

# University of St Andrews

## Estate Enabling Strategy 2019-2023

### 1. Introduction

- 1.1 This strategy focuses on the built environment and the way these facilities can enable the realisation of objectives stated within the University Strategy 2018-2023. The Estate Enabling Strategy sits alongside, and should be read in conjunction with the four other enabling strategies which combine to deliver the key aspects of the main strategy.
- 1.2 The built environment is one of the attributes which makes St Andrews unique, and the character and quality of our estate is an important element of attracting and nurturing the best staff and students. We intend to prioritise innovation, sustainability and quality, whilst we enhance the estate through targeted strategic development and comprehensive long term maintenance.
- 1.3 This is reflected in the following four key priorities within the Estate Enabling Strategy:
- Preserve, optimise and enhance our estate
  - Facilitate development and growth
  - Manage our environmental impacts
  - Maximise opportunities presented by our Estate.

This document is accompanied by a table which maps out priorities against the pillars of the University Strategy.

### 2. Context

- 2.1 The University of St Andrews has a large estate encompassing more than 150 buildings and 220 acres of land. The estate is split across four distinct areas; Town Centre, which is integrated within the general townscape and houses Arts faculties and administrative functions; North Haugh, which is essentially a separate campus style facility housing our Science faculties in addition to student residences; East Sands, home to Marine Biology, Estates and student residences; and Eden Campus, an ex-industrial site which currently hosts a large biomass boiler and provides an exciting opportunity for growth and industry engagement.
- 2.2 As well as outlining our own aims, the Estate Enabling Strategy addresses the current challenges inherent in the construction industry. The industry is facing significant problems in terms of financial sustainability, coupled with the availability and experience levels of its workforce. Workforce challenges are especially amplified in a geographical location like St Andrews. Further, the construction industry has recently been at the centre of high-profile

investigations, including that on-going into the Grenfell Tower disaster, and as an outcome of these, legislative and behavioural changes are expected.

- 2.3 Construction activities can be broadly categorised into three drivers; time, cost, and quality. Health and Safety is a fourth driver, and provides an overarching context for all construction related activities. As a result of recent investigations, it is probable that a renewed emphasis will be placed upon quality, as it relates to both design and construction.

### **3. Vision**

- 3.1 We will build and maintain an estate that is innovative, enduring and contributes to the qualitative attributes of the wider town. By ensuring our estate is flexible, efficient, future-proofed to adapt to changing work and study patterns, we will create an environment where staff and students can produce their best work. We will continue to reduce our waste and energy impacts to maintain our trajectory towards carbon neutrality befitting of our role as a world leading university.

### **4. Scope and Impact**

- 4.1 Whilst this document scopes the coming four years, it also sets a direction of travel for the long term. Elements of the estate endure much longer than many other aspects of the University, and this brings a different perspective. What we create now must allow for flexibility and future-proofing to adapt to fast-paced change in the higher education sector and society. The Estate Enabling Strategy is very distinct from an Estates Department strategy, and sets out a roadmap towards realising the University's fundamental goals. The principles set out in the document encompass all aspects of the estate including academic, residential and the administrative areas of operation.
- 4.2 To reflect University values and ambitions, we will prioritise the qualitative aspects of construction. This also aligns with the recommendations of recent industry investigations. Many of the statements within the matrix appended to this document are founded on the principles of quality, excellence, and best practice.
- 4.3 Prioritising the quality of design, materials, and construction attracts an inevitable initial premium in terms of time and cost which is one of the challenges we will face. This needs to be balanced against the value of making this investment, and we will articulate these benefits through a comprehensive governance process.
- 4.4 A catalyst to delivering the Estate Enabling Strategy will be the development of Madras, which will be transformational in terms of additional space and providing the opportunity to create a step-change in our learning and teaching environments. It will also free up valuable space in the town centre which can be repurposed to realise some of themes outlined in Global and Entrepreneurial St Andrews.

## 5. Alignment to the University Strategy

5.1 A matrix showing goals within the four priorities accompanies this document. What follows below summarises the main actions.

