Estate Strategy

2007 – 2027

Approved by the University Court: 8 December 2006
1. Introduction & Summary

The purpose of this paper is to set out the broad vision by which the University intends to adapt and evolve its property estate to meet the needs of its Academic Strategy over the next 20 years.

St Andrews is an ancient University, the oldest in Scotland and third oldest in the UK. Its location at the heart of the medieval town of St Andrews demands that the development of the estate has sympathy for the historic setting as well as the needs of modern world-class teaching and cutting-edge scientific research.

In moving forward the University continues to see much of its activities centred on the historic quadrangles of St Mary’s, St Salvator’s, St Katharine’s and Deans Court St Leonard’s in addition to the North Haugh. This strategy attempts to maximise the benefits of the nature and ambience of the historic estate while recognising its limitations in fitness for use in the development of leading edge science. In recognising this the University will seek over the strategic plan period to migrate much of its scientific activity which is currently located in St Mary’s to the North Haugh in modern, adaptable facilities which are capable of meeting the current and future needs of scientific research.

Within the town the University will renovate the existing central library to provide a fundamental resource at the heart of the academic community. This may involve integration of the existing facility with the Crawford centre, providing greater visibility and accessibility to the library’s resources. Additionally, in the planning period the University will look to establish separate learning resource centres within the town and on the North Haugh which will be targeted specifically at the needs of the undergraduate population and which will complement the central library in providing a comprehensive range of resources and facilities to meet a variety of learning styles.

The University will renovate much of its existing estate over the planning period, thereby rectifying the effects of the underinvestment which has hampered development in recent years. This programme of renovation will seek to adapt existing buildings to meet the current and future needs of schools in a manner which preserves the historic setting of the town centre.

In order to implement this strategy the University shall require investment of around £400 million (at current prices) over the planning period. This is not an investment sum which will be afforded in the current HE financial environment and from the University’s current financial performance. The University has developed a financial strategy which will allow the investment to be provided from a number of sources – retained earnings, receipts from property disposals, philanthropic donations and partnerships with third
parties. In order to deliver this strategy within the stated timescale, all of these sources shall be required to contribute.

It should also be noted that at the time of developing this strategy, Fife Council is moving through the process of revising the Fife Structure Plan and Local Plan for St Andrews. Both of these Plans will have a significant impact upon the University’s ability to develop its physical assets over the coming 20 year period with consequential impacts beyond that period. Significant divergence between the University’s aspirations and the provisions of the Fife Council Plans may impact on the University’s ability to continue to be a major economic driver for Fife and Scotland and may require further revision of this strategy.

A summary of the Academic Strategy, in so far as its requirements of the physical estate are outlined, is provided in Section 2 of this paper. Section 3 provides a more detailed outline of the Strategy in this area.

2. Academic Strategy

The University recognises that an effective and cohesive Estate Strategy must be led by Academic Considerations. In order to ensure that this is the case, separate groups were formed for the Faculty of Arts (including Divinity) and the Faculty of Science (including Medicine) to establish and demonstrate the current and projected needs of the academic community in terms of the Estate, and to present an imaginative and powerful vision for research and teaching at St Andrews that will sustain and build on our position as a University with an internationally recognised reputation for excellence in both these core activities. This paper sets out the ambitions and needs of the University in relation to the Estate based on a series of presuppositions about our medium term future.

2.1 The 2020 Vision

We have made the following assumptions about the 20 year planning period:

2.1.1 HE Environment

- There will be no significant shift in the current funding structure for Higher Education in Scotland and therefore both funded student numbers and core academic staff numbers are likely to remain relatively stable. However, some form of Home student direct contribution to the cost of their degree is increasingly likely, thus placing even greater emphasis on value for money issues.
- The global business in cross-border education will continue to expand significantly but the increase in the number of providers will force institutions to compete in a differentiated market both in terms of the standard of the academic programme and the overall student experience.
- Whatever form is taken in a future RAE, international research competitiveness will become more acute and the standard of research facilities will increasingly be a factor in attracting leading academics.
• Interdisciplinarity will continue to grow in importance, requiring a flexible management structure, a creative approach to appointments and an estate in which to flourish.

2.1.2 Research at St Andrews

• We shall continue to pursue a policy of research intensity, seeking to ensure that our research output is cutting edge and internationally competitive across all disciplines.
• We shall endeavour to engage with a changing knowledge transfer agenda.
• There is an expectation of modest growth in the size of the research staff.
• Research-led teaching will be at the heart of student learning.
• There will be a managed increase in the number of postgraduate research students.
• Research space (Library, labs, offices), equipment and access to information must be provided for academic and research staff and postgraduates at an internationally competitive standard.

