

A person is standing on a large, dark, textured rock, viewed from behind. Their arms are raised in a 'V' shape, reaching towards the sky. They are wearing a dark jacket and shorts. The background is filled with the branches of trees, some of which have yellow and orange autumn leaves. The sky is a pale, clear blue. The overall mood is one of achievement and connection with nature.

Estates & Campus Operations Strategy

Academic Years 2021/22 – 2025/26

UHI | INVERNESS

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Academic Years 2021/22 – 2025/26

How to use this Strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of UHI Inverness on our strategic approaches to manage our Estate.

Staff will make use of this strategy when creating their quality enhancement Plans and setting team objectives.

Context

Our Estate is made up of 5 properties:

1. Inverness Campus: This is our main campus and is subject to a non-profit distribution (NPD) contract. The hard facilities management is provided GTFM, under the NPD contract. The campus is in excellent condition but there are opportunities to maximise the use of the space for teaching, as our hybrid working plans develop.
2. Balloch Campus, including the Scottish School of Forestry (SSF). The Balloch Campus main building, which is subject to an NPD contract and is in excellent condition, is part of a 52-acre site which contains forested areas and a range of separate buildings in varying states of repair. More recently the Balloch Campus has hosted Joinery courses, as demand has exceeded supply available at Inverness Campus, whilst student numbers in SSF have declined year-on-year.
3. Burnett Road. This building is on a five-year lease, which started in 2021 and is specifically used for Joinery delivery to meet high demand for Apprenticeships in this sector.
4. WASPS. This city centre space is part of an arts related facility, which provides a suitable environment for our art related course delivery.
5. An Lochran, Inverness Campus. This is a laboratory facility which supports research in our Centre for Biodiversity and Freshwater Conservation. Investment is required in order to maximise opportunities for research in this area.

Because of the impact that the running of our estates has upon our organisational carbon footprint, this strategy should be read alongside the Sustainability Strategy.

Strategic Objective 1:

To ensure that our Estate supports the provision of a progressive, accessible, efficient and relevant tertiary curriculum

We will achieve this by:

- Working with curriculum teams to develop costed plans to provide the facilities required to deliver their sector development plans.
- Managing approved sector development plan projects.
- Working with curriculum teams to ensure accessibility, and support room use optimisation.

Strategic objective 2:

To reduce the carbon emissions against the 2018/19 baseline by 2025/26 and to be carbon neutral by 2040 (objective taken from the sustainability strategy)

We will achieve this by:

- Developing a fully costed options appraisal for carbon, energy and water reduction across the estate.
- Further developing and implementing the Carbon Management Plan, making use of available funding opportunities, working with our Facilities Management company.
- Working with APUC colleagues to ensure that sustainability is considered in all procurement activities.
- Reviewing Highland Council climate change adaptation plans to develop approaches to prepare for the adverse impacts of climate change.
- Reviewing progress to date against our waste reduction targets and setting new targets to be monitored by the cross-college Waste Management Group
- Working with Inverness Campus Owners Association (ICOA), develop and implement a Sustainable Travel Plan to maximise opportunities for staff and students to access sustainable travel options – including actions to discourage unsustainable travel options

Strategic objective 3:

To increase biodiversity across the college estate

We will achieve this by:

- Developing a baseline for biodiversity across our estate.
- Working with our Research Centres, develop biodiversity targets for our estate and agree actions, including the further development of the ABC Garden.
- Exploring opportunities for carbon offsetting through actions to increase biodiversity.

Strategic objective 4:

To maintain an estate which provides a welcoming and accessible environment, supporting the student experience and enhancing our reputation.

We will achieve this by:

- Managing the NPD contract/contractors, including undertaking audits against key terms.
- Ensuring that the response to Helpdesk requests is prioritised to support the student experience.
- Undertaking regular reviews of our soft facilities management provision against agreed targets.
- Supporting the management of Health, Safety and Environmental (H&SE) issues, in partnership with the H&SE Manager.
- Developing systems to manage the car parks on our two main campuses.

Key Performance Indicators

Our institutional key performance indicators are set annually and monitored against profiled targets on a monthly basis. KPI reports are accessible to all staff and are reviewed regularly by relevant Board committees, as a mechanism for monitoring progress against our strategies.

KPI Measures
Room Occupancy - Utilisation %
CO2 Emissions on Utilities (gross) Tonnes
% of waste recycled
Estates reactive task completion rate %
GTFM % reactive task completion rate
Total % of Capital expenditure budget committed (Aug - March)