### 5.2 Social Responsibility

5.3 Social responsibility features in all our decision making processes about the estate and the University Strategy makes clear statements on this, which will be supported through the Estate Enabling Strategy.

5.4 **Vigorously pursue a programme of carbon reduction across our estate, and embed a culture of deep-seated institutional commitment to sustainable practice and policy.** We will:

- Promote agreed, world-leading standards of environmental performance across our new and existing estate.
- Tackle the future challenges that climate change will present to us by working to ensure our estate is as climate resilient as possible.
- Refresh our Carbon Management plan and identify the projects and investment necessary to realise our ambition of becoming a carbon neutral university.
- Create a comprehensive Biodiversity plan to develop our natural space alongside the built environment and ensures all new developments have a strong focus on biodiversity and natural wildlife spaces.
- Fully consider quality, sustainability, and maintainability within our projects, reinforced through development of technical standards and governance to ensure repeatability and lower through life carbon and cost impacts.

5.5 **Develop our own alternative energy sources, including biomass and solar, to reduce carbon emissions and decrease our reliance on external providers and the fossil fuel industry, with a view to becoming carbon neutral for our energy.** We will:

- Develop and champion energy saving proposals, and work closely with our building users to maximise the impact of these proposals.
- Seek and promote opportunities for funding and strategic investment in our estate to reduce our energy and maintenance costs.
- Support development and optimisation of our own alternative energy sources, smart networks and diversification from the grid.

5.6 **Recognise that our day-to-day activities and plans for growth have a profound impact locally.** We will:

- Minimise construction impact through a combination of careful masterplanning, comprehensive stakeholder engagement, and the promotion of schemes like Considerate Constructors.

**5.7 Ensure all project boards, planning discussions, and activities are ‘community-aware’. We will:**

- Develop our Estate in a sympathetic and considerate manner taking cognisance of this unique place, its community, natural environment and global reputation.

**5.8 Communicate promptly and transparently with our stakeholders and partners, listen to ideas, and be willing to adapt where there is evidence that we can improve our proposals and practices. We will:**

- Establish best practice guidelines for community and stakeholder engagement on all projects.
- Lead the delivery of a masterplan of the town centre that facilitates growth whilst recognising the sensitivities and concerns of our neighbours.

**5.9 World-leading St Andrews**

**5.10 World-leading St Andrews is both a distinction and a perpetual challenge, and the Estate Strategy supports its goals in the following ways.**

**5.11 As we build and modernise space to accommodate planned growth, we will recognise the new styles of learning and working, and the role of digital technologies which lead to increased creativity, productivity, and collaboration. We will invest in a range of diverse facilities and technologies, and ‘smart working’. We will:**

- Stimulate new ways of learning, teaching and research through enhancing and adapting our existing spaces to suit modal shifts.
- Ensure the environment is conducive to sustaining high standards of academic achievement within an estate that is distinctive and globally recognised.
- Develop and expand our core Building Management Infrastructure to provide sector leading levels of service and situational awareness, while lowering risk to the Estate.

**5.12 The progress of World-Leading St Andrews will be indicate by sustained high standards and ambition within a high-quality environment. We will:**

- Aspire to create the listed buildings of the future by prioritising the qualitative aspects of building projects, while remaining cognisant of cost and timing demands.
- Improve the aesthetic of the Estate, while developing and preserving our natural environment.
- Preserve our heritage and modern buildings, sympathetically maintaining them to the highest standards to ensure functional suitability and optimal environmental performance.
- Ensure our masterplanning includes a focus on urban realm to recreate a sense of place and to inform improvements to vehicular and pedestrian flows.

- Make certain our development partners and designers provide the most innovative, efficient and world-leading environments.
- Establish and promote relevant quality criteria and ensure this is given prominence throughout the embryonic stages of a project and reinforced to all members of a project team.
- Invest in new and emerging building techniques, technologies and materials that support our commitment to lead innovation in the sector.

