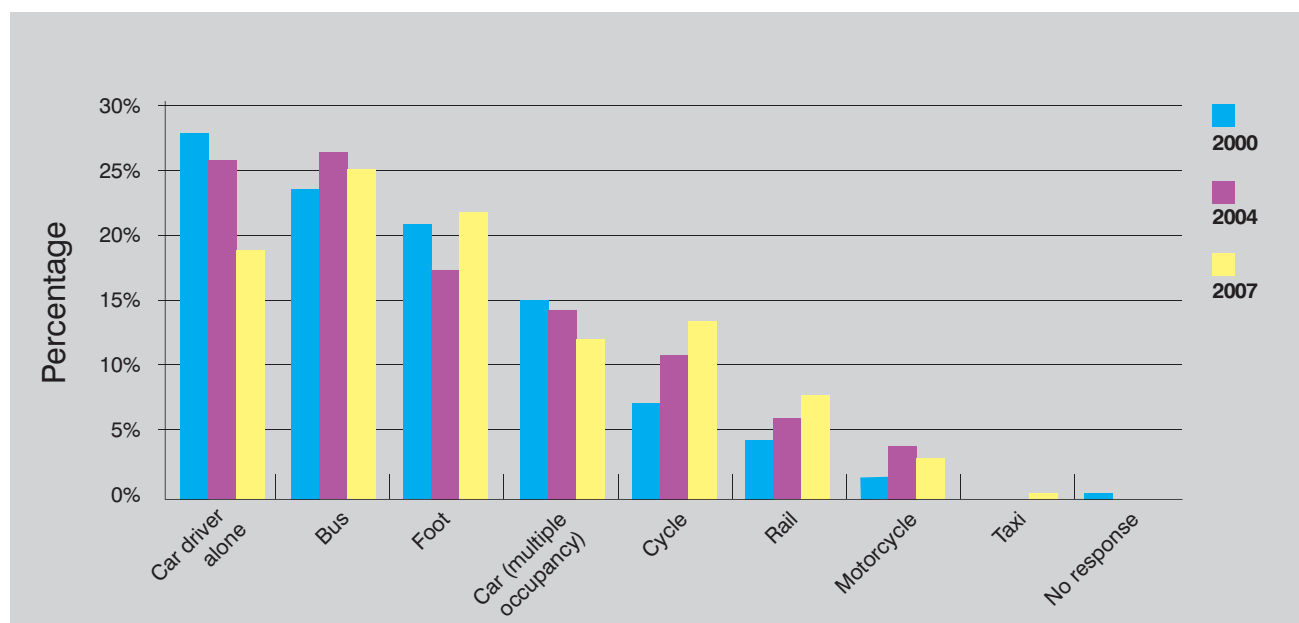
[2] Total CO₂ emissions on previous basis [future reports will align to new DEFRA reporting standards]

04/05	04/05	05/06	06/07	07/08	08/09
49,781	37,337	36,827	34,171	34,919	38,149



[3] Normalised energy efficiency index:

04/05	04/05	05/06	06/07	07/08	08/09
318	229	210	179	171	180



[4] Mode share for the total University staff population from staff surveys undertaken in the year 2000, 2004 and 2007. The findings are very encouraging with the

car driver alone mode share dropping by 8.4% (from 27.6% to 19.2%), and car multiple occupant journeys dropping by 2.7% (from 14.9% to 12.2%). Further survey conducted in 2010.

Appendix 7

Indicative maintenance imperatives

An indication of work from poor performing buildings and other significant items.

