University of St Andrews

Accommodation Enabling Strategy
2019-2023

1.   Introduction

1.1.   The Accommodation Enabling Strategy sets out the approach the University will take to achieve the growth of residential accommodation required to support the   successful delivery of the University Strategy 2018–2023. It will work in close collaboration with the four other enabling strategies to ensure successful delivery across the piece.

1.2.   The Accommodation Enabling Strategy supports our reputation as the best university in Scotland and one of the best in the United Kingdom, as well as responding to our profile as a university of the highest international standing with a global reach. It also responds to our ambition to become an ever more diverse and inclusive university, as well as evidencing our commitment to an entrepreneurial culture.

1.3.   The aim of our residential system is to support a collegial University by providing high quality, accessible residences in a sustainable manner. Our buildings are designed and run so as to enhance the experiences of our students, staff, and guests, as well as the character of our town.

1.4.   The Accommodation Enabling Strategy sets out four priorities:

- A balanced accommodation portfolio that shows consideration for a diverse international student population, families, and staff.
- An inclusive approach to developing purpose-built student accommodation that engages with our communities in the University and town.
- A sustainable accommodation system model that enables continual investment to provide the best quality and residential experience.
- A mix of rents that offers accessibility, choice, and affordability across our community.

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

2.   Context

2.1.   There is a pressing need to develop residential capacity in time for planned academic and student growth. The University expects the first large spike in growth to come for the 2021/22 academic year (9529). The current residential capacity provides c.44% (4100) of beds for our student population (9300), with little space to accommodate more returning students and a risk that as our student population grows, more returning and postgraduate students will be pushed into the private market to guarantee rooms for incoming undergraduates. To increase the percentage of current capacity

available, the development of Albany Park will see an additional c.960 beds taking the total residential capacity to 5000+ beds with a target delivery date of September 2022 or earlier.

2.2. All additional growth over the past five years has been delivered through external funding and has not used University funding intended for academic growth. We intend to continue with this model as far as possible.

3. Vision

3.1. Our residential system at the University of St Andrews will attract and support the very best students and staff, contributing to a context that enables them to produce work of world-leading quality. It will be a sustainable accommodation system that is self-funding and will enable us to reinvest so that we provide for future generations.

3.2. The Strategy will grow our residential capacity, adding further high quality, sustainable, well serviced, and fairly priced accommodation, with the aim of accommodating c.60% of the planned student population of 10,000. Reflecting our diversity and reach, the residential system will also provide accommodation for students with families, offer incoming staff initial housing, and will enable us to host visitors and support collaborations across all aspects of University business.

4. Scope and Impact

4.1. By increasing capacity by up to 60% we will provide the accommodation to meet the University's growth projection to 10,000 students by 2025. To reach this capacity, the University will consider further developments within its existing estate and St Andrews West.

4.2 As well as developing new residences using external funding, the Accommodation Strategy will also consider our stock of older residences and will factor in the cost and investment necessary to keep these maintained to a required standard.

4.3. The continued investment and maintenance programme generated from the rental structure and commercial activity means that our assets are always high quality and enhance the residential experience.

4.4. To secure funds for reinvestment into the maintenance of the residential system, use of our residences throughout the non-academic periods will also be sought. Through entrepreneurial and commercial activities, we will generate additional income to support other strategic initiatives as well, such as student bursaries.

4.5. The growth in residential accommodation will provide an opportunity to offer and retain more students in University-owned accommodation and alleviate pressure on the local private rental market. Enabling more students to return to university-owned accommodation will strengthen our residential

communities and provide peer support to new students. This approach is proven to deliver increased residential experience satisfaction.

4.6. Any new residential development will be built in line with the objectives for quality, sustainability, access, and cost as stated in the Estate Strategy. To continue to strive for a world-class residential experience, our residential developments will deliver some of the newest global design concepts to meet the expectations of a millennial generation.

4.7. The delivery of additional residential capacity will continue to use third party funding and leading student accommodation development partners.

5. Alignment to the University Strategy

5.1 Our residential system supports the well-being of our students and provides a comfortable and safe environment which encourages our students to produce their best work. The system also has a significant impact on our presence locally, as well as our environment.

5.2. Social Responsibility

5.3. We *recognise that our day to day activities and plans for growth have a profound impact locally* and will:

- Take an inclusive approach to developing purpose-built student accommodation that engages with our communities – in the University and town.
- Improve strategic community relations to facilitate positive integration in the town.
- Improve the student experience in the local private housing sector by fostering engagement and integration.

