Item 16.10

College Infrastructure Strategy (CIS) Delivery Plan

Scottish Funding Council
Comhairle Maoineachaidh na h-Alba

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Issue Date:	14 December 2023
Reference:	SFC/CP/02/2023
Summary:	This document outlines the College Infrastructure Strategy Delivery Plan which supports the development of an Infrastructure Investment Plan for the college sector.
FAO:	Principals, Chairs, Finance Directors, Board Secretaries and Estates Directors of Scotland's colleges, and the general public.
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College Infrastructure Strategy (CIS) Delivery Plan

Introduction

1. Our ambition is a college estate that delivers a high quality, technologically advanced and sustainable learning environment enabling and enhancing successful learning and skills outcomes for students, staff, and other communities.

2. This document outlines the College Infrastructure Strategy Delivery Plan which supports the development of an Infrastructure Investment Plan for the college sector, as defined by the College Infrastructure Strategy: The approach to delivering Scotland's college Infrastructure Investment Plan.

3. This is a live document and all dates cited are indicative. The Delivery Plan will be reviewed and updated regularly as the individual Work Packages (WPs) progress.

Background

4. The College Infrastructure Strategy: The approach to delivering Scotland's College Infrastructure Plan was published in November 2022. The strategy describes the Scottish Funding Council's (SFC's) approach to investment in Scotland's college estate and other infrastructure. The strategy sets out a collective approach between SFC and colleges to develop an Infrastructure Investment Plan for Scotland's colleges covering the period from 2024–34.

5. The plan will identify future infrastructure investment, including investment for net zero, training equipment and digital, needed for a sustainable college estate to deliver the desired outcomes for students, staff, and the communities they serve.

6. This CIS delivery plan, which has been developed jointly between SFC and Colleges Scotland, is the first step towards delivering our strategy and achieving its primary goal - to produce an Infrastructure Investment Plan (IIP) for Scotland's colleges. The actions required to produce an IIP for Scotland's colleges are included in the CIS and are summarised below.

College-led actions

- Colleges will collate and provide evidence of the baseline information and an overview of the existing position of the college infrastructure (estate).
- Each college will revise their infrastructure (estate) strategy, updating as necessary, to reflect the strategic approach and principles of the CIS. This will include consideration of their future operating models including collaboration, the digital and net zero infrastructure investment required, in line with each college region's needs.

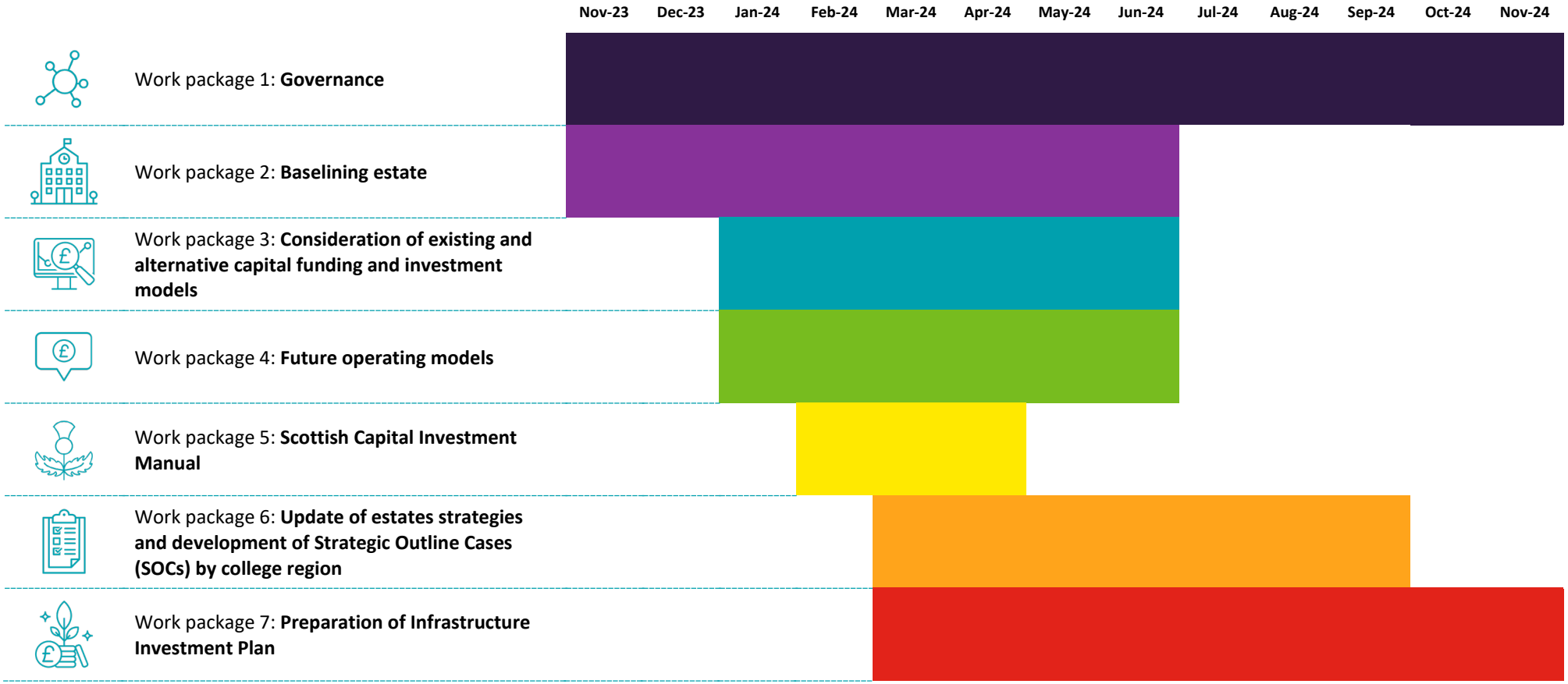
- As part of the estate strategy refresh, each college will prepare potential Strategic Outline Case(s) outlining investment needed, aligned with the strategic principles outlined in Part 2 of the CIS.

