



UNIVERSITY
of
ABERTAY DUNDEE

Estate Strategy 2008-2018



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contents

Page 2	Introduction
Page 3	Strategic Context
3	The University's Strategic Plan
3	Collaborations and partnership with other institutions
Page 5	The University Estate
5	The Existing Estate
5	Implementation of previous Estate Strategy
7	Condition and fitness for Purpose
8	Future Requirements
Page 9	Academic Context
9	Significance of the Built Environment
10	Principles of Development
Page 11	Learning and Teaching Environment
11	Learning and Teaching Policy (Whitespace)
11	Learning and Teaching infrastructure
Page 13	Space Requirement
13	Existing Space Provision
13	Space Utilisation
14	Future Space Needs
Page 15	Ancillary and Support Facilities
15	Sports and Recreational facilities
15	Support facilities
15	Student Centre
15	Social spaces
Page 16-17	Master Plan Sketch
Page 18	Ancillary and Support Facilities Continued
18	Commercial services.
18	Residential accommodation
Page 19	Estate Development Options
19	Do Minimum
19	Address Backlog Maintenance
19	Address Backlog Maintenance & Remodel Existing Campus
19	Relocation
20	Capital Cost of Options
Page 21	Evaluation of options
21	Evaluation methodology
22	Financial Evaluation
23	Preferred Optio
23	Preferred Option Development Programme
Page 25	Sustainability of the Estate
25	Planned Preventative Maintenance
25	Proactive Property Management
25	Changing needs
Page 26	Finance, Funding and Capital Plan
Page 27	Summary of Strategic Priorities and Key Tasks
Page 28	Appendices
28	A: Option Appraisal – Evaluation Matrix
30	B: Building Asset Register
31	C: Campus Masterplan & Design Concepts

introduction

This draft Estate Strategy relates to the University's Strategic Plan for the period 2007 – 2011, which was recently approved by the University Court. It builds on the previous Estate Strategy approved in April 2002, which concentrated on the period 2002 -2006. This document, while acknowledging the long-term implications of estate development against the background of the University's overall development, concentrates on a 10-year period 2008 - 2018 and is most focussed on the period 2008-2013. The strategy will be subject to regular review against the background of the University's overall strategic planning.

The basic principles on which this Strategy is based are those enunciated in the Strategic Plan in regard to student numbers, focused development and proposed activity. The Estate Strategy, as part of the overall planning process, seeks to provide the direction for the development of the University's Estate in a manner consistent with the achievement of the University's strategic objectives.



This Estate Strategy has been approved by the Estates and Campus Services Committee and the University Court.¹ By definition the development of the Estate implies investment of capital resources, the availability of such resources over the period of the plan is uncertain and therefore the Strategy must be flexible, scaleable and capable of adapting to the future needs of the institution.

The Estate Strategy must be a dynamic document which reflects progress over the planning period. In order to remain consistent with the University's Strategic Plan and achieve compliance with Scottish Funding Council good practice guidance.² This Strategy will require to be reviewed annually with a major reassessment at least every 3 years or when changes that may have a major impact on the estate occur.

¹Court approval 15 February 2008

²SFC Circular SFC/ /

strategic content

The University's Strategic Plan

The University's Strategic Plan for the period 2007 to 2011 has recently been approved by the University Court. The Strategic Plan provides a clear set of strategic aims and corporate goals which are underpinned by specific supporting goals and targets.

The Strategic Plan identifies the following specific goals and targets related to the Estate:

- Our facilities will be recognised by our learning community as providing a good quality environment for their work
- Our campus developments will focus on providing flexible environments in which the teaching and learning, research and knowledge transfer activities are successfully integrated
- Our teaching and learning spaces will fully support the development of graduate knowledge, skills and attributes
- Our investment in physical resources (buildings, plant and equipment) will deliver high levels of effectiveness and efficiency

In addition to the explicit provisions for the development of the Estate there are also implicit requirements which must also be considered.

For instance, it would be inconceivable that whilst our academic community strives to remain world leaders in the field of environmental sciences that we should not make similar efforts to minimise our own impact in the environment by reducing wherever possible our consumption of natural resources, minimising our waste and through the adoption of sustainable methods of development.

The strong emphasis within the Strategic Plan on the contribution which the University will make in the economic, social and cultural development of both our region and the Scottish nation will require us to maintain a geographical location which is accessible to the whole of our community.

The issue of location has been a subject of recent detailed consideration when, in 2005 following the initial refusal of planning permission for the Student Village at Parker Street, the University Court gave full consideration of options to relocate. This review concluded that the University should remain a Dundee City Centre based institution. The subsequent successful planning application and the conclusion of the agreement between the University and our development partner Opal Group for the construction of the Student Village has further reinforced that decision.

Collaborations and Partnerships with other institutions

The University retains strong links with a number of other further and higher education institutions at regional, national and international levels. At a regional level there are from time to time possibilities for collaborations in the provision or use of facilities between institutions which can prove mutually beneficial.

The University has for some time participated in a forum with the University of Dundee and Dundee College and the Scottish Funding Council which has already proved beneficial in areas such as staff training and sharing of expertise.



More recently informal discussions have been taking place between the three institutions and Dundee City Council looking at the potential for a co-ordinated strategy for the provision of sports facilities across the City.

Finally the University has also been engaged in discussions with Dundee City Council, NHS Tayside, Tayside Constabulary, the University of Dundee and Dundee College looking at ways in which we might collaborate in sustainable energy projects.

There is clearly a willingness at a local level to consider working together where there is a common interest and mutual benefit. Such initiatives also sit well with the stated aims of the Scottish Government and the Scottish Funding Council and may well lead to opportunities which will assist the University in the delivery of our strategic aims.



the university estate

The Existing Estate

The existing estate comprises the Main Campus on Bell Street which includes the main teaching and learning buildings, Old College, Baxter Building, Graham Building and Kydd Building. Although separately identified these buildings are all interlinked and in effect comprise a single building. The main campus also includes the Library, Student Centre and 9 West Bell Street, (formerly known as the EpiCentre).

Separate from the main campus the University also leases Dudhope Castle from Dundee City Council. Dudhope Castle provides teaching accommodation and offices and is also a venue for many of the University's conferences and events. The Castle is a unique venue and does provide the University with a more prestigious venue for events.

