

CHI | **MORAY MOIREIBH**



Estates Strategy 2022 – 2027

Revision Date & Change Log

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20/05/22	v0.1 Initial version for SLT review and approval.	
15/09/22	V1.0 Approved by F&GP Committee	15/09/2022
27/07/23	V1.1 Minor correction to paragraph numbering.	

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1. Introduction and Summary

This document provides a 5-year strategy for the College estate across 4 key aims:

- **Aim 1:** The underpinning aim to achieve an approved strategy for progressing campus re-development.
- **Aim 2:** Flexible, highly utilised learning and teaching spaces.
- **Aim 3:** Sustainable campuses.
- **Aim 4:** Safe, accessible and inspiring places to work and learn.

Aim 1 commits the College to developing a strategy to engage with the UHI Regional Strategic Body (RSB) and the Scottish Funding Council (SFC) to re-start the work to achieve an Outline Business Case (OBC) for campus re-development.

Development of the original SFC funded OBC was abandoned in 2016 due to uncertainty caused by the outcome of the UK referendum to leave the European Union. The result left both future Government funding and EU support unclear, leading to all business case work being paused.

The condition surveys completed in June 2017 were in line with the initial considerations of the OBC and highlighted a number of buildings at the Main Campus which were in need of major repair or partial replacement to achieve an appropriate standard. Survey results are covered later in this document and highlights the scale of the challenge to create an environment fit for the 21st century.

This strategy is in line with the earlier OBC considerations and the condition survey outcomes from 2017 which endorses re-development and upgrading of the existing campus locations in Elgin:

- The Main Campus Moray Street.
- The Technology Centre, Linwood Road.
- The Biblical Garden, Elgin Cooper Park.

There are development constraints within the Elgin boundary which restricts the ambition of achieving a new campus elsewhere. Development out of town is considered undesirable for a range of factors, notably access to public transport.

This strategy outlines the tasks associated with each of the 4 key aims and supporting information to ensure the estate continues to service all stakeholders over the next 5 years. It is unlikely that grant-in-aid funding will support re-development within 5 years, but the College must also consider other funding routes and position itself to be ready to respond to any changes in funding streams.

Key stakeholders in this process are staff, students, contractors, the UHI RSB, SFC and local community planning partners and businesses. Engagement and feedback will form an essential part of any OBC developments.

2. Key Aims and Tasks

Table 1 below outlines each of the 4 key aims, underpinned by the over-arching aim of a strategy for campus re-development. The associated tasks to be achieved over the next 5 years are included with each aim:

Aim 1: Plan for Campus Re-Development		
<ul style="list-style-type: none"> • The key over-arching aim. • Endorses the current campus locations. • Development of a strategy to support an OBC for re-development. • Engagement with stakeholders including the RSB and SFC. • Surveys and planning work (condition surveys, energy efficiency surveys, capacity plans). • Ensure developments complement the Moray Growth Deal projects. • Consideration of the 2 grade B listed buildings at Moray Street and how these will fit into the College's longer term estates plans. • Sourcing funding from non-SFC sources to develop key risk areas such as sustainability. 		
Aim 2: Flexible and Highly Utilised	Aim 3: Sustainable Campuses	Aim 4: Safe, Accessible and Inspiring Space
<ul style="list-style-type: none"> • Carry out a comprehensive review of capacity utilisation to help inform future planning and campus redevelopment options. • Develop plans to rationalise the use of campus activities in response to changes in working patterns introduced through the pandemic. • Consider which buildings can be removed from the estate to better consolidate activity. • Develop more flexible and shared spaces. • Ensure activity is in the most suitable location on campus. • Develop new approach to support learner engagement with video conferencing. • Improve income generation from leased space. 	<ul style="list-style-type: none"> • A modern plan to achieve net zero carbon - not just through Estates, but all College activity. • Clear targets for reduction of emissions. • Recognise the importance of embodied carbon within existing older buildings when considering re-development options. • Improved waste management through increased recycling. • Climate change is embedded into all aspects of College work, not just Estates. • More sustainable travel. • Effective procurement of services to support sustainability. 	<ul style="list-style-type: none"> • Effective backlog maintenance planning. • Effective contractor management. • Improve asset management. • Collaborative estates procurement with UHI partners. • Improve accessibility. • Staff and learner engagement. • Improved safety culture on campus.

Table 1 Key Aims

3. The College Estate

3.1 Moray Street Campus

The College opened in 1971 at Moray Street, an established location of learning in Elgin since 1885. The key aim of this strategy commits to re-developing the Moray Street campus buildings in line with the findings of the 2017 SFC condition survey.