2.1.3 Learning and Teaching at St Andrews

• It is unlikely that there will be any significant addition to the current portfolio of disciplines, although evolutionary shifts in the emphasis of particular disciplines alongside greater cross-disciplinarity and inter-disciplinarity is predicted.
• There will be a change in the balance of the student population towards research and taught postgraduates, but no significant change in the overall numbers of students.
• Face to face teaching will remain the most important medium of communication and education at St Andrews, but there will be an increase in the frequency and importance of structured learning opportunities outside the class hour at all levels. For all forms of learning experience high quality space (lecture theatres, seminar rooms, teaching labs, Library, IT provision, learning technology) will be necessary.
• The demands on Library services are likely to increase, partly as a result of better liaison between the Library and the Schools and partly as we drive forward an agenda of research-led learning and teaching.
• There is likely to be an increase in academic staff in areas where postgraduate and overseas recruitment is strongest, and some increase in support staff may also occur.

The combination of excellent research space with high quality learning and teaching space is central to the vision of the University in the planning period. We need flexible space kitted out with high-quality equipment and the capacity to keep pace with technological developments. Furthermore, we must retain the idea of the academy as a creative physical environment within which scholarship and learning flourishes. Our estate therefore must provide social settings in the spaces around and between research, learning and teaching where academics and students can engage freely with one another.
2.2 Principles for Developing the Academic Estate

A fit-for-purpose Estate is essential to the delivery of excellence in research and in learning and teaching. The following seven key elements have been identified as essential. An integrated academic Estate must:

- meet the present needs of its personnel and be able to respond to meet future needs;
- be coherently planned and configured and be adaptable to meet research and teaching needs that will change more rapidly than in the past;
- promote and not hinder the formation of inter- and multi-disciplinary research groups and units whose work will be best carried out in spaces in close proximity to each other;
- send out the best recruitment message to everyone from undergraduate students to professorial staff;
- address the problems of split site schools and the absence of social space in most Arts schools;
- present a coherent physical environment that succeeds in preserving the historic distinctiveness of St Andrews while also achieving a modern fit-for-purpose estate that is maintained to the highest international standards;
- be environmentally conducive to research and learning and be environmentally responsible in design and equipment.

Although the issues and principles outlined above are broadly relevant to the University as a whole, there are some differences in the needs of the Arts and Social Science community and the Science community that need to be recognised in devising an estate strategy.

2.2.1 Faculty of Arts

The desirability of preserving our irreducible core campus in the town centre where most Arts Schools are located will always militate against high space utilization. Furthermore, while the University recently has invested in new space for Arts, this space has been filled immediately and ahead of expectation. The challenge and opportunity facing the Arts community is how to make best use of that irreducible core and plan for a coherent and flexible estate that supports the above principles. That vision can be delivered if we:

- configure the Arts Faculty around the concept of the four quads of St Mary’s, St Salvator’s, St Katharine’s and Deans Court St Leonard’s;
- recognise that at the heart of a future strategy for the Arts is a modern, well-funded and well-supported Library, with particular focus on different forms of information delivery, flexible access to books etc in different settings, and high quality research space, particularly in relation to Special Collections;
- create a range of teaching spaces including the development of a single 350-400 seat lecture theatre, rooms in which students can work together in groups outside class hours, flat spaces and break-out facilities, computer clusters and wired learning/social space;
• provide designated office space for research postgraduates and learning space for taught postgraduates;
• anticipate the need for space to house research project groups, visiting scholars, postdoctoral staff and temporary staff replacing academics on periods of extended research leave;
• provide in the town centre a genuinely first class media room, allowing for video-conferencing and the kinds of engagement with the media which are appropriate for an outward-looking University;
• promote the value of social space in encouraging an ethos of intellectual enquiry and the exchange of ideas;
• anticipate expansion room across the Faculty.

2.2.2 Faculty of Science

The fitness-for-purpose of many science buildings is poor and while recent investment has made significant improvements in selected areas, this has also served to highlight the poor state of areas that have not been refurbished. Furthermore, the current science buildings are too widely dispersed to promote interdisciplinary interaction. These difficulties will be overcome if we:

• develop an integrated science estate on the North Haugh comprising a new medical teaching building, a new life sciences complex incorporating all of the School of Biology (with the exception of the Gatty), the School of Psychology and a new integrated research facility;
• accommodate future requirements for knowledge transfer activities and commercialisation on the North Haugh;
• reintegrate the Centre for Research in Environmental and Ecological Modelling (CREEM) to a new site on the North Haugh that is closer to its parent Schools (Biology and Mathematics & Statistics), and provide a high performance computing facility;
• modernise all existing science research and learning and teaching space.