Implementation of previous Estate Strategy

The previous Estate Strategy (2002 – 2012) was approved by the University Court in 2001. Needless to say, much has changed since then, not just in terms of the physical estate, where significant parts of the strategy have now been implemented, but also in the programmes offered by the University, the pedagogical methods employed and also in the students' patterns of study.

This section summarises the progress made in implementing that strategy and also identifies those priorities and targets which have still to be delivered.

Key Achievements

The primary objective within the Strategy was to draw the dislocated elements of the Campus together around the core teaching and learning facilities in Bell Street. This not only benefits the University through the enhancement of the built environment, it also has benefits for the City due to the consistency of our strategy with that of the University's Community Planning Partners.

The developments within the University have been integral to the development of the Cultural Quarter within the City Centre, focused around the two Universities and the centres for the Arts such as the DCA, Dundee Rep and the McManus Galleries.

Considerable progress has been made in the implementation of the Estate Strategy:

Construction of a new Student Centre.

- Completed in February 2005 the new Student Centre has replaced the remote and unsuitable accommodation occupied by the Student Association in Marketgait and provides badly needed social and amenity provision for the whole University community.
- The Centre also includes provision for cultural and conferencing events which will enable the University to develop further links with business and arts communities in Tayside.
- This facility has brought the social and entertainment aspects of student life within the campus and has made a very positive impact on the quality of the student experience.



- It has allowed the University to dispose of the buildings in Marketgait and thereby reduce backlog maintenance and overall running costs.

Construction of a new Student Village

- The University has concluded a partnership contract with the Opal Group, a Manchester based student accommodation developer, for the construction of the Abertay Student Village on Parker Street. This arrangement secures the availability of high quality residences for the next 30 years, however the “off-balance sheet” deal ensures that the major development and the commercial risks rest with Opal.
- The new accommodation is located a short walk from the main Bell Street Campus and this will further emphasise the campus feel. It will enhance the quality of the student experience at Abertay and address an identified weakness within our marketability to prospective students.
- It is anticipated that this level of residential provision on campus will increase demand for social, recreational and sports facilities.

Space Utilisation

- One of the key aspects of the Estate Strategy was to improve utilisation of existing space to maximize benefit derived from the major assets. The Implementation of a computerized timetabling system for teaching and learning accommodation and meeting rooms has shown some improvement in space utilisation, however, it is likely that there is significant scope for further improvement, as the lack of “fit” between existing room capacities and class sizes is often challenging.



Ace Project

- The Abertay Centre for the Environment (ACE) has established a research centre based within the University and will enable us to build on our reputation as a top ranked university in Scotland for environmental research.
- Designed to assist Small and Medium Enterprises (SME's) across Eastern Scotland to access much needed expert help in developing new, more environmentally friendly products and services and achieving best practice in business by realizing the value of environmental management and awareness to the bottom line.
- ACE is housed in the new state of the art research centre on level 5 of the Kydd Building incorporating a variety of sustainable design features and specifications.
- The project was financed with support from ERDF in the form of matched funding.

White Space

- The redevelopment of approximately 1600m² of virtually redundant heavy engineering laboratories has created a major new feature in our campus.
- The new development has been designed as a flexible learning environment designed to support the ongoing development of new pedagogical models which underpin our White Space philosophy.

Tayside Institute for Health Studies

- Summer 2007 has seen the completion of the last significant relocation to the Bell Street Campus.
- Tayside Institute of Health Studies is part of the School of Social and Health Sciences. The creation of new office and teaching accommodation within Level 3 of the Kydd Building, in close proximity to the main SHS School Office and staff accommodation will strengthen the links between the divisions and also improve student access to staff support.
- The project has seen the development of 500m² of the main campus converting space which was limiting in terms of its functional suitability into fit for purpose, modern, efficient space.

Improving General Condition

- A number of projects have been undertaken to improve the general condition of the Estate through investment of the Learning and Teaching Infrastructure Grants in addition to the University's own resources. Projects such as the replacement of the main campus boiler plant, replacement cladding and roof repairs have been or will be delivered by the start of academic year 2008/2009.

Disposals

- Progress has been made with the disposal of a number of buildings in accordance with the Estate Strategy. The opportunity cost of these assets having been realised, the proceeds have largely been reinvested in improving the retained Estate.

These project have been the key priorities for the University in the initial phase of the Estates Strategy programme, however, looking forward there remain challenges if the University is to achieve the vision set out in the Estate Strategy.

There are significant issues with the current Estate which are not satisfactory. The Estate Strategy has seen consolidation of facilities in the City Centre and in due course will also see the provision of substantial proportions of our student accommodation close to campus. However, creating a strong, identifiable Abertay campus within the City Centre remains a challenging objective as the original buildings with the exception of Old College are considered to be bland and lacking identity. In several cases the buildings are restricting the University's ability to accommodate modern modes of teaching and learning. This is particularly the case with the Baxter Building which is predominantly designed for textiles and heavy engineering work which no longer forms part of the activity of the University.

Whilst, as can be seen above, considerable progress has been made in improving the utilisation of the existing accommodation it is clear that the suitability of accommodation in other areas of the University requires to be addressed.

Furthermore, in many areas these original buildings are showing signs of their age and major elements are expected to need replacement in the short to medium term

Condition and Fitness for Purpose

In 2006 the University engaged the services of W.I.Talbot & Partners to undertake a comprehensive review of the Condition Survey which they originally prepared for the University in 2002. The review identified that whilst there had been significant development of the estate during the period between the original survey and the review, much of the original estate remained in a condition at or below the required standard.

In recent years significant progress has been made in improving the functional suitability of the Kydd Building, Graham Building and Old College. The Abertay Centre for the Environment, Simbios and the School of Social and Health Sciences are all examples of projects which have delivered enhanced functionality. There are also a number of more traditional spaces which retain a reasonable degree of functional suitability.



As modern, flexible space the Library and Student Centre are considered to be fit for purpose although Information Services have recently published a paper looking at options for further improvement of the functional suitability of the Library. These proposals do not involve major capital investment in the infrastructure.

The remaining buildings, Dudhope Castle and EPI Centre, are both of limited suitability for their intended function. Dudhope does offer a good environment for a range of uses such as conferences, training events and social functions, however, the success of the Hannah Maclure Centre, within the Student Centre Building and the other facilities at the Student Centre for these types of event have impacted on the demand and therefore the utilisation of space.