Indicative costs for the possible major maintenance works on the core estate have been profiled for illustrative purposes only in the Estate Strategy 10yr CPP

2010 – 20 and formal bids would be prepared and presented to the Estate Committee as part of the annual maintenance programme update as required

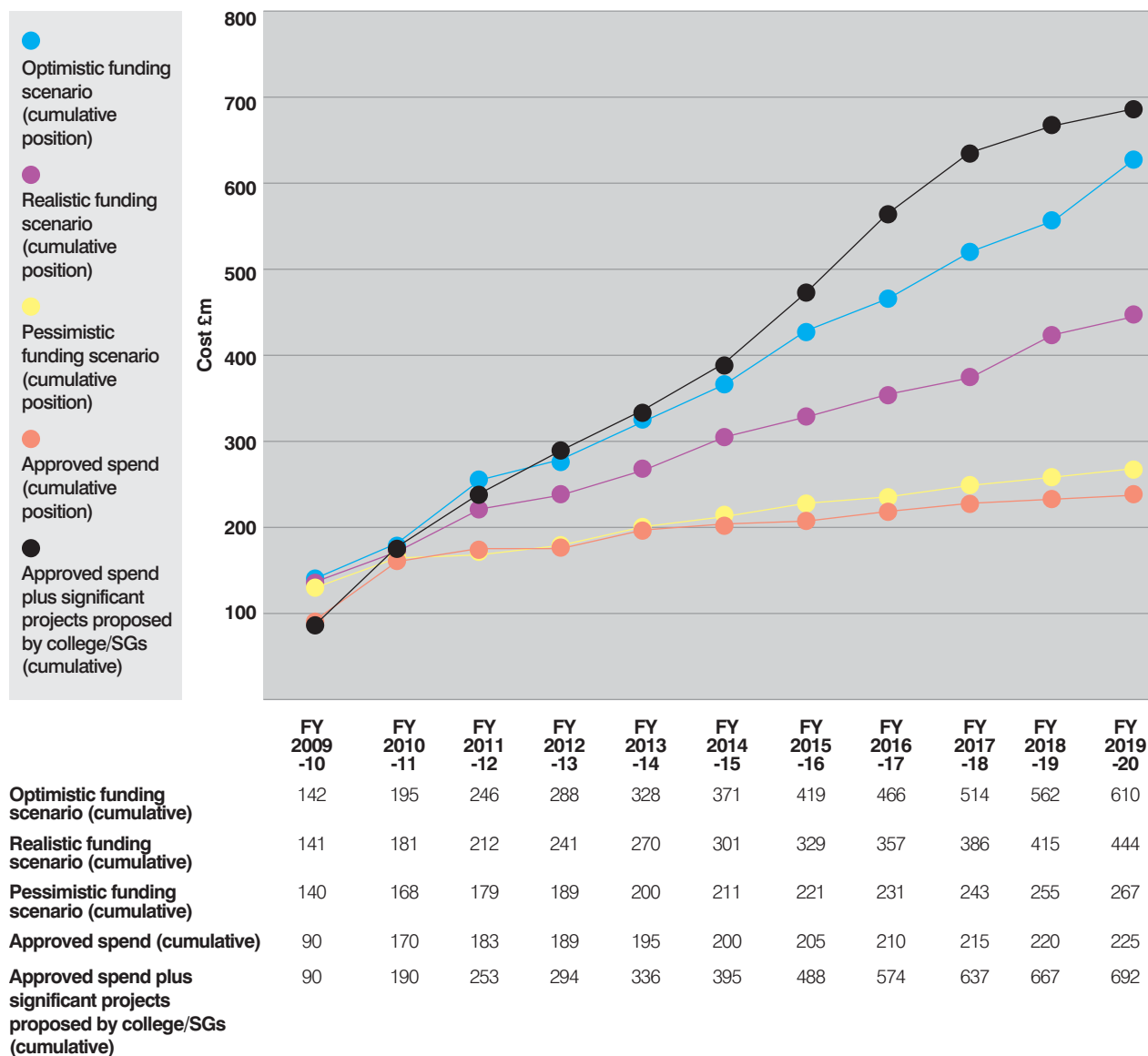
Building Core non-residential estate	Possible costs	Comments
Darwin Building Poor physical condition including external fabric. Lifts and M&E services are at the end of their useful life and any major failure may disrupt business.	£700K	Strategy for building is based on decanting and mothballing. May require significant injection for business continuity management purposes.
R(D)SVS Summerhall Roofs nearing the end of useful life, internal fittings in poor condition and M&E services at end of useful life.	£500K	Building to be substantially vacated by summer 2011. Essential mothballing and continuity costs depending on future use.
Roger Land Roof nearing the end of its useful life and internal fittings in poor condition.	£700K	Linked to relocations for biological sciences (Darwin decant).
William Robertson Roof nearing the end of its useful life. M&E services at end of useful life.	NA	Subject to feasibility study major refurbishment being planned.
David Hume Tower M&E services at end of useful life and external fabric requires extensive remedial works.	£1.3 million	Subject to survey significant external fabric maintenance programme required. Continuity investment in services.
Easter Bush Vet Centre External fabric in poor condition. M&E services approaching end of life.	£1.2 million	Building to be substantially vacated by summer 2011.
Ashworth Lab Roof nearing end of useful life and internal fabric repairs.	£700K	Building will be included in Biological Sciences feasibility study.
Ashworth Extension Internal fabric and layout poor. M&E services approaching end of life.	£1.1 million	Building will be included in Biological Sciences feasibility study.
Alrick Buildings Roof nearing the end of its useful life and internal fittings in poor condition.	£200K	
Appleton Tower Recent repairs to external façade have an estimated remaining life of approximately five years. Roof nearing the end of its life.	£3 million	Options for re-cladding façade and roof covering being investigated.
Total Say	£9,400K £10 million	