3. Estate Strategy

3.1 Overall

The University operates in a highly dynamic environment with the needs of modern research and teaching evolving rapidly. In such an environment the challenge of ensuring that the estate continues to meet the needs of academic development rather than inhibiting progress is a significant one. This strategy seeks to outline how the University plans to meet the estate needs of its academic strategy over the coming 20 years.

The strategy as proposed is modular in construction. While an overall plan is provided, it is intended that each element of investment is a module in itself which can be reviewed and consulted upon as appropriate. This will allow the University Court to control the pace and scale of development as circumstances dictate. It shall also allow the University
to adapt the overall plan in line with the highly dynamic environment in which it operates.

3.1.1 The Portfolio

The University owns a large and diverse property portfolio with around 200,000 m² of buildings. A map showing the location of all the University’s buildings can be found at Map 1. These buildings have been developed over the six centuries of the University’s existence of which 46% pre-date World War II. The estate reflects this age profile with a range of accommodation from the medieval buildings such as the Chapels, St Mary’s and United Colleges, through Georgian buildings such as the Old Library, the Bute and the Irvine, 1960s buildings which accommodate much of the Science Faculty and also including 21st Century buildings like the new Arts Faculty building in St Katharine’s Quadrangle.

The Estate can be separated into a number of distinct areas involving the Historic Quadrangles and adjoining properties, at the North Haugh and the agricultural holdings.

Within the town are the historic quadrangles of St Mary’s (Map 4), St Salvator’s and St Katherine’s (Map 2), and Deans Court St Leonard’s (Map 3). The University recognises that in these four quadrangles are the buildings and structures that represent the University’s irreducible core because they give the University its distinctive St Andrews historic texture and setting, and as such are deemed to remain indefinitely within the ownership of the institution.

It is noted, however, that the buildings within and surrounding the historic core will require to be renovated and adapted throughout the planning period in order to meet changing academic needs.

The bulk of the current Faculty of Science activity takes place at the North Haugh (Map 5). The University wishes to consolidate over the planning period all of its science activity within the North Haugh. The first stage of this is planned to be the creation of a new building for the School of Medicine. This development can be seen within the context of a masterplan for the academic estate of the North Haugh (Map 6). The University will also retain a facility for marine science on the East Sands (Map 7).

The University has a significant residential accommodation portfolio which accounts for around half of the total floor space occupied. Some of these residences are within or adjoining the historic quadrangles or North Haugh. Others are located elsewhere in the town either separately or with other University buildings (Maps 8, 9 and 10). Because the residential community is an essential component of the St Andrews experience, the University has made a commitment to continue to own and manage its residential provision throughout the planning period. The University has developed a separate strategy for its residential estate, the recommendations for which have been incorporated within this overarching plan.
The University owns and operates its own sports facilities which lie to the South of the North Haugh. The sports facilities, however, can no longer cope with the volume or range of users from the University, town or regional groups and clubs requiring access. The University wishes to expand the existing facilities over the planning period in partnership with Fife Council, Sports Scotland, local sports clubs and third parties. A masterplan of the University’s aspirations has been developed (Map 10).

The University is part of a consortium of land owners promoting a mixed use development to the south and west of this town. An essential element of this activity is the servicing of existing University land in this area which will provide a land bank for further University use in the latter part of this planning period.

Additionally, the University owns a significant agricultural portfolio of around 1,000 acres of land. The largest part of this land is located at Upper Kenly, to the east of the town. The University sees no potential for developing this land throughout the planning period for alternate uses, although it is actively investigation the potential for use as a centre of renewable power generation alongside continued use for farming. The Wester Langlands site (Map 11) to the south west of the town will continue to be promoted by the University as part of a consortium of landowners as an area to facilitate additional housing for St Andrews which could include provision of primary and secondary education facilities, retail, leisure and employment facilities and improvement to the transport infrastructure of the town. The remaining agricultural holdings around the town are not seen as having development potential throughout the planning period although the University will continue to monitor this area of activity carefully.

The University also owns the St Andrews Botanical Gardens although they are leased to Fife Council who maintain and operate the facilities. Although the current lease extends to 2012 only, the University does not anticipate any change in the arrangements throughout the planning period.