Future Requirements

In addition to addressing the issues of condition and functional suitability of the existing estate provision, there are also facilities which the University would wish to provide but currently has either no provision or very limited provision.

The primary area of concern in this regard is the lack of adequate indoor sports facilities for academic and recreational use. The existing gym and performance laboratory meet only the very basic requirements for academic programmes and if a greater range and capacity of facilities were available it would significantly enhance the academic programmes. In addition the feedback from students and prospective students suggests that the availability of recreation sports facilities would both enhance the overall student experience and assist with student recruitment.

The other issue, which has been identified for some time, is provision of childcare facilities for both staff and students, however, there is very limited scope within the existing campus to develop such a facility. Furthermore because of the nature of the facilities required and accreditation processes involved it is perhaps more appropriate that the University should seek to work in partnership with existing specialist to deliver a solution to this need.

Sustainability & Environmental Impact

The University is acutely aware of the environmental issues presented by the existing campus. In particular, the inefficiency of the Kydd and Baxter Buildings in terms of thermal insulation and the lack of controlable heating, and ventilation in all the main buildings is seen as a key target for improvement of our energy performance.

The University also wishes to be an exponent of sustainable development delivering genuine and quantifiable reductions in our impact on the environment.



academic context

Significance of the Built Environment

The built environment has long been recognised as major contributing factor to the effective delivery of education. The provision of appropriate environments conducive to teaching and learning can greatly enhance the student experience.

In 2006 the Scottish Funding Council published “Spaces for learning”, a review of learning spaces for further and higher education. In that report the development of new learning styles and pedagogical methods highlighted the need for greater diversity in the range of facilities and the need for learning environments to be flexible and adaptable not only to meet the current needs of the academic community but to be able to adapt to the inevitable and continuing changes brought about through societal and technological change.

At Abertay the evolving White Space philosophy is creating a demand for the provision of teaching and learning facilities which are very different to the traditional classroom environments which are available in our existing facilities.

Recent developments such as White Space and the new Clinical Skills Lab, (a simulated hospital ward environment), have demonstrated that these new facilities can be very successful and popular with both staff and students. They are also delivering significantly higher space utilisation rates than traditional environments.

In addition to being effective learning environments for our students, we must also recognise the significance that the quality of the built environment will have in the selection process many students will go through in making their choice of institution. In an increasingly competitive market there is clearly a need to ensure that the offering is a complete package of interesting and relevant programmes of study supported by the facilities and services which will ensure a high quality student experience.



White Space; flexible teaching space

In recent years there has been a greater investment in the education estate than has been seen for generations. All of the local authorities in our core catchment area of east central Scotland have, or are, undertaking major building programmes to improve their school estate. This will mean that current school pupils, our potential students, will have experienced a far higher standard of facilities than has been the case previously. It is not unreasonable to assume therefore that where facilities are concerned we will have to meet the aspirations of a more discerning population.

We must also be mindful that the further and higher education estate has also seen a marked increase in investment in new and improved facilities. To remain an attractive option for potential students we must ensure that we have the facilities which meet or exceed the quality of those on offer from competitor institutions both nationally and internationally.

Principles of Development

The underlying principle which must be applied to the development of the Estate Strategy is Sustainability. Sustainability both in the context of the impact of development on the environment and Institutional Sustainability, i.e. the ability of the institution to plan to resource its operations and to have the capacity to reinvest to meet future needs.

The key considerations with regard to environmental sustainability are articulated in the guidance provided by the Scottish Funding Council in circular SFC/17/2006. This guidance highlights the need for a holistic approach that includes the construction process, the operation of the facilities and the behaviours of the building users. There are measurable standards and detailed guidance available from the Building Research Establishment, "BRE". The BRE Environmental Assessment Model³ offers a rating system which measures the environmental impact of a design, and A rating being the most sustainable. It is assumed that any new build or major refurbishment which is undertaken in the implementation of this Estates Strategy should seek to achieve the highest rating or where this is not possible any deviation should be explained and justified.

In ensuring that the Strategy fits with the requirement for institutional sustainability it is essential that the whole life costs of development are considered, that design solutions are supported with a robust lifecycle model which considers the planned, preventative maintenance, running costs and lifecycle replacement of building components. It must also consider the affordability of the proposals and the sources and methods of funding to meet the capital costs of development.

The Strategy must also give due consideration to the regulatory regime, including the Planning process, compliance with Building Standards and the issues of equality such as the Disability Discrimination Act, Race and Gender Equality legislation. It is a well established and fundamental principle within Abertay that there should be equality of access and opportunity for all of our community and it is essential that the provision within the built environment facilitates this.



Energy Wall: completed in 1997 the Library Building remains highly energy efficient because of these design features.

³It is understood that BRE are in the process of developing an HE specific model which, if published, would be the applicable standard for our developments.

learning and teaching environment

Learning and Teaching Philosophy (White Space)

The University's emerging philosophy for the future of teaching and learning is building on existing good practice with innovative and engaging new methods. These principles are captured in the White Space concept.

The White Space philosophy is articulated in the University Strategy, the recent ELIR submission and various other papers and articles. The main conduit for ensuring that the future development of the Estate provides the facilities required to support the implementation of new methods of teaching and modes of learning is the White Space Estates Group. This group, which is a sub-group of the Quality Enhancement Committee, brings together representation from academic and support staff and students and is charged with the development of the client brief for the nature of the teaching and learning space which we wish to see created within our campus. This group will also undertake a range of formal and informal consultations with stakeholders and review facilities both within Abertay and at other institutions to ensure that by learning lessons from previous experience we create facilities which maximise the benefit we obtain from our estate.



Learning and Teaching infrastructure

Much of the teaching and learning estate, which is primarily located within the Kydd, Graham, Baxter and Old College buildings is very traditional in format. Whilst a number of areas have now been redeveloped to integrate modern requirements, the majority of the space within these buildings remains unsuited to a modern university campus either by virtue of the nature of the space or the condition of the estate.

The underpinning principle of the White Space philosophy, which seeks to enhance the learning experience through working across disciplines and boundaries, requires a different type of estate. It is envisaged that although there will continue to be a requirement for some of the traditional accommodation formats of cellular teaching spaces and specialist laboratories, a substantial proportion of the teaching and learning infrastructure will require to be reconfigured to create flexible and adaptable spaces which can be utilised for a variety of different uses to suit the teaching and learning methods being used.