Building UoE / EUSA estate	Possible costs	Comments
Bedlam theatre Roof nearing end of useful life and essential fabric repairs.	£500K	Fundraising options for full refurbishment and remodelling being investigated by D&A.
46 Pleasance Electrical distribution and internal fabric repairs.	£700K	Potential for shared use for core teaching and learning activities to be investigated.
60 Pleasance Electrical distribution and internal fabric repairs.	£200K	Potential for shared use for core teaching and learning activities to be investigated.
Little Theatre Electrical distribution and internal fabric repairs.	£400K	Potential for shared use for core teaching and learning activities to be investigated.
Total Say	£1.8 million £2 million	

Building Residential estate	Possible Costs	Comments
Grant House External and internal refurbishment.	£2 million	This block was not included in the Pollock Halls tower block major refurbishment programme.

Appendix 8a

Funding scenarios in the context of the approved programme and significant College/Support Group priorities



Appendix 8b Capital projections plan

	Funding Scenarios	Current year	Estate Strategy Period 2010-2020									
		2009-10 £m	FY 2010-11 £m	FY 2011-12 £m	FY 2012-13 £m	FY 2013-14 £m	FY 2014-15 £m	FY 2015-16 £m	FY 2016-17 £m	FY 2017-18 £m	FY 2018-19 £m	FY 2019-20 £m
	Optimistic scenario											
	Total - Annual	142	53	51	42	40	43	48	47	48	48	48
	Total - Cumulative	142	195	246	288	328	371	419	466	514	562	610
Note: Assumes SFC funding from FY 2011-12 @ £15M p.a.												
	Realistic scenario											
	Total - Annual	141	40	31	29	29	31	28	28	29	29	29
	Total - Cumulative	141	181	212	241	270	301	329	357	386	415	444
Note: Assumes SFC funding from FY 2011-12 @ £10M p.a.												
	Pessimistic scenario											
	Total - Annual	140	28	11	10	11	11	10	10	12	12	12
	Total - Cumulative	140	168	179	189	200	211	221	231	243	255	267
Notes: Assumes no SFC funding from FY 2011-12 Significant projects proposed to address College/SG priorities (including major maintenance and IT infrastructure) and the approved programme												
	Major maintenance											
	Major maintenance issues	0	1	2	2	2	2	1	0	0	0	0
	Major maintenance Total - Annual	0	1	2	2	2	2	1	0	0	0	0
	Major maintenance Total - Cumulative	0	1	3	5	7	9	10	10	10	10	10
	IT projects											
	IT projects - Total	0	1	1	1	1	1	1	1	1	1	1
	IT projects - Cumulative	0	1	2	3	4	5	6	7	8	9	10
	College of Humanities and Social Science											
1	Co-location of the School of Languages Literature and Culture (LLC)											
1a	William Robertson Building refurbishment /remodelling for LLC - Phase 1	0	0	1	7	15	2	0	0	0	0	0
1b	David Hume Tower - refurbishment/remodelling - Phase 2	0	0	0	0	2	4	21	10	3	0	0
2	Edinburgh College of Art federation: Edinburgh School of Architecture and Landscape Architecture (ESALA)	0	0	0	0	0	2	4	21	15	3	0
3	Co-location of merged Office of Lifelong Learning (OLL) and Institute of Applied Language Studies (IALS)	0	0	1	2	1	0	0	0	0	0	0
4	School of Law, Old College	0	0	0	1	3	1	0	0	0	0	0
	CHSS Total - Annual		0	2	10	21	9	25	31	18	3	0
	CHSS Total - Cumulative		0	2	12	33	42	67	98	116	119	119