The 2017 survey outcomes use a grading scale from A to D and each grade is described in Table 2 below:

A	Element as-new, performing within its expected design life. No work except routine maintenance is required.
B	Sound, minor deterioration, slightly diminished life. No renewal required, any works of a general minor local repair and maintenance nature.
C	Requires major repair or partial replacement to bring it up to a “B” ranking standard, with a renewed design life expectancy.
D	Elements failing; detrimental to surrounding Elements. Partial or full replacement may be required. Items with high risk to Health Safety

Table 2 Grading Scale

In terms of the main campus, only the Alexander Graham Bell Centre (built in 2014) was rated “A”, with 8 others graded “C” (building requires major repair or partial replacement). A short description of each building and the associated grade is shown in Table 3 below:

Building	Primary Use	Description	Year Built (est.)	Grade
Victoria Art	Teaching	Grade B Listed building originally established as the Victoria School of Science and Art.	1890	C
Academy	Teaching	Grade B Listed building originally established as the 2 nd location of Elgin Academy.	1885	B
Alexander Graham Bell Centre (AGBC)	Teaching, Conference Centre and leased space.	A modern block named after Alexander Graham Bell who briefly taught at Weston House, just a short walk from the Moray Street campus.	2014	A
Culbin	Teaching and office space.	A teaching block originally developed as part of Elgin Academy and extended in 1992.	1950 (south side) 1992 (north side extension)	C
Speyside	Teaching and office space	Both the 1971 and 2000s extensions to the west and north were replaced by the AGBC building in 2014. The remaining two-story building is from the 1980s and was integrated into AGBC in 2014.	2 story building dates to around 1980.	C
Birnie	Teaching, café area and offices.	Part of the original school, the building was extended around 1971.	1950 (original building)	C

Building	Primary Use	Description	Year Built (est.)	Grade
			1971 (flat roof extension).	
Grange	Teaching	Added as part of an extension to Elgin Academy and believed to date to around 1950 and extended in 1970.	1950 (original pitched roof building) 1970 (flat roof extension, east side)	C
Pluscarden	Teaching	Originally developed as part of the school and later extended by the College to provide additional hospitality space. Currently provides hospitality kitchens, complimentary therapy salons and childcare teaching classrooms.	1960 Original building. 1980 North side flat roof extension.	C
Learning Resource Centre	Student Support Services + offices	Built on the site of the original engineering facility which had existed since 1971. Currently hosts Student Services incorporating the library and a variety of staff offices.	2001	B
Boiler House	Estates	The main boiler plant for the campus, converted to gas in 2018.	1971	C
T-Block	Teaching	A standalone modular building used for storage and art studio spaces.	Circa 1970s	B
Nursery	Nursery	A standalone modular building currently used as the College nursery.	Circa 1970s	C

Table 3 Main Campus Grades

3.2 Technology Centre

The Technology Centre workshop has had a variety of uses since construction around the 1950s. The main building comprises of an open plan area divided into a range of vocational training workshops. This was further extended in 1995 to include classrooms and office space.

The condition survey rated the main workshop and classrooms as Grade B, with major repair or partial replacement required of the smaller outbuildings. All buildings are described in Table 4 below:

Building	Primary Use	Description	Year Built (est.)	Grade
Main workshop area	Teaching	A large open plan workshop sub-divided into a number of open-plan areas.	1950	B
1990's Extension	Teaching and Offices	An extension to the main workshop to provide additional practical space for engineering subjects as well as general classrooms and office accommodation for staff.	1995	B
Refectory	Café area.	Catering kitchen and dining space.	1950	C
LO24 Mechanical Workshop	Teaching	A large external workshop.	1950	B
Bricklaying Workshop	Teaching	A large external workshop.	1950	C
Joinery Workshop	Teaching	A large external workshop.	1950	C

Table 4 Technology Centre Gradings

The strategy is to retain the Technology Centre with the aim of bringing all facilities up to Grade B standard.

3.3 Biblical Gardens

The Biblical Gardens are located in King Street in Elgin on land leased from Moray Council. The facility contains 2 portacabins and a range of sheds which were all assessed as Grade B condition in 2017.

In terms of the Estates strategy, this facility will continue as planned and be maintained within planned maintenance cycles.

3.4 Condition Survey Summary

The condition survey supports the need to re-develop the main campus Grade C buildings with the aim to attain at least Grade B. The work required at the Technology Centre relates to smaller standalone buildings and will be easier to achieve Grade B a rating overall.

This strategy supports the outcomes of the condition survey and is in line with the initial OBC findings in 2016 to attain at least Grade B across the College estate, but preferably Grade A.

3.5 Maintenance

The College has continued to focus on backlog maintenance in line with the 2017 condition survey findings, but the lack of funding support means that there is a risk that the overall condition has deteriorated further since 2017.