5.4. *We will act ethically, transparently, sustainably, and for the wider public benefit at all times* and will:

- Encourage the local community to use our accommodation and catering to promote the town and gown relationship.
- Ensure our residential buildings reach the highest levels of environmental efficiencies in their running as possible.

5.5. World-leading St Andrews

5.6. *Our aim over the next five years is to build the number of areas in which we are unequivocally identified as world-leading* and we will:

- Develop an accommodation portfolio to deliver a student experience of the highest international quality.
- Ensure our residential services are of the highest level and support the delivery of environmental efficiencies.

- Explore new initiatives, creative design and consultative processes to meet wide-ranging student needs and provide the most up to date residential experience.

5.7. ***Nurturing the St Andrews experience will be part of our planned growth to 10,000 students*** and we will:

- Develop a Housing Strategy to support the overall University objective of growth, taking into account our wider accommodation needs.
- Continue to develop and provide accommodation for returning and postgraduate students which supports their academic achievements and encourages an improved hall community spirit.

5.8. <u>Diverse St Andrews</u>

5.9 We recognise that ***as a truly international and world-class university, our ambition is to be a beacon of diversity and inclusivity.*** In support of Diverse St Andrews, the Accommodation Strategy will:

- Develop accommodation to support families, young carers, care experienced, and disabled individuals.
- Develop accommodation to respond to the needs of different cultures and beliefs.
- Deliver a choice of accommodation through rent structure.
- Provide a mix of residential services e.g. catered or self-catered and a variety of catering plans to respond to a wide range of needs.
- Support students from different backgrounds to nurture an integrated community.
- Ensure that students who require financial support are offered a wide range of accommodation options in a variety of locations and provide a consistent package of benefits and support to all students irrespective of levels of rent they are paying.
- Review the timing and structure of fee payments.

5.10. ***To develop a culture of leadership that spans all levels of experience and background*** we will:

- Develop accommodation to support the recruitment and retention of talent (staff and students).
- Seek student engagement to support and inform the options made available to and communications with students.

5.11. <u>Global St Andrews</u>

5.12. ***Our demographic profile is highly distinctive with over 45% of our students and staff coming from outside the UK.*** To support this profile, we will:

- Develop accommodation to attract students, staff, visitors and partners from across the world.
- Nurture a community that is welcoming, supportive, and reflective of our values.
- Increase the variety of services offered in our accommodation so that an attractive and adaptable range of opinions are available to meet different needs and budgets.
- Provide a range of contract lengths to support the differing requirements of students and visitors from across the globe.
- Collaborate with international partners and student accommodation associations to access a range of research data on use and requirements to ensure we are competitive.

5.13. <u>Entrepreneurial St Andrews</u>

5.14. ***To be entrepreneurial in our culture is to see potential in existing and future activity and to translate that into action and application.*** To ***create a culture shift to raise awareness of potential opportunities*** and ***support and incentives staff and students in progressing their ideas*** we will:

- Develop accommodation to maximise usage and availability throughout the calendar year.
- Maintain a rent structure for commercial use outwith academic use.
- Explore the development of a University hotel to support academic requirements during term time, as well as commercial usage throughout the year.
- Develop our portfolio of University-managed properties to provide a private accommodation experience that is income generating and commands the full support of the University.
- Using available data, maximise the student experience and the additional income generating opportunities that exist.
- Support the St Andrews Living Labs programme.

6. Performance Measures

Priority	Measures
A balanced accommodation portfolio – that show consideration for a diverse global population, families and staff accommodation	1.1. Student satisfaction surveys. 1.2. Balance in the offering (by cohort, by service – catered etc) 1.3. Delivery of packages to support recruitment.
An inclusive approach to developing purpose-built student accommodation that engages with our communities	2.1. Number of student and public consultations held, and feedback from participants following these. 2.2. Number of Community Council Meetings attended, and feedback from participants following these.