	Funding Scenarios	Current year	Estate Strategy Period 2010-2020									
		2009-10 £m	FY 2010-11 £m	FY 2011-12 £m	FY 2012-13 £m	FY 2013-14 £m	FY 2014-15 £m	FY 2015-16 £m	FY 2016-17 £m	FY 2017-18 £m	FY 2018-19 £m	FY 2019-20 £m
College of Medicine and Veterinary Medicine												
1	Construction of Centre for Systems Medicine at the Western General Hospital	0	1	5	3	1	0	0	0	0	0	0
2	Construction of the Roslin Institute Phase 2	0	0	0	0	3	13	8	1	0	0	0
3	Construction of Brain and Body Institute at the LF BioQuarter	0	0	0	0	0	9	45	30	6	0	0
4	Construction of new Equine Hospital and Large Animal Practice at Easter Bush	0	0	0	0	0	0	0				
	CMVM Total - Annual	0	1	5	3	4	22	53	31	6	0	0
	CMVM Total - Cumulative	0	1	6	9	13	35	88	119	125	125	125
College of Science and Engineering												
1	Construction of King's Buildings Library, Learning & Resource Ctr	0	3	5	1	0	0	0	0	0	0	0
2	Creation of Edinburgh Climate Change Centre	0	3	7	1	0	0	0	0	0	0	0
3	Biological Sciences Estate - refurbishments and new build (see below)											
3a	Construction of Ashworth 4A - Centre for Immunity, Infection and Evolution	0	0	3	6	1	1	0	0	0	0	0
3b	Ashworth 1 and 2 redevelopment	0	0	0	0	0	0	0	1	6	3	0
3c	Roger Land Development	0	0	0	0	2	7	3	0	0	0	0
3d	Construction of C H Waddington 2	0	0	0	0		2	4	6	1	0	0
3e	Darwin building refurbishment/remodelling	0	0	0	0	0	0	1	11	24	3	1
4	Engineering Quadrangle (phase 3)	0	0	0	0	0	0	0	0	2	12	6
	CSE Total - Annual		6	15	8	3	10	8	18	33	18	7
	CSE Total - Cumulative		6	21	29	32	42	50	68	101	119	126