**5.13 The redevelopment of the Madras site in the town centre provides an outstanding opportunity to create and improve our set of physical spaces to encourage intellectual innovation at the frontiers of disciplines, and enhance our capacity for knowledge sharing and innovative teaching. We will:**

- Ensure the redevelopment of Madras creates an opportunity to showcase the University positively in an extremely prominent location, and to promote new ways of learning and teaching.

**5.14 A major philanthropic campaign, with our alumni at its heart, will underpin our ambitions as a world-leading institution planning for the next generation of students and academics. The campaign will contribute towards funding big ideas, scholarships, impactful research, buildings, and our endowment. We will:**

- Liaise closely with Development to enhance fundraising prospects and support associated campaigns.

**5.15 Promote working across disciplines and interdisciplinarity in our priority areas. We will:**

- Support the stimulation of collaboration and academic interdisciplinarity through the use of design excellence.
- Develop buildings which can exploit opportunities for co-location and collaboration.

**5.16 Adopting an estate strategy that takes up the opportunities created by the development of the Madras site and the Eden Campus, together with the refurbishment of buildings and facilities, to maximise attractive and flexible space across the whole of the University's operations. We will:**

- As we grow, continue to adapt, modernise and improve quality spaces and service experience to a standard that differentiates St Andrews from other universities.
- Facilitate the relocation of Professional Services to enable more efficient and effective working and collaboration and provide capacity for growth.
- Maximise the use of our existing space to realise our full growth potential.

**5.17 Estate development to enable our community to do their best work. We will:**

- Develop and expand our core Building Management Infrastructure to maximise use to provide sector-leading levels of service and situational awareness while lowering risk to the Estate.
- Lead the delivery of a masterplan to address the long-term space requirements of science schools and the development of the wider North Haugh.
- Benchmark teaching and learning spaces against best practice within the sector and make the appropriate improvements to our buildings.

### **5.18 Diverse St Andrews**

5.19 As a truly international and world-class university, our ambition is to be a beacon of diversity and inclusivity. The Estate Enabling Strategy underpins this in the following ways.

5.20 **Support the University of St Andrews to be identified in the next decade as an institution that is inclusive, inspirational, and incentivised to go on being so. We will:**

- Ensure buildings are flexible and adaptable to meet these changing needs through understanding the changing demographic and future student expectations.
- Realise the importance of buildings in terms of facilitating change in culture and working practices.
- Ensure that all new developments are designed to create a welcoming, inclusive and safe environment for all staff, students and visitors.

5.21 **Improve provision for disabled staff and students, and involve all staff and students in so doing. We will:**

- Prioritise accessibility across the entire estate, develop a plan and integrate it into decision making and quality objectives.

5.22 **Provide the structures and mechanisms that encourage students and staff to develop their potential through support, training, and mentoring, based on the values of openness, fairness, and inclusion. We will:**

- Grow skills in estate maintenance and development building on the successful trades apprenticeship programme and working with partners to extend the opportunity to areas such as catering, business orientated functions, and science-based technical areas thus contributing to the skills requirements of the University as well as the town.

### **5.23 Global St Andrews**

5.24 Our demographic profile is highly distinctive with over 45% of our students and staff coming from outside the UK. The Estate Enabling Strategy can have an influence on the following aspects of this pillar.

**5.25 Establishing a physical space and virtual presence that enable the successful operation of Global St Andrews and create a welcoming environment for international students, staff, alumni, and visitors.** We will:

- Recognise the importance and status of our built environment and the contribution it makes to providing a welcoming gateway for the world
- Ensure the physical estate is suitable for the successful operation of Global St Andrews and create a welcoming environment for international students, staff, alumni, and visitors.
- Look beyond our national boundaries to ensure teaching and learning spaces meet the expectations of a Global audience.
- Actively promote our sustainability progress and credentials with a global audience to reinforce our brand and environmental values.

**5.26 Space to enable collaboration, support, and an enhanced digital presence.** We will:

- Provide flexible, functional, and attractive space for collaboration, discussions, pitches and gatherings.