Key maintenance projects to date have included:

- Main campus boiler replacement (conversion from oil to gas) which resulted in CO2 savings.
- Replacement flat roof coverings (Grange 2020, Pluscarden 2021 and Birnie planned for 2022).
- Building fabric repairs (e.g. rendering repairs, guttering).
- Paths and car park repairs.
- Lighting upgrades and replacement with low energy LED systems.
- Fire risk improvements to help reduce the spread of fire.

3.6 Key Maintenance Priorities

Key priorities going forward over the next 5 years are:

- Continuation of fire risk improvements.
- Roof replacement (phase 4 is the Technology Centre, expected in session 22/23).
- Conservation repairs to the Grade B listed Victoria Art Building.
- Asbestos removal at the main campus.
- Mains power equipment upgrade at the main campus.
- Boiler replacement and improvements to heating zones to reduce energy use.
- Air conditioning system replacement.
- Path and road repairs.
- Building fabric repairs.
- Window replacement.

3.7 Building Sizes and Teaching Capacity

The gross internal area of the College extends to over 19,000m². A key aim of the strategy is to ensure better use of the space, with more flexible and shared space than at present. Table 5 below provides a summary of space across each building and teaching capacities:

Building	Area m ²	% of Total Area	Teaching Capacity	% Capacity	m ² per student
Academy	856.97	4.4%	73	2.8%	11.74
AGBC	2099.25	10.9%	541	20.7%	3.88
Birnie	1874.87	9.7%	158	6.0%	11.87
Boiler House	91.89	0.5%	N/A		

Building	Area m ²	% of Total Area	Teaching Capacity	% Capacity	m ² per student
Culbin	3442.77	17.8%	569	21.7%	6.05
Grange	1136.19	5.9%	178	6.8%	6.38
LRC	1401.27	7.2%	Library and study space for 120 students.		
Nursery	408.17	2.1%	Capacity for up to 60 children.		
Pluscarden	1504.42	7.8%	187	7.1%	8.05
Speyside	996.91	5.2%	176	6.7%	5.66
T Block	219.21	1.1%	30	1.1%	7.31
Technology Centre	4629.99	23.9%	598	22.8%	7.74
Biblical Garden	240.72	1.2%	40	1.5%	6.02
Victoria Art	430.95	2.2%	69	2.6%	6.25
Total	19333.58	100%	2619	100.0%	7.38

Table 5 Space and Teaching Capacity

A key aim of the strategy is to review capacity and, where possible, remove redundant buildings. This will be established once the normal use of the campuses resumes in September 2022, with the impact of the Moray Growth Deal, flexible learning, hybrid working and curriculum changes factored in.

3.8 Utilisation

The College room utilisation statistics were developed from GEMS guidance (Good Estates Management for Schools – see <https://www.gov.uk/guidance/good-estate-management-for-schools>) and supported the information gathering process for the OBC in 2016.

The impact of the global pandemic has led to different levels of staff, students and visitors on campus when compared to a full pre-pandemic session and will need to be re-considered over the first 2 years of the strategy.

3.9 Teaching Space

A key aim of this strategy is to respond to learning and teaching to provide space which is flexible and fit for purpose. The College has evolved over 50 years and has continued to respond to changes in curriculum and will continue to do so.

When the utilisation of teaching space was last reviewed in 2016 (a normal, high campus usage year), a comparison was made of general classrooms versus specialist vocational space and this is shown in table 6 below:

Internal Floor Area – Main Campus	Utilisation %
General Teaching Space	58.3%
Specialist Teaching Space	67.5%

Table 6 Utilisation %

Although no detailed benchmarking was carried out, surveyors involved in the project confirmed that the Gross Internal Floor Area % usage and utilisation was broadly in line with other Colleges.

Consultation with staff and students will remain key to developing these areas.

4. Sustainability

4.1 Carbon Emissions

Overall, the College has reduced carbon emissions by 621 Tonnes of CO₂ equivalent since 2017-18 as shown in figure 1 below:

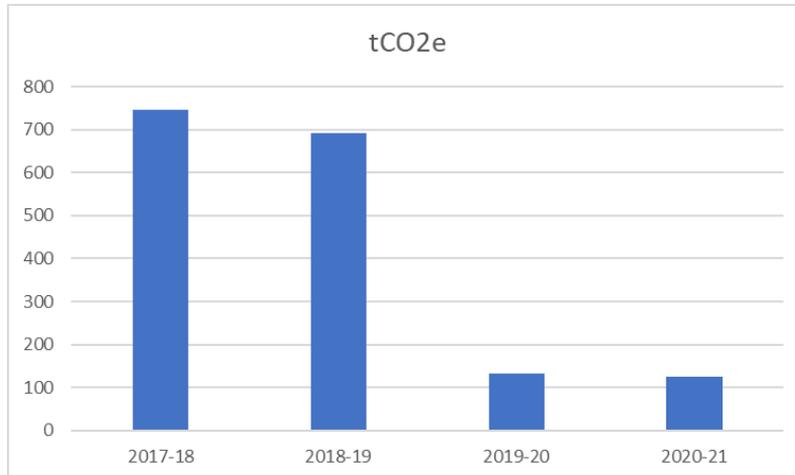


Figure 1

There are a number of drivers for the CO₂ reduction:

- The main campus oil heating boilers were replaced with modern gas-powered units in 2018. This was forecast to save 168 tonnes CO₂ equivalent per year, but the savings in 2019/20 were considerably higher.
- The global pandemic from March 2020 has also contributed to reduced emissions.