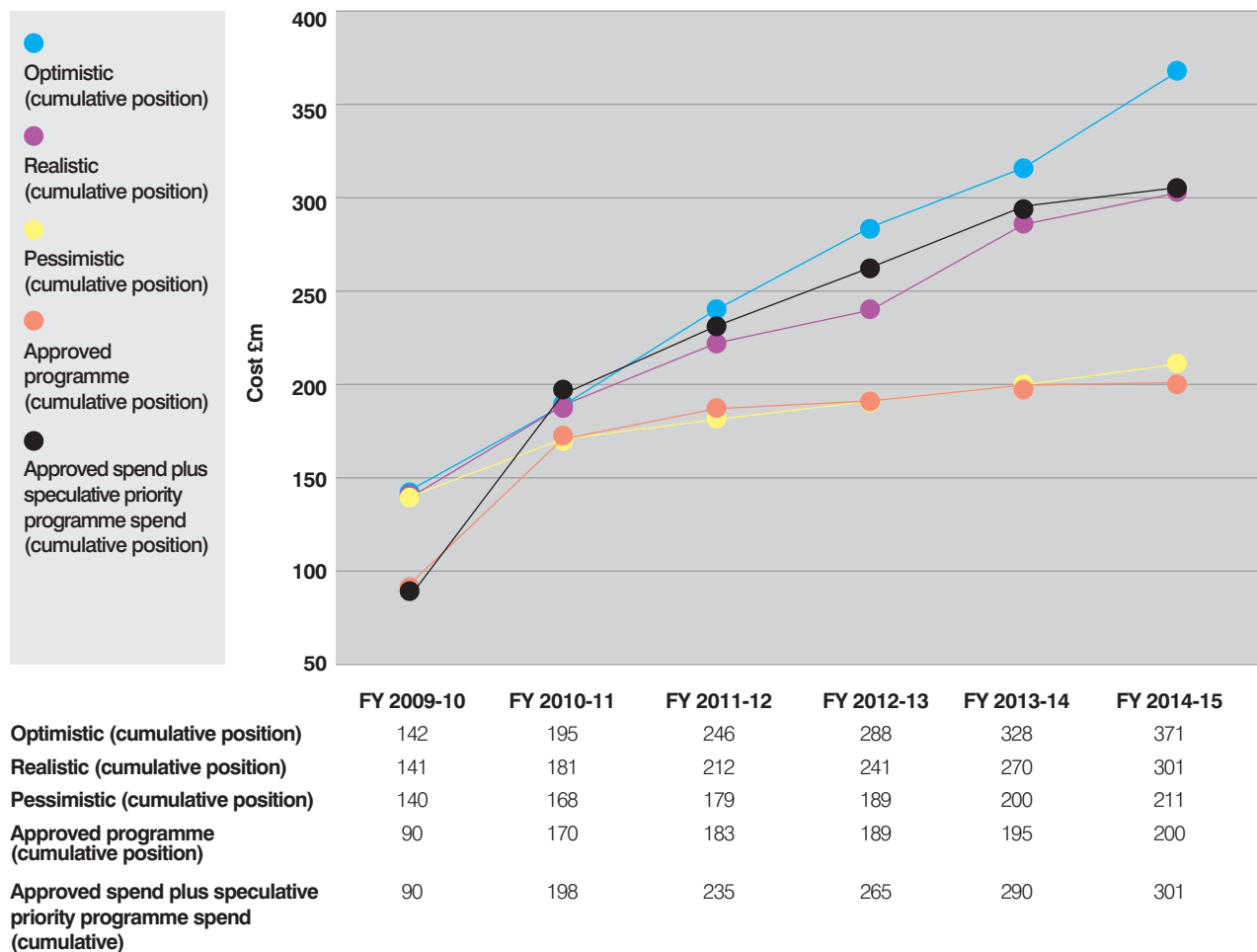
	Funding Scenarios	Current year	Estate Strategy Period 2010-2020									
		2009-10 £m	FY 2010-11 £m	FY 2011-12 £m	FY 2012-13 £m	FY 2013-14 £m	FY 2014-15 £m	FY 2015-16 £m	FY 2016-17 £m	FY 2017-18 £m	FY 2018-19 £m	FY 2019-20 £m
Accommodation Services and Support Groups												
Corporate Services Group including residential accommodation												
1	McEwan Hall Maintenance/ compliance and refurbishment/ remodelling		2	12	10	1	0	0	0	0	0	0
Residential accommodation												
2	Various off balance sheet residential Developments i.e. Holyrood		0	0	0	0	0	0	0	0	0	0
3	Construction of Outreach Centre (CHSS but linked to Holyrood development)		0	0	1	4	10	0	0	0	0	0
Student and Academic Services Group												
4	Co-location of Student Services										2	8
Information Services Group												
5	Library sections 5, 6 and 7 refurbishment / remodelling		9	13	0	0	0	0	0	0	0	0
Edinburgh University Student's Association												
6	New Student Centre (relocation of EUSA): est cost £15 million		0	0	0	0	0	0	0	0	1	4
AS-SG Total - Annual		0	11	25	11	5	10	0	0	0	3	12
AS-SG Total - Cumulative		0	11	36	47	52	62	62	62	62	65	77
Total of significant projects proposed to address College/ SG priorities plus Maintenance & IT - Annual		0	20	50	35	36	54	88	81	53	25	20
Total of top 4 proposals in each College/SG plus Maintenance & IT - Cumulative		0	20	70	105	141	195	283	364	422	447	467
Approved spend - Annual		90	80	13	6	6	5	5	5	5	5	5
Approved spend - Cumulative		90	170	183	189	195	200	205	210	215	220	225
Approved programme plus significant projects proposed to address College/SG priorities - annual		90	100	63	41	42	59	93	86	63	30	25
Approved programme plus significant projects proposed to address College/SG priorities - cumulative		90	190	253	294	336	395	488	574	637	667	692
Available funding - the approved programme plus significant projects proposed to address College/SG priorities (plus IT and maintenance) in the context of the optimistic funding scenario												
Annual (available funds (-) / shortfall)		-52	47	12	-1	2	16	45	39	15	-18	-23
Cumulative (available funds (-) /shortfall)		-52	-5	7	6	8	24	69	108	123	105	82