### **5.27 Entrepreneurial St Andrews**

**5.28** Entrepreneurship is a key component of the university's strategy. The estate plays an important role in facilitating many of the activities involved in delivering these initiatives.

**5.29 Developing and investing in the Eden Campus as a key catalyst and hub for entrepreneurial activities.** We will:

- Facilitate the further development of infrastructure and provide professional advice to future tenants at the Eden Campus to make the site attractive and functional, while maintaining a focus on commercial viability and the sustainability credentials of the site.

**5.30 Development of partnerships with industry to enable practical project opportunities for staff and students.** We will:

- Celebrate the history and heritage of our buildings by encouraging community use and promoting their historical relevance for the benefit of the University and the wider town.
- Seek and promote opportunities for funding and strategic investment in our estate to reduce our energy and maintenance costs.

**5.31 To be entrepreneurial in our culture is to see potential in existing and future activity and to translate that into action and application.** We will:

- Continue to engage fully in the St Andrews West development which offers significant potential for attracting commercial enterprises.
- We will integrate our space management systems, allowing us to open up revenue streams for micro sub-letting of space.

## 6. Performance Measures

6.1 The following measures will be used to indicate progress against each of the high-level priorities.

| Priority                                       | Measure   |
|--|---|
| Preserve, optimise and enhance our estate      | <ul style="list-style-type: none"><li>1.1. Shift from reactive maintenance towards the implementation of predictive maintenance measures.</li><li>1.2. Reduction in backlog maintenance and therefore reduction of risk.</li></ul>  |
| Facilitate Development and Growth              | <ul style="list-style-type: none"><li>2.1. Implement the development principles which will be established through a masterplanning exercise across the estate taking account of short/medium/long term goals.</li><li>2.2. Conduct post-occupancy evaluations and ensure any learning is adopted in future developments.</li><li>2.3. Increased fundraising as a proportion of development costs.</li><li>2.4. Undertake regular benchmarking exercises against appropriate peers to assess the success of various initiatives.</li></ul> |
| Manage our Environmental Impacts               | <ul style="list-style-type: none"><li>3.1. Track the goals towards becoming carbon neutral based on a published Carbon Management Plan.</li><li>3.2. Undertake regular travel surveys to assess the impact of associated initiatives.</li><li>3.3. Use sector-wide assessment tools such as the 'green scorecard' to measure organisation maturity in terms of sustainability.</li></ul>  |
| Maximise opportunities presented by our Estate | <ul style="list-style-type: none"><li>4.1. Measure and benchmark our space occupancy statistics.</li><li>4.2. Monitor external income generation from the estate.</li></ul>   |

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December 2019



## Estate Enabling Strategy - Framework

| Enabling strategy priority                       | Scope   | Priority                 | World-leading St Andrews   | Diverse St Andrews  | Global St Andrews   | Entrepreneurial St Andrews  |
|--|---|--------------------------|--|---|---|---|
| <b>Social Responsibility</b>                     |   |                          |  |   |   |   |
| <b>Preserve, optimise and enhance our Estate</b> | <p>Ensure the estate is safe, secure, compliant and suitable for its intended purpose.</p> <p>Protect and enhance the uniqueness of the character, its heritage and quality of our built and natural environment.</p> | <b>SHORT (0-2 years)</b> | <p>Ensure the environment is conducive to sustaining high standards of academic achievement within an estate that is distinctive and globally recognised.</p> <p>Improve the aesthetic of the Estate, while developing and preserving our natural environment.</p> <p>Develop and expand our core Building Management Infrastructure to maximise use to provide sector-leading levels of service and situational awareness while</p> | <p>Grow skills in estate maintenance and development building on the successful trades apprenticeship programme and working with partners to extend the opportunity to areas such as catering, business orientated functions, and science-based technical areas thus contributing to the skills requirements of the University as well as the town.</p> | <p>Recognise the importance and status of our built environment and the contribution it makes to providing a welcoming gateway for the world to come to St Andrews.</p> <p>Ensure the physical estate is suitable for the successful operation of Global St Andrews and create a welcoming environment for international students, staff, alumni, and visitors.</p> | <p>Maximise attractive and functional space for collaboration across disciplines and functions.</p> |