3.1.2 Estate Condition

In looking to develop this strategy the University commissioned an independent expert survey of its entire property portfolio. This survey reveals that the University needs to invest, including VAT, contingencies and a provision for professional fees, but not inflation) around £58million over the first half of the planning period to bring the estate to a stage which its condition is physically sound.

The condition survey reveals that the estate constructed in the 1960s, although constituting only 35% of the estate, amounts to around 48% of the backlog maintenance costs.

The University recognises that addressing the physical condition of the estate on its own will not address problems of the functional suitability of the estate. Consequently, the
renovation of existing properties will also address on a holistic basis those physical and functional needs.

3.1.3 Landscape Strategy

The quality of the built environment can be enhanced significantly by its landscape setting. The University has prepared a landscape strategy to form part of this estate strategy. This outlines the measures which the University plans to take to enhance and develop the landscape setting to improve the existing built environment and to ensure that new developments are integrated seamlessly with the existing estate.

As part of the review of the St Andrews Local Plan, Fife Council is preparing a Design Guide which it expects all developments within St Andrews to follow in terms of materials and basic design features, to ensure that developments within the town complement the generally high standard of the existing built environment of the town.

The University will seek to implement this design guide and its landscape strategy in the implementation of the Estate Strategy.

3.1.4 Sustainability and Energy

The University believes that society must become far more aware of the needs of environmental sustainability and will consider sustainability issues within its Estate Strategy. This will be most apparent in the approach to energy management. Over the planning period the University will invest in energy reduction measures (insulation, heating controls etc) and renewable power generation (solar, wind and Biomass CHP). Solar and Biomass facilities are likely to be centred around its facilities at the North Haugh, and while there may be opportunities for small and medium scale wind on this site, it is considered likely that any venture in large scale wind facilities will be within the University’s agricultural land portfolio, especially the land at Upper Kenly.

In examining the area of renewable energy production, the University commissioned a feasibility study in partnership with the Carbon Trust. This study indicates that there is considerable scope for the University to improve its environmental and financial performance in this area.

The University has reviewed its investment needs to improve its ability, where possible, to reduce energy consumption, or where not possible to create renewable energy supplies in order that the environmental impact of its energy consumption is minimised. It is anticipated that to take all of these measures will require investment of around £20million. Investment in measures to reduce wastage of energy (insulation) etc will be taken forward alongside the programme of refurbishments of which will be required to implement this strategy. Proposals for the generation of heat and power by renewable means shall be considered on their own merits.
3.2 Academic Development

3.2.1 St Mary’s

St Mary’s Quadrangle is one of the oldest parts of the University. At the northern edge of the Quadrangle lies the Parliament building which will continue to house the Senate Room, the King James VI Library and Parliament Hall.

It is anticipated that St Mary’s College will remain the home for the School of Divinity with postgraduate office facilities provided in the Roundel.

The Old Library currently provides accommodation for the School of Psychology. It is anticipated in the fullness of time that this school may also move to the North Haugh in order to maintain and strengthen the research linkages with the Schools of Medicine and Biology in addition to the Schools of Physics & Astronomy, Mathematics and Statistics, Computer Science and Chemistry which are already located at the North Haugh. The Old Library could become available for renovation and re-use as the base for an Arts School student learning or administrative support services.

The Bute Medical building currently provides a home for the School of Medicine and part of the School of Biology. The Bute was first opened in 1896 and while it remains a magnificent building, it is no longer fit for purpose and is hindering developments in scientific research and teaching. A new building for the School of Medicine along with integrated research facilities is planned to be in place by the summer of 2009, followed by investment in a further facility at the North Haugh for the School of Biology.

The Bute would thus be available for redevelopment for non scientific purposes. The University has considered its usefulness as a hall of residence and while this is a possibility the cost, which would ultimately be borne by resident students, is prohibitive. The building provides a positive opportunity for conversion to excellent accommodation for a number of Schools from the Faculty of Arts. Following renovation, the Bute could also provide a suitable location for the provision of a Learning Resource Centre to complement the services provided within the main central library.

Currently adjacent to the Bute are the Terrapin Huts. These redundant facilities will be cleared in the short term. The University believes, however, that the location of the Terrapin Huts provide an opportunity for further development in future years.

It is anticipated that the Sir Harold Mitchell and Dyersbrae facilities which lie to the South of St Mary’s Quadrangle will be disposed of, with any receipts being reinvested in the new facilities at the North Haugh.