In addition to the use of timetabled, formal teaching spaces there is also a clear demand for facilities in which private study and peer to peer learning can take place in an informal and relaxed environment. A significant provision for private study already exists in the Library and there is clear evidence that there is an increasing use of the Student Centre as location for study and learning as well as relaxation and socialising. There is a need to create more informal learning space within the main building.

Many of our current programmes require simulated environments where students can gain valuable experience of the workplace environment as part of their studies. The recently completed Clinical Skills lab is one example of such a facility.

The primary objective where we are developing new facilities will be to ensure that there is flexibility in the design to allow us to adapt the use of space as teaching and learning styles continue to develop. Digital media and technology plays an increasing important role in the flexibility of use of space. It is therefore essential that the technology is an integrated part of the design solution from the earliest stage of design rather than a “bolt-on” in the final stages of a project.



space requirements



Existing Space Provision

A comprehensive survey of the main building was undertaken in 2005 which provided for the first time an accurate gross internal floor area. The current gross internal area of the University's non-residential estate is 39,221m² which is made up of the various buildings set out below.

Building	GIFA Total (m ²)
Kydd Building	17367
Baxter Building	2775
Graham Building	1191
Old College	6909
Library	5487
Student Centre	3421
9 West Bell Street	836
Dudhope Castle	1235
Total	39221

This represents a net reduction of over 3000m² since the previous estate strategy after adjustment for the correction of the area attributed to the main building in the previous Estate Strategy was revised in light of the new survey data.

Within the total space provision it should be noted that the area includes facilities, namely levels 4 and 5 of Old College, which are currently in use but which are considered to be unsuitable for use in the future due to the issues of accessibility and escape in the event of fire.⁴ These areas are however included to ensure a complete picture of the existing provision.

Space Utilisation

A comprehensive space utilisation survey of all teaching space has been completed covering the four week period to the 23rd of November 2007. It has not been possible to complete a full analysis of the results of the survey, provisional results suggest that although there is improved utilisation since the last survey took place in 2002 there remains scope for further improvement in utilisation and therefore by implication an opportunity to reduce the overall accommodation requirements of the University.

⁴Note that these areas are relatively small and the cost of providing adequate access/egress is considered prohibitive.

Space Utilisation surveys will be conducted each semester throughout the planning period to identify opportunities for improvement and to obtain a comprehensive understanding of demand.

Future Space Needs

As stated above it is envisaged that the outcome of the space utilisation will demonstrate that there is scope for greater efficiency in the use of teaching and learning space. Improved space utilisation will lead to opportunities to reduce the total accommodation requirement and therefore reduce the running cost of the estate.

The current timetabling policy limits scheduling of classes to between 9.00am and 5.00pm, however, evidence from other institutions suggests that scheduling from 9.00am to 6.00pm is commonplace and some institutions have adopted a 9.00am to 9.00pm timetabling policy⁵.

Increasing the timetabling period could in theory create up to 50% more capacity or, alternatively, maintain existing capacity with less accommodation and therefore lower running costs⁶.

Whilst there is scope for reducing space requirements in some areas there are also areas of under provision in ancillary facilities which will require increases in gross floor area. For example the lack of toilet provision for disabled users and restricted corridor widths which do not meet current good practice standards would require the reallocation of space within the affected buildings if we are to achieve compliance with current standards.

Pending the completion of analysis of the space utilisation survey from which we will be able to calculate the optimum space requirement, a provisional assessment has been made which has set a target gross internal floor area of 36,000m² which equates to current area of facilities less an area equivalent to the combined gross internal floor areas of 9 West Bell Street and Dudhope Castle.



⁵Queen Margaret University has implemented the 9.00am to 9.00pm timetable at its new campus.

⁶This would be a net reduction as some of the savings would be offset by greater costs incurred through more intensive use of space e.g. higher costs per m² for energy usage.

ancillary and support facilities

Sports and Recreational facilities

The lack of sporting and recreational facilities is identified as one of the key deficiencies within the existing provision. The masterplan does include a proposed location for a sports centre within the campus. However, the proposed phasing of the campus development dictated that this area will not become available until the new build at the University Square and a significant proportion of the refurbishment and remodelling of the Kydd Building has been completed.

In the interim the University will remain actively engaged in discussions with the Dundee Sports Facilities Group which may offer further options for sports provision that would meet either in whole or in part the needs for sports facilities.



Support facilities

Student Centre

The provision of a Student Centre was one of the key aims of the previous iteration of the Estate Strategy and was completed in 2005. The building which is only two years old continues to grow in popularity with the students and staff of the University. The building is considered to be entirely fit for purpose and whilst there are developments in the services being offered these do not require major alteration to the building.