| Enabling strategy priority | Scope  | Priority                         | World-leading St Andrews   | Diverse St Andrews   | Global St Andrews | Entrepreneurial St Andrews |
|----------------------------|--|----------------------------------|--|--|-------------------|----------------------------|
|                            |  |                                  | <p>lowering risk to the Estate.</p> <p>Preserve our heritage and modern buildings, sympathetically maintaining them to the highest standards to ensure functional suitability and optimal environmental performance.</p>                             |  |                   |                            |
|                            | <p>Benchmark teaching and learning spaces against best practice within the sector and make the appropriate improvements to our buildings.</p> <p>Invest in new and emerging building techniques, technologies and materials that support our commitment to lead innovation in the sector.</p> <p>Prioritise accessibility across</p> | <p><b>MEDIUM (2-3 years)</b></p> | <p>Stimulate new ways of learning, teaching and research through enhancing and adapting our existing spaces to suit modal shifts.</p> <p>Consider our impact on the aesthetic of the town centre by creating a Signage and Way-finding Strategy.</p> | <p>Develop a plan that prioritises accessibility across the entire estate to invest in and adapt our buildings to be as inclusive as possible.</p> |                   |                            |

| Enabling strategy priority               | Scope  | Priority                 | World-leading St Andrews   | Diverse St Andrews   | Global St Andrews | Entrepreneurial St Andrews   |
|--|--|--------------------------|--|--|-------------------|--|
|  | the entire estate, develop a plan and integrate it into decision making and quality objectives.  |                          |  |  |                   |  |
|  | <p>Ensure our new buildings are flexible, efficient and future-proofed to adapt to changing work and study patterns.</p> <p>Provide an estate that is innovative, sustainable and contributes to the qualitative attributes of the wider town.</p> | <b>LONG (3+ years)</b>   | As we grow, continue to adapt, modernise and improve quality spaces and service experience to a standard that differentiates St Andrews from other universities.                                 | Ensure buildings are flexible and adaptable through understanding the changing demographic and future student expectations.  |                   | <p>Provide flexible, functional, and attractive space for collaboration, discussions, pitches and gatherings.</p> <p>Seek and promote opportunities for funding and strategic investment in our estate to reduce our energy and maintenance costs.</p> |
| <b>Facilitate Development and Growth</b> | Aspire to create the listed buildings of the future by prioritising the qualitative aspects of building projects while remaining cognisant of cost and timing demands. This will ensure an estate that is distinctive and globally recognised.     | <b>SHORT (0-2 years)</b> | <p>Instigate a masterplan to address the long term space requirements of science schools and the development of the wider North Haugh.</p> <p>Instigate a masterplan of the town centre that</p> | <p>Establish best practice guidelines for community and stakeholder engagement and ensure that project boards follow these.</p> <p>Ensure that all new developments are designed to create a welcoming, inclusive and safe environment</p> |                   | Liaise closely with Development to enhance fundraising prospects and support associated campaigns.   |

| Enabling strategy priority | Scope   | Priority | World-leading St Andrews   | Diverse St Andrews                           | Global St Andrews | Entrepreneurial St Andrews |
|----------------------------|---|----------|--|--|-------------------|----------------------------|
|                            | <p>Develop our Estate in a sympathetic and considerate manner taking cognisance of this unique place, its community, natural environment and global reputation.</p> <p>Develop buildings which can exploit opportunities for co-location and collaboration.</p> |          | <p>facilitates growth whilst recognising the sensitivities and concerns of our neighbours.</p> <p>Ensure our masterplanning includes a focus on urban realm to maintain a sense of place and to inform improvements to vehicular and pedestrian flows.</p> <p>Facilitate the relocation of Professional Services to enable more efficient and effective working and collaboration and provide capacity for growth.</p> <p>Fully consider quality, sustainability and maintainability within all of our projects, reinforced through development of technical standards</p> | <p>for all staff, students and visitors.</p> |                   |                            |