	Funding Scenarios	Current year	Estate Strategy Period 2010-2020									
		2009-10 £m	FY 2010-11 £m	FY 2011-12 £m	FY 2012-13 £m	FY 2013-14 £m	FY 2014-15 £m	FY 2015-16 £m	FY 2016-17 £m	FY 2017-18 £m	FY 2018-19 £m	FY 2019-20 £m
Available funding - the approved programme plus significant projects proposed to address College/SG priorities (plus IT and maintenance) in the context of the realistic funding scenario												
	Annual (available funds (-) / shortfall)	-51	60	32	12	13	28	65	58	34	1	-4
	Cumulative (available funds (-) /shortfall)	-51	9	41	53	66	94	159	217	251	252	248
Available funding - the approved programme plus significant projects proposed to address College/SG priorities Including IT and maintenance) in the context of the pessimistic funding scenario												
	Annual (available funds (-) / shortfall)	-50	72	52	31	31	48	83	76	51	18	13
	Cumulative (available funds (-) /shortfall)	-50	22	74	105	136	184	267	343	394	412	425

Appendix 8c

Speculative priority programme 2010-2015 (five-year programme)

Funding scenarios shown in the context of the approved and speculative priority programme (to 2015)



List of projects to be included in speculative priority programme:

Projects/financial years	FY 2009-10 £m	FY 2010-11 £m	FY 2011-12 £m	FY 2012-13 £m	FY 2013-14 £m	FY 2014-15 £m	TOTAL	Site start	Site finish
Main library redevelopment sections 5, 6 and 7, George Square	0	9	13	0	0	0	22	2010	2012
Library and Learning Resource Centre, King's Buildings	0	3	5	1	0	0	9	2010	2012
Edinburgh Climate Change Centre, High School Yards	0	3	6	1	0	0	10	2011	2013
William Robertson Building redevelopment for LLC, George Square	0	0	1	7	15	2	25	2012	2014
Centre for Systems Medicine at the Western General Hospital	0	0.50	3	6	0.50	0	10	2011	2012
Ashworth 4A at King's Buildings	0	0	3	6	0.50	0	9.50	2011	2012
Fees to progress below-the-line projects through pre-contract stages	0.25	0.25	0.25	0.25	0.25	0.25	1.50	2010	2015
IT projects	0.	1	1	1	1	1	5	2010	2015
Major maintenance issues	0.	1	2	2	2	2	9	2010	2015
TOTAL ANNUAL	0.25	17.75	34.25	24.25	19.25	5.25	101		
TOTAL CUMULATIVE	0.25	18	52.25	76.50	95.75	101			

List of non-core projects to be included in speculative priority programme:

- Holyrood
- Grant House refurbishment
- Pollock Halls new build
- Meadow for health service and student residential accommodation
- Buccleuch Place residential development





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