	2.3.	Student satisfaction surveys: ○ IGRAD ○ The Student Experience
	2.4.	Student satisfaction with new design concepts.
A sustainable accommodation system model – that enables continual investment in our accommodation system to provide the best quality and residential experience	3.1.	Increased capacity to 60% of the student population (c.6,000 beds) to meet the University's growth projection to 10,000 students by 2025.
	3.2.	Operating surplus for reinvestment.
	3.3.	Other income generated.
A mix of rents – that offers accessibility, choice and affordability in our diverse community	4.1.	Average rent by accommodation category: ratio per bed type
Social Responsibility	5.1.	Community infrastructure developed, and feedback on its use.
	5.2.	Nursery – uptake per fte; occupancy

Ben J Stuart
Director, Residential and Business Services
December 2019

Accommodation Enabling Strategy - Framework

Enabling strategy priority	Scope	Priority	World-leading St Andrews	Diverse St Andrews	Global St Andrews	Entrepreneurial St Andrews
			Social Responsibility			
A balanced accommodation portfolio	Develop an accommodation portfolio to deliver a student experience of the highest international quality Design a variety of accommodation to meet wide ranging student demand and needs supported and informed by regular and transparent student consultation Support the overall University strategy by providing accommodation in a more strategic way through business planning, consultation and feedback	**MEDIUM (1-3 years)**	Develop an accommodation portfolio to deliver a student experience of the highest international quality Develop the Housing Strategy to support the overall University objective of growth taking into account our wider accommodation needs Continue to develop and provide accommodation for returning and postgraduate students which supports their academic achievements and encourages an improved hall community spirit	Develop accommodation to support recruitment and retention of talent (staff and students) Provide a mix of catered/self-catered and variety of catering plans Develop accommodation to support families, young carers/care experienced, disabled Develop initiatives to improve the student experience in the	Develop accommodation to attract students, staff, visitors and partners from across the world Provide a variety of accommodation to meet the needs of visitors and partners	Develop accommodation to maximise the usage and availability throughout the calendar year Explore the development of a University hotel to support academic requirements during term time, as well as commercial usage throughout the year

Enabling strategy priority	Scope	Priority	World-leading St Andrews	Diverse St Andrews	Global St Andrews	Entrepreneurial St Andrews
				local private housing sector Choice of accommodation with consistent package of support and benefits to students regardless of rent levels		
Engaging our communities	Use our accommodation to engage students in the values and behaviours of the University Develop initiatives to improve the student experience in the local private housing sector Improve strategic community relations to facilitate positive integration in the town that cultivates a stronger student community Town and local groups consultations to strengthen collaborative efforts as regard	**SHORT (0-2 years)**	Engage with our academics and service units to understand ways to improve our residential system and student experience Arrange student consultations to capture feedback and ideas	Understand accommodation needs for different cultures and beliefs Understand the needs of families, young carers/care experienced, disabled Review of the timing and structure of fee payments	Nurture a community that is welcoming, supportive, and reflective of our values Plan the integration of an international student body	Engage communities in the residences to develop initiatives that contribute to entrepreneurial activities Support the St Andrews Living Labs programme

Enabling strategy priority	Scope	Priority	World-leading St Andrews	Diverse St Andrews	Global St Andrews	Entrepreneurial St Andrews
	the private sector and student integration					
A sustainable accommodation system model	Create a sustainable accommodation system that is self-funding and produces a surplus for reinvestment

Consult with development partners on statutory change

Planned maintenance schedule to ensure quality is maintained and protect against failure

Ensure our residential buildings reach the highest level of environmental efficiencies as possible | MEDIUM (1-3 years) | Ensure our residential buildings are of the highest level and support the delivery of environmental efficiencies

Explore new initiatives and creative design to provide the most up to date residential experience | Design a system that is able to support the needs of staff and students with different needs | Collaborate with international partners and student accommodation associations to access a range of research data on use and requirements to ensure we are competitive | Create a sustainable accommodation system that is self-funding and produces a surplus for reinvestment |
| A mix of rents | Investigate a tiered pricing structure within halls to support more low-cost options

Supporting students from different backgrounds | MEDIUM (1-3 years) | Leisure accommodation for sports tourism | Supporting families, young carers/care experienced, disabled

Highlight and recognise the limited impact of | Providing a variety of options to support global events and visitors, students and staff | Maintain a rent structure for commercial use out with academic use |

Enabling strategy priority	Scope	Priority	World-leading St Andrews	Diverse St Andrews	Global St Andrews	Entrepreneurial St Andrews
	Maintain a proportion of rooms at an affordable rent level for widening access Maintain a rent structure for commercial use outwith academic use			SAAS and maintenance loans in St Andrews	Provide a range of contract lengths to support the differing requirements of students and visitors from across the globe	