St John’s which lies to the North of St Mary’s Quadrangle could continue to provide a base for part of the School of History, or may be considered for conversion for use by the postgraduate community – either as a designated residence or offices. It may also provide accommodation for visiting scholars.
3.2.2 St Salvator’s

St Salvator’s quadrangle provides the ceremonial heart of the University. At the South-western end of the Quadrangle are the Hebdomadar’s block, which provides office accommodation, and the Medieval St Salvator’s Chapel which provides a focus for the religious ceremonies related to formal institutional events. Bordering the quad lawn are the United Colleges which house office accommodation, currently used by part of the School of Modern Languages, lecture theatres, seminar rooms and postgraduate office accommodation in addition to Upper and Lower College Halls which support teaching, institutional events and conference services. It is anticipated that this area will continue to provide a mixture of learning and teaching facilities, postgraduate facilities and academic offices. In the building between the quad lawn and the Chapel is 71 North Street which currently houses Social Anthropology.

To the east of the quad lies the Irvine Building which houses the School of Geography and Geosciences. This building is too small and does not provide the quality of space required by the University and the school. This building will require renovation and further work will be undertaken to establish whether it continues to be the base for Geography and Geoscience or whether it might be better adapted for another purpose.

Adjacent to the Irvine is College Gate. This serves as the University’s ‘Corporate Headquarters’ in addition to being a base for Human Resources, and a location for some IT services and other administrative services. This building will be developed over the planning period to provide an effective Corporate Headquarters.

Adjoining College Gate is accommodation for the University’s Environmental Health and Safety Service and the Printing department. This accommodation is expected to remain fit for these purposes throughout the planning period.

To the east of College Gate is the Younger Hall in which the University’s graduation ceremonies are performed along with a centre for recreational music service. Further to the east is Gannochy House, a student hall of residence that will be aligned with the Dean’s Court residence.

Forming the north eastern boundary of the St Salvator’s Quadrangle is the St Salvator’s residence along with Kennedy Hall and Castle House which is envisaged to continue to house the School of English.

To the south of the Quadrangle lies the Buchanan building which houses the School of Modern Languages. The building was constructed in the 1960s and no longer meets the needs of the University, either functionally or physically. Through the renovation of town centre properties the University plans to relocate the entire School of Modern Languages in facilities which are fit for purpose, with consideration given to the disposal of the existing Buchanan site.
To the North of St Salvator’s Quadrangle lie University House (Art History & Museum of St Andrews University), Edgecliff (School of Philosophy, Anthropology and Film Studies) and Castlecliffe (School of Economics and Finance). While these buildings are in fairly good condition, they all are currently at physical capacity. In its programme of renovations of town centre properties, the University shall give consideration to the best long term location of all of these schools. Adjacent to University House are unused garages. The University shall seek to convert these for use as the Museum of the University of St Andrews (MUSA). This will allow the University to exhibit much of what is one of the largest collections of historical artefacts in Scotland. It will also provide an excellent teaching and research base for the School of Art History.

The University considers that the Spanish Garden (adjacent to Castlecliffe) offers scope for future building development.

3.2.3 St Katharine’s

The main library is located within St Katharine’s Quadrangle. This facility has remained largely unchanged since its construction in the late 1960s. Significant investment will be made in the period to 2008 to improve the quality of environment and to take account of changes in technology and learning styles. This may include the integration of the library and the adjacent Crawford Centre which could assist in increasing the available space as well as accessibility and visibility of the library. The library will be developed as a resource to meet the needs of research-led teaching and as a hub for the research-led academic community. It is noted, however, that to provide the range of services that are required it is likely that additional learning resource centres within the town and on the North Haugh will have to be created during the planning period.

The Crawford, and the adjacent North Street houses which form the Southern boundary of St Katharine’s Quadrangle will continue to offer accommodation for services which engage directly with students and the general public.

The University invested in a new building for the Faculty of Arts during 2006. This houses the School of International Relations along with a wing to provide space for a range of research centres. It is anticipated that this building will operate throughout the planning period for these purposes.

St Katharine’s West currently provides a centre for the University’s student recruitment activity. Having been renovated in 2005 this facility is considered to provide an excellent base for these services and will continue to do so throughout the planning period.

St Katharine’s Lodge provides accommodation for part of the School of History. The opening of the new Arts building has alleviated some of the pressure for space on this building. However, it is in need of renovation during the planning period. Its long-term use will be subject to further discussion and will be consequent on the future use of the Bute building. The building is considered to provide an effective solution for an Arts
School or postgraduate office provision. It would not be considered, in its current form, to provide a beneficial centre for administrative services.