4.2 Climate Action

This strategy commits the College to developing a new Climate Action Plan, as outlined in the 2022 College Strategic Plan and required under statutory guidance.

In session 21/22, the College continues to operate in hybrid working mode and use a blended learning approach. Campus footfall remains low and consequently, anticipated CO₂ emissions for 22/23 will require further consideration.

5. Estates Services, Health, Safety and Security

5.1 Maintenance Approach

The College will continue to review and implement service contracts for maintenance with the full support of Advanced Procurement for Universities and Colleges (APUC). Where possible, the College will work with other UHI partners on collaborative APUC tenders to procure goods and services with the aim of achieving value for money and procurement compliance.

All modifications to the Estate will consider sustainability, as already supported by APUC tendering standards.

The plans for capital and backlog maintenance projects are approved by the Board of Management Finance and General Purposes Committee.

5.2 Business Continuity

The College has in place a full Business Continuity Plan (BCP) to support emergency response. This has been well practiced in real life due to a severe flood in 2014 and more recently, damage to the AGBC roof during a storm in January 2020.

The UHI partnership also has an established BCP process, supported by the Partnership Crisis Management Group which the College is represented at. This group was established in response to the outcomes of a BCP test exercise in April 2019.

The College BCP will be updated in session 2022/23 and a test exercise will be used to check the effectiveness of the response procedures.

5.3 Health and Safety

Aim 4 outlines “Safe, Accessible and Inspiring Space”. This strategy endorses a safe approach to all aspects of the College, including contractor management.

The College overall approach to Health and Safety is published on the College website via the following link:

<https://www.moray.uhi.ac.uk/about-us/publications-and-policies/health-and-safety-procedures-manual/>

The College Intranet site for staff provides detailed information of all H&S procedures to follow, in line with the safety systems documented above.

The College Health and Safety Committee is responsible for review and approval of H&S procedures and the Board of Management is responsible for approval of the annual Health and Safety Policy Statement.

<https://www.moray.uhi.ac.uk/t4-media/one-web/moray/about-us/publications/hspm/HS-Policy-Statement.pdf>.

In 2022, the College will upgrade the Birnie and Pluscarden automatic fire detection systems to LD2 standard as is already in place for all other areas of the main campus.

The College will continue to engage with external audit and survey outputs to improve the safety of all aspects of the College estate.

5.4 Security

The College has in place effective arrangements for campus security, led by the Facilities Manager and a team of 4 Site Assistants who ensure the building is secured at the end of each working day.

All buildings are secured by an externally monitored security alarm.

The Site Assistant team manage all out of hours issues, supported by a senior member of staff on a rota basis.

In 2022, the College installed a new high-definition CCTV system which ensures coverage in all public areas of the College Estate. The key aims of the CCTV system are crime prevention and safety.

The College will continue to review security measures on campus.

6. Accessibility

The College Equality, Diversity and Inclusion Policy is endorsed by the Board of Management and commits the College of removing barriers to access.

This estates strategy outlines a key aim to redevelop the existing campuses which will address a number of access issues. The following buildings either provide no step-free access or require access via an external fire door:

- Pluscarden 1st Floor – no step free access inside or outside.
- Grange – hair and beauty salons access is via an external fire escape.
- Birnie - limited internal access to B008 and the Fitness Suite via an office. Games hall access is via a fire exit to the rear of the building.

7. The Moray Growth Deal

Implementation of the estates strategy must complement the 2 growth deal projects:

- The Business Hub.
- The Moray Aerospace, Advanced Technology and Innovation Campus (MAATIC).

These projects will see 2 new facilities developed within Moray and will form part of the overall College estate. Estates planning will need to consider how these projects impact the estate in terms of curriculum and utilisation going forward. The provision of estates services and maintenance will also be a significant consideration.

8. Conclusion and Review Process

The College estate remains operational and is supported via a backlog and maintenance plan to continue to maintain a safe, wind and water-tight facility. This however requires an appropriate level of capital and backlog maintenance funding.

There is a risk that reduced funding could see some Grade C buildings reaching Grade D status within the lifetime of this strategy which is why Aim 1 is critical to the future sustainability of the College.

The College Strategic Leadership Team (SLT) will review progress on this strategy and regularly report progress to the Board of Management Finance and General Purposes Committee.