| Enabling strategy priority | Scope | Priority | World-leading St Andrews   | Diverse St Andrews | Global St Andrews | Entrepreneurial St Andrews |
|----------------------------|-------|----------|--|--------------------|-------------------|----------------------------|
|                            |       |          | <p>and governance to ensure repeatability and lower through life carbon and cost impacts</p> <p>Establish and promote relevant quality criteria and ensure this is given prominence throughout the embryonic stages of a project and reinforced to all members of a project team.</p> <p>Minimise construction impact through a combination of careful masterplanning, comprehensive stakeholder engagement and the promotion of schemes like Considerate Constructors.</p> <p>Develop our Estate in a sympathetic and</p> |                    |                   |                            |

| Enabling strategy priority | Scope   | Priority                  | World-leading St Andrews   | Diverse St Andrews  | Global St Andrews  | Entrepreneurial St Andrews  |
|----------------------------|---|---------------------------|--|---|--|---|
|                            |   |                           | considerate manner taking cognisance of this unique place, its community, natural environment and global reputation.       |   |  |   |
|                            | <p>Build to leading standards to minimise our through-life energy and maintenance costs.</p> <p>Ensure our new buildings are flexible, efficient and future-proofed to adapt to changing work and study patterns as well as being as resilient as possible to the impacts that climate change will bring.</p> | <b>MEDIUM (2-3 years)</b> | Encourage our development partners and designers to provide the most innovative, efficient and world leading environments. |   | Look beyond our national boundaries to ensure teaching and learning spaces meet the expectations of a Global audience.                     | <p>Invest in new and emerging building techniques, technologies and materials that support our commitment to lead innovation in the sector.</p> <p>Support development and optimisation of our own alternative energy sources, smart networks and diversification from the grid</p> |
|                            | Use the opportunity of creating new buildings, where appropriate, to enhance the student and staff experience, to facilitate growth and to enhance reputation.  | <b>LONG (3+ years)</b>    | Support the stimulation of collaboration and academic interdisciplinarity through the use of design excellence.            | Realise the importance of buildings in terms of facilitating change in culture and working practices. | Ensure the redevelopment of Madras creates an opportunity to showcase the University positively in an extremely prominent location, and to | Design and build space for a range of business needs. Provide innovative and supportive workspace including single desk drop in, meeting and social   |

| Enabling strategy priority              | Scope   | Priority                 | World-leading St Andrews   | Diverse St Andrews  | Global St Andrews  | Entrepreneurial St Andrews  |
|---|---|--------------------------|--|---|--|---|
|   | Encourage innovation and excellence by developing the estate in a way that stimulates and encourages new ways of learning and teaching. |                          |  |   | promote new ways of learning and teaching.   | space, office suites, labs, workshops, all with appropriate support amenities.  |
| <b>Manage our Environmental Impacts</b> | Promote agreed world-leading standards of environmental performance across our new and existing estate.                                 | <b>SHORT (0-2 years)</b> | <p>Refresh our Carbon Management plan and identify the projects and investment necessary to realise our ambition of becoming a Carbon Neutral University.</p> <p>Create a comprehensive Biodiversity plan to develop our natural space alongside the built environment and ensures all new developments have a strong focus on biodiversity and natural wildlife spaces.</p> | <p>Provide accessible tools for all staff and students to enable transport options through the transport hierarchy of active travel, public transport, and car sharing.</p> <p>Work across the town with other institutions to develop town wide strategies to strengthen sustainability.</p> | <p>Implement recommendations proposed through our new Strategic Travel Plan to reduce our carbon footprint – both local and international, through improved public transport, cycling and walking initiatives.</p> <p>Actively promote our sustainability progress and credentials with a global audience to reinforce our brand and environmental values.</p> | <p>Explore partnerships with industry to provide innovative solutions to decrease our reliance of the fossil fuel industry.</p> <p>Develop and champion energy saving proposals, and work closely with our building users to maximise the impact of these proposals.</p> <p>Seek and promote opportunities for funding and strategic investment in our estate to reduce our energy and maintenance costs.</p> |