Swallowgate & Craigard were renovated in 2003 for the School of Classics. While the facilities now meet the needs of the School there is extremely limited scope for growth in academic staffing or postgraduate student numbers. While there is no need currently to consider relocation of this School, it may be considered as part of any future relocation of Schools following renovation of the Bute.

The University believes that the ground between St Katharine’s West, St Katharine’s Lodge and the main library offers a location for potential further building in the future.

The Old Union Building, 79 North Street and Butt’s Wynd currently provide accommodation for a number of administrative units (Registry, Finance, Residential Services, Business Improvements, IT Services, Telephone Office and the Court Office), in addition to a limited number of seminar rooms. While these buildings are capable of providing office accommodation they are not conducive to efficient use. Offices are largely cellular, thus preventing open plan working and are in clusters which are not large enough to accommodate entire departments, creating multi-site operations that restrict the proper integration of teams and processes.

Located between the Butts Wynd offices and Craigard is the Butts Wynd squash court. The future of this facility will be considered further with removal considered along with the overall proposed expansion of sports facilities and the improvement of town centre staff amenities.

To the south of the Old Union Building lie a cluster of houses on the junction of College Street and North Street. 20/22 College Street will be retained as accommodation for visiting scholars. 17 & 19 College Street, along with 82 North Street will continue to house a research centre and post graduate office accommodation.

3.2.4 Dean’s Court St Leonard’s

Dean’s Court provides a catered student residence for graduate students combined with office accommodation in the Roundel for postgraduate students of the School of Divinity. The University intends to retain this provision throughout the planning period. It will include accommodation at Gannochy House and in the Alms Houses on North Street and flats around St Gregory’s to create a larger community of residential accommodation. The University may also consider further development of the Dean’s Court complex to provide daytime catering facilities to non-resident postgraduate students.

Within this area there is also the mediaeval Chapel of St Leonard.
3.2.5  The North Haugh

Much of the University’s Science Faculty is based on the North Haugh. The Schools of Physics & Astronomy (Jack Allen Building), Mathematics & Statistics (Mathematical Institute) and Chemistry (Purdie Building) are housed in buildings which were constructed in the late 1960s. The Biomolecular Science Building (constructed in the late 1990s) accommodates part of the School of Biology. The School of Computer Science is accommodated in the Jack Cole building (which was built specifically for the School in 2004) and the John Honey building. It is anticipated that all of these facilities will remain until at least the consolidation of sciences on the North Haugh has been completed. It is noted however, that the facilities from the 1960s are in increasing need of investment in fabric and fixed plant renewal as well as adaptations to meet contemporary teaching and research needs. It is also noted that the expansion in volumes of research in these schools and the anticipated growth of translational research at the boundaries of the traditional sciences will require an expansion of space.

The School of Management is based in the Gateway Centre which was purchased and converted for purpose by the University in 2004. This building also accommodates part of the University’s museum provision, a café, a tourist orientation centre and provides facilities for the University’s conference services. The University has no plans to alter the service provision in the Gateway.

Also accommodated on the campus are two student residences, New Hall and Andrew Melville Hall. These buildings will be dealt with as part of the Residential Section of this report.

Additionally there is on this part of the campus the New Technology Centre. This facility provides office accommodation for private companies and is owned and operated by Scottish Enterprise from Glasgow. The University does not believe that this building provides a service which complements academic or commercialisation strategies, nor does it complement the masterplan for the North Haugh in terms of land use and density. During the planning period the University may seek to resume ownership of this facility from Scottish Enterprise in order to redevelop this site in a manner which complements the University’s wider strategic goals.

The University plans to create a Convergent Technology Centre on the North Haugh to provide a focus for commercialisation activity. The University sees the development of space in which development of pure research towards market ready products can take place will be an essential component of the University’s efforts to take advantage of commercial opportunities which its leading research staff develop.

Of greater significance to the University will be the consolidation of sciences in the North Haugh over the planning period with the creation of modern fit-for-purpose facilities. These facilities will accommodate the existing sciences but by co-location and integration between disciplines shall help to place St Andrews at the forefront of translational research activity.
The first stage of this consolidation, to be completed by the summer of 2010, is planned to involve the creation of a new teaching and research facility for the School of Medicine. The second stage of this process is planned to be the creation of a facility to allow the relocation of the remainder of the School of Biology from the Bute, Harold Mitchell and Dyresbrae buildings. At this point all of Biology will be consolidated on the campus with the exception of the Gatty Marine Laboratory and the Sea Mammal Research Unit which will retain their existing site on the East Sands. Subsequent stages of this process are expected to provide for the potential relocation of the School of Psychology from the Old Library, followed by the creation of further generic research facilities.