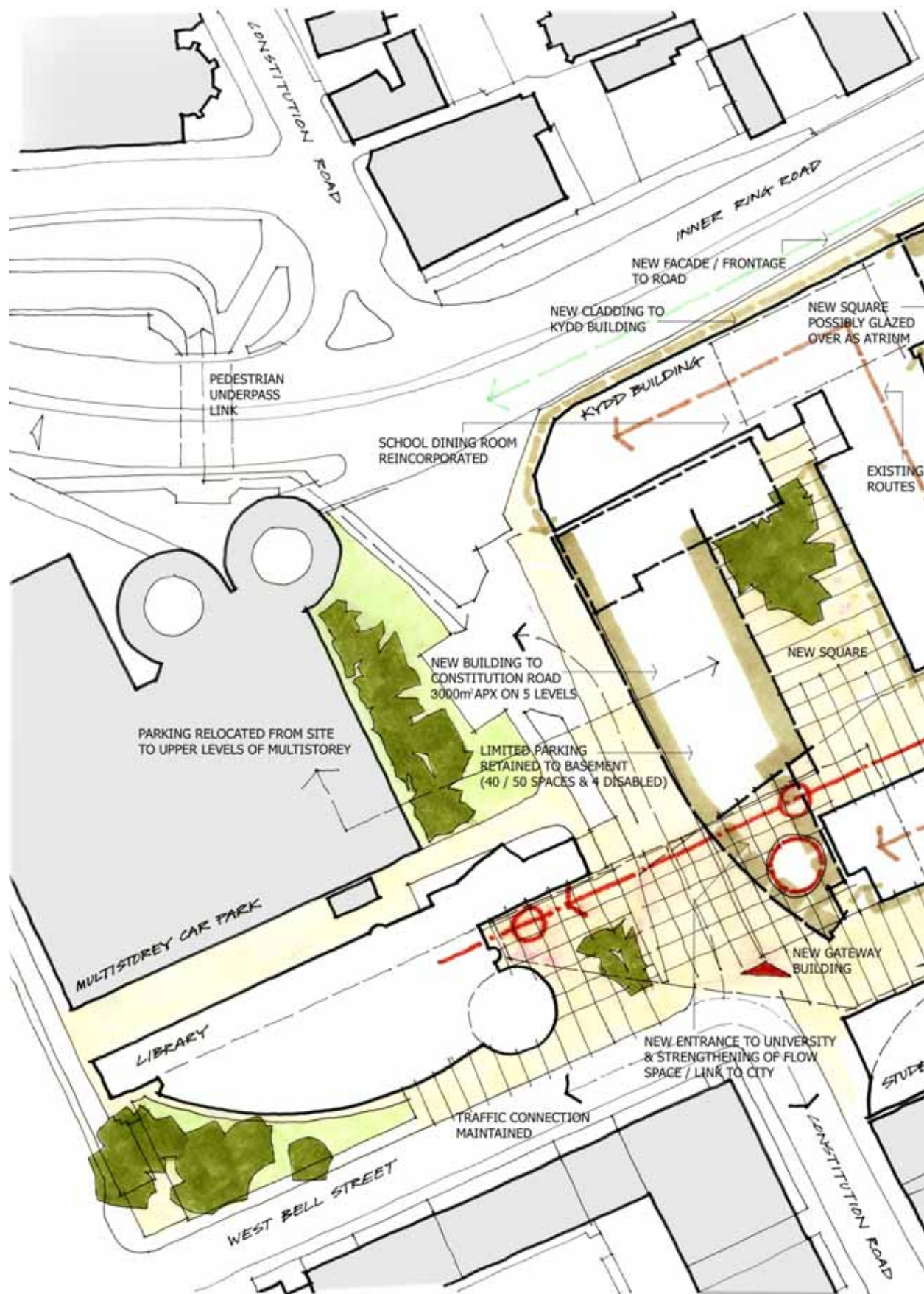
It is not envisaged that there will be a need for any significant development in the Student Centre within the period of this plan.

Social spaces

The White Space Estates Task Group which is a sub committee of the Quality Enhancement Committee of Senate has identified a need for small informal social spaces across the teaching and learning estate. These spaces are seen as a key resource for the developing trend for peer to peer learning and also to provide facilities for those students who prefer to study in a relaxed informal environment.

It is envisaged that small social spaces with capacities varying between 10 and 30 student places will be provided. These areas will be fully enabled with network access, digital media facilities for delivery of presentations and other multi media content by students on an informal basis but where the equipment may be booked to ensure that use of these resources is maximised.

Master Plan Sketch





Commercial services

The University will continue to offer the use of facilities on a commercial basis where appropriate e.g. booking of rooms outwith teaching hours and summer lets in accommodation. These uses of facilities provide a useful contribution to the operating costs of the Estate.

Fully fledged commercial ventures will continued to be required to demonstrate viability through the development of a business case, to be approved by the relevant University Committees.

Residential accommodation

The conclusion of the agreement that will see the construction of the 500 bed student village on Parker Street will see the completion of the existing Residential Estate Strategy. A separate review of the retained residential estate is currently being undertaken with a view to ensuring that a range of accommodation types and costs are maintained to ensure that all students are catered for.

On the basis that the main teaching and learning estate remains in its present location there is a continuing need to retain the existing facilities for the foreseeable future. It is intended that the accommodation portfolio will be operated on a self financing model. The nature of the agreement on the Parker Street facility ensures that there is flexibility within the overall capacity of accommodation available to the University.



estate development options

Option 1 - Do Minimum

Under this option the University would continue to undertake essential planned preventative and reactive maintenance to ensure that campus remains habitable. This will include ensuring that the building fabric is wind and water tight, that all health and safety issues are addressed and that the estate is compliant with other legislation such as the Disability Discrimination Act.

Option 2 - Address Backlog Maintenance

Under this option efforts will be focussed on addressing the issues identified in the condition survey which was undertaken in summer 2006. There are significant elements of the existing infrastructure which are at or close to the end of their useful life.

This option would not change the configuration of the campus and would therefore not address the issue of functional suitability.

Option 3 – Address Backlog Maintenance & Remodel Existing Campus

Option 3 would seek to undertake remodelling of the main campus as well as addressing the backlog maintenance. The remodelling would seek to ensure a good fit between the available facilities and the University's current and projected future needs.

This option would continue to focus on the existing campus on Bell Street and would include significant alterations for the teaching and learning spaces to address developments in pedagogical methods which have taken place in recent years.

Option 4 – Relocation

The creation of a new campus on another site within the city would afford the University the opportunity to develop a new facility to provide a modern, fit for purpose campus from scratch. This would allow the greatest flexibility to achieve a campus bespoke to our current and future needs, however, the availability and location of suitable sites will dictate the scope of the project i.e. if the project is a significant distance away from the existing campus, and therefore the new residences on Parker Street, it may be necessary to consider inclusion of residences within the scope of the project.



Capital Cost of Options

The following costs are the estimated capital construction costs for each option at present day prices. The costs are inclusive of professional fees and an allowance for Optimism Bias as recommended in HM Treasury Guidance for major capital projects or programmes:

Option 1 Do Minimum	£ 12.83 M
Option 2 Address Backlog Maintenance	£ 30.80 M
Option 3 Backlog Maintenance & Remodel	£ 40.80 M
Option 4 Relocation	£ 112.63 M

Only Options 3 and 4 include provision for additional sports facilities.

It should be noted that the cost of Option 4 could require the construction of residences on campus as there is a presumption that there would continue to be a demand for high quality accommodation in close proximity to the campus which may no longer be met by the construction of the Parker Street facility. Valuations for acquisitions and disposals have been included in the financial modelling.