| Enabling strategy priority | Scope | Priority                         | World-leading St Andrews   | Diverse St Andrews | Global St Andrews   | Entrepreneurial St Andrews   |
|----------------------------|-------|----------------------------------|--|--------------------|---|--|
|                            |       |                                  | <p>Review the appropriate levels of sustainability measuring tools within new building development and refurbishments.</p> <p>Continue to be at the forefront of current thinking and initiatives, including our Travel Strategy, Biodiversity Strategy and Action Plan and energy saving initiatives.</p> <p>Ensure all new developments have a strong focus on biodiversity and natural wildlife spaces.</p> |                    |   | <p>Support development and optimisation of our own alternative energy sources, smart networks and diversification from the grid.</p> |
|                            |       | <p><b>MEDIUM (2-3 years)</b></p> | <p>Provide green spaces that allow students and staff to interact, grow food, support wildlife or provide healthy activities.</p>  |                    | <p>Work together with other University partners to develop a staff and student engagement tool to promote sustainability.</p> |  |



| Enabling strategy priority                            | Scope   | Priority                 | World-leading St Andrews  | Diverse St Andrews | Global St Andrews | Entrepreneurial St Andrews   |
|---|---|--------------------------|---|--------------------|-------------------|--|
|   | Tackle the future challenges that climate change will present to us, by working to develop our campus to be as climate resilient as possible.   | <b>LONG (3+ years)</b>   | <p>Embed cultural change and ensure new development enables Active Travel through the provision of excellent walking and cycling facilities.</p> <p>Influence the changing of practices that have an impact on the natural environment and the resources we use and shift to circular economy approach.</p> |                    |                   |  |
| <b>Maximise opportunities presented by our Estate</b> | <p>Ensure the successful development and commercial viability of Eden Campus.</p> <p>Continue the promotion of the St Andrews West development which offers significant potential for liaising with commercial enterprises.</p> | <b>SHORT (0-2 years)</b> | <p>Use our building control systems to align our energy use to allow demand reduction in response to UK, Scottish and Fife wide grid infrastructure issues.</p> <p>Develop and expand our core Building Management Infrastructure to maximise use to provide sector-</p>                                    |                    |                   | <p>Facilitate the further development of infrastructure and provide professional assistance and advice to future tenants at Eden Campus to make the site attractive and functional, while maintaining a focus on commercial viability.</p> <p>St Andrews West is a long-term project</p> |

| Enabling strategy priority | Scope   | Priority                  | World-leading St Andrews  | Diverse St Andrews | Global St Andrews | Entrepreneurial St Andrews   |
|----------------------------|---|---------------------------|---|--------------------|-------------------|--|
|                            | Maximise the use of our existing space to realise our full growth potential   |                           | <p>leading levels of service and situational awareness while lowering risk to the Estate.</p> <p>Development of a core set of standards and processes to exploit current and latest technology.</p> <p>Create world-leading levels of space utilisation and real-time awareness of space availability and serviceability.</p> |                    |                   | which offers significant potential for liaising with commercial enterprises. We will continue to engage fully and highlight opportunities as they arise. |
|                            | Celebrate the history and heritage of our buildings by encouraging community use and promoting their historical relevance for the benefit of the University and the wider town. | <b>MEDIUM (2-3 years)</b> | Develop our estate to become an effective medium for engagement with our material culture, showcasing relevant items or their representations from our collections and history.   |                    |                   |  |

| Enabling strategy priority | Scope   | Priority                   | World-leading St Andrews | Diverse St Andrews | Global St Andrews | Entrepreneurial St Andrews  |
|----------------------------|---|----------------------------|--------------------------|--------------------|-------------------|---|
|                            | Explore opportunities to share space and promote engagement with the wider community. | <b>LONG<br/>(3+ years)</b> |                          |                    |                   | <p>Enabling the exploitation of heritage space for revenue generating events.</p> <p>We will integrate our space management systems, allowing us to open up revenue streams for micro sub-letting of space.</p> |