To the south of the North Haugh lies Kinnesburn. This converted mansion house with annex provides a base for the University’s English Language Teaching department. The building has become too small in recent years and options for relocation will be sought with the disposal or redevelopment of the site to be investigated.

Also to the south of the North Haugh on a site adjacent to the sports fields lies the observatory. This facility contains the largest telescope in the UK along with 3 further telescopes used largely in teaching astronomy. The facility also accommodates CREEM, a research centre of the School of Biology and the School of Mathematics & Statistics. Although it is planned to relocate this centre to a new site on the North Haugh, the facility will remain to preserve the telescopes and an alternate use found for the office accommodation.

The University has identified a deficiency within its estate for fit-for-purpose facilities for storage of books & journals, museum collections and documents & records. The University will seek to provide against this deficiency within the boundaries of its estate, probably on the North Haugh. However, it will also consider off-site options if this allows provision at a significantly early stage.

### 3.3 Residential Development

The University is the most residential University in the UK and it believes that its residences are at the heart of its student community and play a vital part in the provision of the unique St Andrews student experience. The University operates 13 Halls of Residence, providing 3,508 bed spaces for students. Additionally the University owns a further 25 flats providing a further 41 bedspaces and 8 other properties which are let to staff and their families or visiting academics. In addition to this owned accommodation, the University leases around 57 other properties which it in turn sub lets to around 135 students and 15 members of staff and their families.

The University operates a mix of en-suite and traditional (not en-suite) accommodation along with a mixture of catered and self catered residences. In recent years the University has in developing new residential provision, and indeed will continue to, opt
for en-suite facilities as it believes that in the longer term, this will be regarded as a minimum requirement of incoming students.

The University has in recent years had to accommodate the requirements of Houses in Multiple Occupancy Legislation (HMO). This legislation was aimed at improving health and safety provision in accommodation where more than 2 unconnected persons reside, particularly in the rented sector. While the University welcomes this legislation in seeking to improve the quality of student accommodation it has some concerns about how the legislation is being implemented within St Andrews where the use appears to be for town planning purposes. The University is also concerned that the stricter application of the legislation by Fife Council, in permitting a ratio of 5 persons to single shared facilities, rather than the Scottish requirement of 6:1 is unnecessarily forcing the University to reduce its available bed complement. Despite these concerns, the University continues to support the legislation and to take steps to ensure that its own properties are where appropriate, compliant.

The University’s owned accommodation, as with all of its buildings, is of varying physical condition, from the very new, such as David Russell Hall Apartments to the very old, such as Dean’s Court. However, it tends to be the buildings with origins in the 1960s and 1970s which are posing the most significant problems in terms of physical condition. For this reason it is anticipated that in the early years of the planning period the University will refurbish Fife Park, followed by University Hall, with a rolling refurbishment programme for the other halls taking place over the remainder of the planning period.

The University believes that it has a surplus of demand for its accommodation from its student body. It is also aware that the needs of undergraduate students are very different from those of post graduate students. As the University deliberately grows its postgraduate population, with a matching reduction in the home/ EU undergraduate population, this will necessitate an altered pattern of residences, potentially with an increase in overall capacity.

In considering the forward path of the residential system, the University established a Residential Review Working Group which consisted of representation from residential management, the University, Students’ and the University Court. This group recognised the potential for growth in the student system to cope with current demand as well as the need to improve the condition of facilities. The group considered further the nature of future accommodation. After consultation, it was agreed that if the University were to build a dedicated post graduate residence, then this should be either in the style of flats or an en-suite hall, with self catering facilities and be of a scale in the region of 50 to 100 bedscores. If a hall were to be largely to support undergraduate students, then this should be a catered hall with around 250 bedscores.
3.4 Student Services

The University recognises that in an increasingly competitive marketplace the quality of the service facilities provided to students must be placed alongside the academic experience.

3.4.1 Sport

The University Sports Centre was constructed in the early 1970s when the student population stood at around 3,200 students. In the 1990s the built facilities were expanded to include an astroturf surface for hockey (also used for football) and astroturf tennis courts. At this time the facilities were also made available to members of the St Andrews community.