The modelling has taken account of costs prepared for each of the options which take into account both the total cost of the works required to undertake that option and the timings of the expenditure over a 25 year period. In order that a direct comparison of the options may be made, a net present value calculation of the four options has been carried out. The outcome of this exercise is as follows:

Option 1 Do Minimum	£ 68.95 (NPV (£millions))
Option 2 Address Backlog Maintenance	£ 74.42 (NPV (£millions))
Option 3 Backlog Maintenance & Remodel	£ 85.06 (NPV (£millions))
Option 4 Relocation	£ 142.73 (NPV (£millions))

As can be seen from the foregoing there is not a great deal of difference between the financial impact of options 1 to 3. Option 4 on the other hand is considered to be unaffordable for the University even with a presumption of external funding support.



evaluation of options

Evaluation methodology

In accordance with the guidance provided by HM Treasury in the “Green Book” for the appraisal and evaluation of major projects, an Evaluation Methodology has been produced which considers each of the Options identified against a set of criteria which represent the key success factors for the development of the Estate. There are two parts to the evaluation: qualitative and financial. This section deals with the qualitative part of the evaluation.

Clearly not every item is of equal importance and therefore a weighted scoring system has been applied⁷ to reflect the relative importance of each of the criteria to ensure that the preferred Option is the one which most closely meets the University's priorities.

The following commentary provides an explanatory note for the evaluation categories and criteria used in order that the scoring applied to each criterion is transparent and comparisons can be made across the categories.

There are four primary groupings with the evaluation criteria:

- Strategic Fit
- Environmental Impacts
- Achievability; and
- Legislative/Regulatory Compliance

Within each of the four categories there are a number of specific points which are scored within a range 0 to 4 where:

- 4 Exceeds the University's requirements
- 3 Meets the University's essential requirements
- 2 Meets the University's requirements with minor exceptions
- 1 Fails to meet one or more essential requirements
- 0 Does not meet any of the University's essential requirements

The following descriptions offer guidance on the issues considered in evaluating each of the criteria:

Strategic Fit, considers each of the options in the context of the University's Strategic Plan with particular reference to the aims, goals and targets which have been explicitly stated for the Estate within the plan. In addition the issue of the Student Experience is highlighted as a distinct and separate item to reflect its significance in the University's aspirations. Strategic Fit also considers the likely impact of each option when considering the University's wider role through its contribution to regional and national strategic objectives.

1. Strategic Planning Objectives
2. Enhancement of the Student Experience
3. Contribution to National or Regional Priorities
4. Risk Profile



⁷The weighted scores for each of the criteria are shown in the scoring matrix appended to the Estate Strategy document.

Environmental Impact, considers the impact of campus development in the local, regional and global context. In the local and regional context this includes consideration of identity and appearance of the built environment and the University's contribution to the development and enhancement of the area in which it is located. In the global context the environmental impact considers the positive contribution each Option might make to minimising the impact our facilities have on the Environment.

1. Corporate Identity
2. Consistency with Local/Structure Plan
3. Sustainability
4. Energy Efficiency
5. Transportation/Green Travel

Achievability, considers the critical factors for the delivery of the Estates Strategy including the impact on operational activities, complexity of the project and the likely timescale to complete the project. Also considered in this section are the development risks specifically related to project delivery, rather than those risks identified at a strategic level.

1. Impact on Operations
2. Likelihood of successful outcome
3. Development Risk Profile
4. Constraints on design solution
5. Likely timescale for delivery
6. Scalability

Legislative/Regulatory Compliance assesses how each of the Options will address the various legislative and regulatory issues which are presented. This category will include consideration of Planning and Building Standards applications process, Disability Discrimination and the Fire (Scotland) Act amongst others.

1. Planning Approval
2. Building Standards Compliance
3. DDA/Equality Issues
4. Health and Safety

Financial Evaluation

An assessment of the University's current financial position suggests that a maximum of £15 million of capital could be made available from the University's own resources on a sustainable basis. Clearly, if the University were expected to finance all development from its own resources the only available option is Option 1. However, the University is aware that there are additional sources of funding which may be available. The Scottish Funding Council has earmarked a proportion of its Learning and Teaching Infrastructure Fund for selective support for six named institutions including Abertay. There are also a number of private sources which the University may be able to call upon to support the development of the campus.

In any event the development of the campus must be seen as a medium to long term project. A phased project would be the most appropriate solution to deliver options 1 to 3.



Preferred Option

Taking account of both the financial and qualitative evaluation outcomes, the University's preferred option is Option 3, i.e. Address Backlog Maintenance and Remodel the Existing Estate. It presents the following advantages:

- a) A city centre location.
- b) Remodelled state of the art accommodation.
- c) A rationalised property portfolio.
- d) Effective academic accommodation.
- e) Improved utilisation of teaching space.
- f) Reduced running costs/m².
- g) Sustainability of the Estate including improved energy efficiency.
- h) A consolidated campus plan with a strong and positive identity for the University within the City Centre.
- i) The creation of a "heart" of the campus with the re-orientation of the Kydd Building complimenting the existing configuration of Library and Student Centre.

Moreover, the selection of this option will assist in achieving the key objectives of the University's Strategic Plan.

1. To enhance the student experience through the provision of high quality, fit for purposes of teaching and learning and research in a 21st Century University.
2. To ensure a sustainable future for the estate through efficiently and effectively utilised accommodation.
3. To enhance the quality of the campus environment.
4. To collaborate with the City Centre and Scottish Enterprise in the development the 'Cultural Quarter'.
5. To minimise our impact on the environment by reducing our carbon footprint.

The financial appraisal clearly demonstrates that all options other than Option 1 would require financial support from other sources, however, the advantages created by Option 3 in terms of suitability to meet our strategic requirements make this Option the most appropriate choice since Option 4 is clearly unaffordable and Options 1 and 2 do not meet the anticipated requirements of the University.



Preferred Option Development Programme

The preferred option of remodelling the existing Bell Street Campus will require a well managed and co-ordinated programme of development.

It is anticipated that the mix of refurbishment and new build elements will initially require an increase in the gross internal area of accommodation where the main new build element would be constructed and provide the capacity to decant areas to allow the refurbishment elements to take place in areas to be retained. Towards the end of the programme of development demolition or disposal of the surplus accommodation would take place in order to achieve the optimised accommodation solution.

Clearly development on the scale envisaged will require an extended period of construction activity. It will be the case that over the planning period the programme of development will continue throughout the year including during term times. It is therefore essential that the construction work is carried out in a manner where the impact on operational activities of the University is limited. To do otherwise would impact adversely on the student experience and by implication future recruitment, which would undermine the success of the strategic plan and is therefore unacceptable.

Our experience in recent years of carrying out development within the existing buildings to create facilities such as White Space, Simbios and the various facilities for the School of Social and Health Sciences clearly demonstrates that we have the capability both in house and with our team of consultants and contractors to deliver the programme of development within these constraints. It will be critically important that the selection of the design team and contractors is focussed on their skills and experience in delivering development programmes of the scale and complexity envisaged in this strategy.

Because of the uncertainty around the availability of funding it is an essential characteristic of the preferred option that the proposals are scalable, i.e. that they can be implemented in part or in whole and that there is a high degree of flexibility in the programme timescale. It is envisaged that the elements of the strategy will be implemented in relatively small phases unless and until the selective grant funding is secured. It is also envisaged that there will be a need to implement projects on a somewhat opportunistic basis where specific opportunities arise but where funding conditions are specific and limited may require changes to the priorities placed on different elements of the plan.



sustainability of the estate

Planned Preventative Maintenance

The problems the University faces with backlog maintenance is the result of the legacy of under investment in the estate which the University inherited in 1992.

In order to achieve a sustainable future for the Estate it is essential that the business case for planned developments considers the long term maintenance and running costs for the estate and that provision is made to ensure that the investment is protected by putting in place a financial model which funds these ongoing costs.



Proactive Property Management

A redeveloped campus will require a very different approach to property and asset management than has been adopted to date. The condition of the existing buildings has dictated that a reactive, “make do and mend” approach. Having invested in the estate it will be necessary to adopt a proactive maintenance regime which will ensure that building elements, in particular plant and equipment are maintained in a way which maximises their useful life. This proactive approach would also include a lifecycle replacement programme where the refurbishment of the estate is carried out in a manner which avoids huge spikes in expenditure such as we are faced with at present and which threaten our institutional sustainability.

In addition to the upkeep of the facilities, effective asset management requires that the effectiveness and efficiency of the estate is monitored. This should include a regime of performance monitoring including benchmarking running costs and space utilisation against other institutions and industry best practice and where appropriate exploitation of commercial opportunities which can contribute to the upkeep of the Estate.

Changing needs

It is inevitable that just as needs have changed since the University was designed and constructed the process of development and change will continue. By developing the estate in a manner which provides for flexible use of space and ease of adaptation should ensure that the estate is well placed to meet challenges of the continuing process of change.

finance, funding and capital plan

As is stated above, only the capital cost of Option 1 is affordable from within the University's own resources. However the net present value calculations demonstrate that, in the medium to long term Option 1 will in fact be a more expensive option than addressing all issues of condition at this stage.

The challenge of affordability is one that has also been recognised by the Scottish Funding Council which has in recent years allocated considerable sums in the form of capital grants for infrastructure and also invited Abertay, as one of a small number of higher education institutions, to submit an application for additional support from the selective element of the Learning and Teaching Infrastructure Fund. The conditions of grant include a requirement that the Council will provide up to 50% of the total funding requirement with the remainder of the funding to be provided by the institution directly or through third party investment.

Although there is a continuing dialogue with SFC, there is a great deal of uncertainty about the availability of funding in the short to medium term. The current position of SFC is that the University should not expect to obtain selective funding until 2010 at the earliest but that it is likely that the formulaic element of capital funding for infrastructure will continue at the current level for the next three years.

Despite this uncertainty the University has been invited to present an Outline Business Case for development of the Estate to the Property and Capital Investment Committee of the Funding Council in April 2008. This Outline Business Case will be a proposal to implement in full this Estate Strategy. We will work with our Financial Advisors to provide a full and transparent assessment of the investment which the University can afford on a sustainable basis and the additional support which will be required to meet the affordability gap.

For the time being therefore it will be necessary for the University to continue with the redevelopment of the main campus within the limits of available funding whilst ensuring that the works which are undertaken remain consistent with the strategy of remodelling the campus and addressing the key risks which exist within the backlog maintenance.



summary of strategic priorities and key tasks

The selection of the preferred option, remodelling of the existing campus, is a very substantial challenge which it may not be possible to implement in full within the planning period. Within the overall vision which may be seen as somewhat aspirational, there are some strategic priorities which should be addressed, namely:

1. Address the essential elements of backlog maintenance where failure of building elements, plant or equipment could cause significant disruption to business continuity;
2. Present a compelling case to the Scottish Funding Council for funding support for capital development;
3. Pursue other sources of external funding to support estate development
4. Increase the efficiency of space utilisation in order to free up accommodation to provide decant facilities or opportunities for disposal
5. Construction of a “Gateway Building” providing a new main entrance to the Kydd Building to complete the University Square
6. Replacement of the Baxter Building
7. Provide sports facilities for academic and recreational use either on campus or elsewhere in Dundee in collaboration with partners
8. Enhance the campus environment through the development of open spaces and the implementation of a sustainable travel plan

In order to deliver these priorities there are a number of key tasks which must be undertaken

1. Undertake a comprehensive business impact analysis on the estate to identify the areas where failure of infrastructure may cause significant disruption and put in place a comprehensive risk management plan.
2. Carry out a comprehensive review of all aspects of space management and space utilisation in conjunction with Schools and Registry (Timetabling) to ensure efficient and effective use of accommodation.
3. Progress the funding application process with the Scottish Funding Council including the completion of the Outline and Final Business Case processes.
4. Identify potential sources of external funding and develop proposals which meet the University's requirement and the funding criteria.
5. To develop a comprehensive brief and outline proposals for the redevelopment of the whole campus in conjunction with the White Space Estates Group and Schools. The brief to include the types and proportions of accommodation, space standards and allocation principles.
6. To develop a project implementation plan for all phases of the campus redevelopment in order to determine the optimum timescale for the programme of works and identify the maximum requirement and duration for decant accommodation.
7. Review the need to retain 9 West Bell Street and Dudhope Castle in light of the outcome of the space management review and the project implementation plan.
8. To progress with the implementation of environmental measures such as energy efficiency, recycling and sustainable transport planning to reduce running costs and minimise as far as possible the University's carbon footprint.



Appendix A

Options Appraisal - Evaluation Matrix

The following table provides the detailed commentary and scoring of the qualitative elements of the Options Appraisal.