In 2006, the Sports Centre has around 3,500 student members and 600 staff and community members as well as providing a host of classes and facilities to more casual users. The facilities are no longer capable of providing the volume or quality of services required for the student experience which the University aspires to provide.

The University wishes to invest in sporting facilities over the planning period in conjunction with Fife Council, Sports Scotland and private sector partners. The aim will be to enhance facilities for all sports with the intention of creating more properly constructed football / rugby pitches, increased outdoor all-weather astro-turf tennis courts, indoor tennis courts and a swimming pool in addition to enhanced fitness facilities and more games halls.

The use of these facilities for University purposes will be in line with the Strategy for Sport which will be taken forward in partnership with the students and the Athletic Union.

3.4.2 Students’ Association

A vital component of the student experience is the Students’ Association. This provides the hub for student representational activity as well as a focus of student support and social activities. The current facilities offer an ideal location for the Association in that they are within the town centre. However, the building is in need of fabric and plant renewal. Additionally, the size and configuration of the facility is no longer appropriate for the size of the student body, or the range of activities taken forward by the Students’ Association and other services operated from within the facility.

The University intends, in partnership with the Students’ Association to expand and renovate the existing facilities, retaining the advantage of the existing location.
3.4.3 Access to meeting facilities

The University recognises that much learning takes place outwith the lecture or seminar room or lab. For this reason the University recognises that it must plan to provide learning resource centres to complement the central library which will have, inter alia, the capacity to provide facilities for group working, discussions and presentations. Where practical, the University will endeavour to embed such facilities within School buildings.

The University also recognises that the experience of students at St Andrews is enhanced by engagement in the many student groups, clubs and associations outwith the working day, and that these groups also need places to meet and discuss their activities. The Students’ Association is not capable of providing these facilities on its own. The University will work with the Students’ Association to provide access to teaching facilities in the evenings when not otherwise in use. This arrangement may be reciprocated in terms of use of Students’ Association facilities during the day.

3.5 Support Services

In providing academic activity, effective and efficient support services are essential. A major component in the effective and efficient delivery of such services is the accommodation from which they are provided. For the University these services would include the Estates department which maintains the fabric of the estate in addition to grounds, cleaning and janitorial services, and other central academic services including Registry, Human Resources, Finance, Student Support, Careers etc. The University recognises that the facilities for these services will require adaptation and improvement throughout the planning period.

3.5.1 Estates Department

The University Estates Department currently operates from two main centres in addition to janitorial and cleaning services which are located throughout the institution. The main workshops and offices are provided at Woodburn on the East Sands. This location is no longer appropriate in that the workshops are of a scale which is no longer in line with the scale of the in house provision and the location is remote from the main areas of activity of the North Haugh and the Town centre. The Grounds Department is located at the North Haugh.

The University intends to relocate the main grounds department from Woodburn to a site closer to its main areas of activity. It is likely that this will involve a co-location with grounds, either at or near the current grounds site or on land adjacent to the existing sports facilities. The existing site at Woodburn is likely to be disposed of to fund the relocation, while ensuring sufficient land is retained to provide for reasonable future scope for expansion of the Gatty.
3.5.2 Administrative Services

The bulk of the central administrative support services are provided from buildings located in the St Katharine’s and St Salvator’s Quadrangles. While these facilities are adequate, they are far from ideal and do not lend themselves to efficient delivery of support services. While it is not proposed at this point in time that bespoke facilities be created for central administrative support services, in the process of reviewing and renovating town centre facilities, consideration shall be given to the possibility of creating a consolidated centre for administrative services.

3.5.3 Information Technology

The University becomes increasingly dependent on IT for its core services. The ongoing reliance on technology will require investment in bespoke facilities for the secure and robust location of key elements of the University’s IT infrastructure. The University shall also ensure that IT requirements will be considered fully in all new build and renovation investments. Much of the investment in the early part of the planning period is likely to be targeted at improving the robustness of the current IT infrastructure.

3.6 Long Term Growth

The University believes that the 2020 vision for the sciences and options for enlargement of the residential system will utilise all of its available land on the North Haugh. Consequently, beyond that period there is limited scope for expansion or redevelopment. For its longer term aspirations to be met the University is dependent on Fife Council support for the development of housing on the Wester Langlands site (South and West of the North Haugh). This expansion will facilitate the servicing of retained University land in the overall development of what the Council has dubbed the ‘New University Quarter’. This land shall provide the long term development land bank for the University. It is envisaged that developments on this area will consist mainly of research facilities and facilities associated with the commercialisation of research.