Evaluation Criteria	Weighting	Option 1		Option 2		Option 3		Option 4	
		Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
Strategic Fit	30%								
1 Strategic Planning Objectives	40%	1	3.0%	2	6.0%	3	9.0%	3	9.0%
2 Enhancement of the Student Experience	20%	1	1.5%	2	3.0%	4	6.0%	2	3.0%
3 Contribution to National or Regional Development	20%	2	3.0%	2	3.0%	3	4.5%	3	4.5%
4 Risk Profile	20%	1	3.0%	1	1.5%	3	4.5%	3	4.5%
Environmental Impact	20%								
1 Corporate Identity	15%	1	0.8%	2	1.5%	4	3.0%	2	1.5%
2 Consistency with Local/Structure Plan	15%	1	0.8%	1	0.8%	4	3.0%	3	2.3%
3 Sustainability	30%	1	1.5%	2	3.0%	3	4.5%	2	3.0%
4 Energy Efficiency	20%	0	0.0%	2	2.0%	3	3.0%	2	2.0%
5 Transportation/Green Travel	20%	2	2.0%	2	2.0%	3	3.0%	2	2.0%
Legislative/Regulatory Compliance	20%								
1 Planning Approval	40%	3	6.0%	3	6.0%	3	6.0%	1	2.0%
2 Building Standards Compliance	25%	1	1.3%	2	2.5%	2	2.5%	3	3.8%
3 Building Standards Compliance	25%	1	1.3%	2	2.5%	3	3.8%	3	3.8%
4 Health and Safety	10%	2	1.0%	2	1.0%	2	1.0%	3	1.5%
Achievability	30%								
1 Health and Safety	20%	1	2.0%	2	3.0%	2	3.0%	3	5.0%
2 Likelihood of successful outcome	20%	1	2.0%	1	2.0%	3	5.0%	3	5.0%
3 Development Risk Profile	15%	1	1.0%	1	1.0%	3	3.0%	1	1.0%
4 Constraints on design solution	10%	1	1.0%	2	2.0%	3	2.0%	4	3.0%
5 Likely timescale for delivery	15%	1	1.0%	3	3.0%	3	3.0%	1	1.0%
6 Scaleability	20%	3	5.0%	3	5.0%	3	5.0%	1	2.0%
			34%		50%		75%		59%

Appendix B

Building Asset Register (Details held separately)

A comprehensive review of property titles has been undertaken by Thorntons to confirm the extent of the University's ownership however this information has still to be developed into title plan.

B1: Title Plan & Ownership Schedule for the Academic Estate

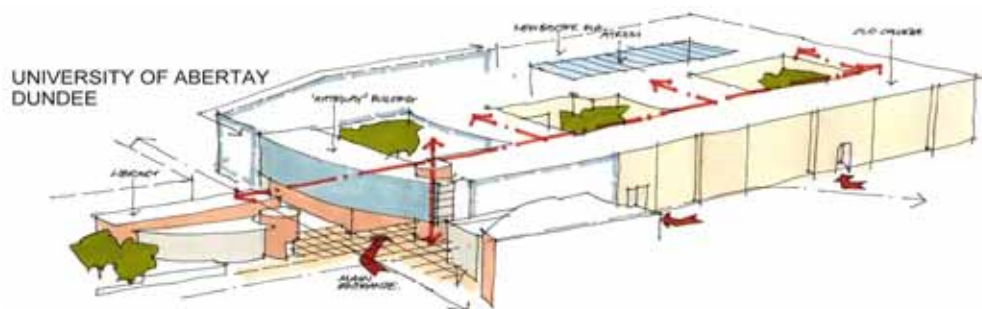
Detailed title information and building data sheets have been prepared for this section but because of the volume of material and the detailed nature of the content it has not been included in the paper. Any member of the Committee who wishes to review a copy of the database should notify the Secretariat or the Head of Estates and Campus Services.

B2: Accommodation schedules

A full database of all room areas is held as a separate document by Estates and Campus Services. A copy of the full accommodation is available on request via the Estates and Campus Services Office.

Appendix C

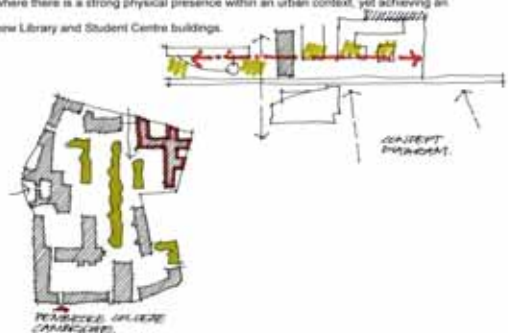
Campus Master Plan & Design Concepts (see also centre pages)



This initial draft masterplan layout has been prepared to give some principles and design parameters that can be adopted to bring cohesion to future development, and act as a point of reference for current thinking. It should also be borne in mind that the information gathering exercise is still ongoing eg. space utilization, services, etc. The main thrust of the masterplan thinking is based around the typical Oxbridge collegiate layout, where there is a strong physical presence within an urban context, yet achieving an enclosed and protected learning environment. The main difference with Abertay is a greater public interface, which is primarily seen through the new Library and Student Centre buildings.

The key points to be noted on the drawing are:

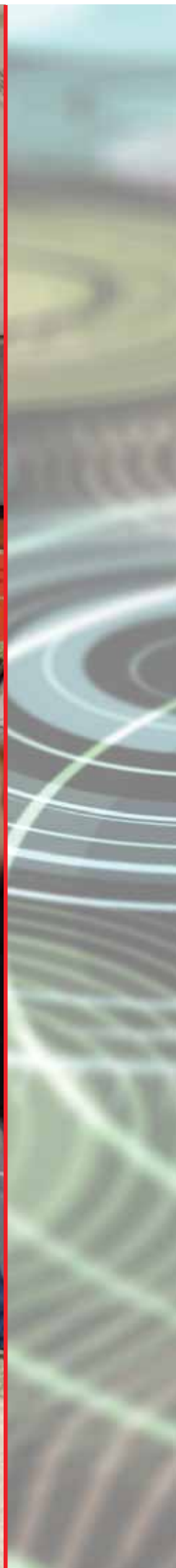
- Relocation of parking to the upper levels of the Multistorey.
- Removal/relocation of public house and flats adjacent to Kydd Building.
- Strengthening of pedestrianisation adjacent to Student Centre.
- Creation of focal space/new main entrance opposite Library.
- New building at main entrance to create "gateway" to university.
- Potential demolition and replacement with new build at Baxter Building.
- Creation of associated atrium space.
- Formation of new circulation core/street to private campus areas.
- Overcladding of Kydd Building.



Notes



Notes





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Estate Strategy