SFC-led actions

- Develop clear, transparent evaluation and assessment criteria, based on the Scottish Capital Investment Manual (SCIM), for capital investments in line with the strategic principles outlined in Part 2 of the CIS : The approach to delivering Scotland's college Infrastructure Investment Plan.
- Review the SFC annual capital maintenance funding allocation to ensure alignment with the strategic priorities and principles.
- Investigate alternative capital funding models and approaches capable of meeting the wide-ranging investments required by colleges.
- Provide support and guidance to enable colleges to fulfil their actions.

CIS Delivery Plan

7. Below is an overview of **seven work packages** and high-level milestones for the development of an IIP for Scotland's colleges. More milestones will be added as work is developed. This is a live document, and all dates and timescales are indicative. Timing of Work Package (WP) activities, particularly WP 5 and 6 may be brought forward, dependent on when the technical support team is in place. We plan to publish the IIP in late autumn 2024.



Work Package 1: Governance & guidance

The first step is to establish an Infrastructure Delivery Group (IDG) which will include representatives of SFC, Colleges Scotland, the college sector, Scottish Government. The IDG will be a short life working group until the IIP is developed and published in autumn 2024. The purpose of the group will be to agree the delivery plan, which includes actions, milestones, outputs, and a timescale for delivering the IIP; then to champion, support and oversee the strategy delivery (see TOR – Remit, Roles and Responsibilities).

Estimated completion: November 2024

Actions and milestones	Output	Led by
(M) First meeting of Infrastructure Delivery Group (IDG)	Membership and remit agreed. Agreement on CIS Delivery Plan. Agreement on IDG remit and reporting. Approach to baseline data collection agreed.	SFC SFC, IDG SFC, IDG SFC, IDG
(M) SFC's Asset Disposal Guidance published ensuring cognisance of ONS reclassification developments	Asset Disposal Guidance agreed with SG. Disposal Guidance published / issued to the sector.	SFC
Quarterly reporting on progress	Progress reports prepared and reviewed by SFC.	Technical Support and WP leaders
Provide any evidence that may be required for the next capital spending review	Input into spending review advice to SG.	SFC and IDG
Develop methodology for monitoring progress of CIS (i.e., metrics)	Initial progress report one year after publication. Progress reports on the strategy every 3 years, reviewed by SFC, SG and the sector.	SFC and Technical Support

Work Package 2: Baselining estate

Critical to the IIP is for all colleges to provide an up-to-date baseline of their estate set within the regional context, using an agreed, consistent dataset. Prior to gathering the data, a set of metrics and methodology will be agreed by the sector, via the IDG.

Estimated completion: June 2024 dependent on tendering exercise.

Actions and milestones	Outputs	Led by
Identify best practice for baselining the estate and net zero / sustainability reporting	Agreed a set of achievable and consistent data requirements that include estate metrics, meeting net zero targets and supporting digital infrastructure needs.	SFC, IDG
Colleges share current infrastructure (estates) strategies, including any proposed capital projects	Infrastructure (estates) strategies collated by SFC and reviewed with consultancy support. Best practice collated, reviewed and shared.	IDG
Collate relevant standards, procedures and KPIs (e.g. BREAM, BIM, Zero Waste Scotland etc)	Suite of materials provided to inform baselining requirements.	SFC, Technical Support
(M) Agree baseline data for college estate report	Data collection guidance prepared and agreed with the sector. Data collection template agreed and finalised. Digital procedure for online data collection and analysis established.	SFC, IDG, Technical Support
(M) Colleges collate baseline data for their estate	Data collection templates completed by all colleges and submitted to IDG and SFC.	IDG, Technical Support
Baseline data assessed	Feedback provided to institutions. Report submitted to SFC.	SFC, Technical Support Technical Support

Work Package 3: Consideration of existing and alternative capital investment and funding models		
Funding is required for lifecycle maintenance of existing assets to repair, refurbish or reconfigure buildings; to build new assets; and to update digital infrastructure to enable new service delivery and meet future needs. Approaches to investment will be investigated/ developed, with associated issues and risks considered as options within the IIP. SFC will lead the work, supported by colleges, government(s) and others, to explore and assess all potential opportunities for additional and new funding needed for a wide range of infrastructure projects.		
Estimated completion date: June 2024		
Actions and milestones	**Outputs**	**Led by**
Identify alternative funding models	Details of alternative examples of potential funding models outwith public sector identified and collated. College sector case studies of current and past funding approaches identified and collated. College leaders provide suggested alternative funding approaches.	SFC
Identify collaborators and stakeholders	Contact database prepared of key individuals in SG, universities, private sector finance and other public sector organisations responsible for capital funding.	IDG
(M) Workshops on funding models with collaborators and stakeholders	Workshops held with sector, barriers identified, issues discussed, preferred models identified.	SFC
Funding options established	Funding options fed into Infrastructure Investment Plan (IIP) (WP7).	SFC

Work Package 4: Future operating models		
To consider and understand colleges' future digital investment needs, the requirements of diverse modes of learning, and opportunities for collaboration on estates, net zero and operations between institutions and wider stakeholders. To include the work of the Joint Information Systems Committee (Jisc) on technology foresight and trends and other relevant strategy delivery activities (e.g., LEIP).		
Expected completion: June 2024		
Actions and milestones	**Outputs**	**Led by**
Identify best practice / lessons learned for collaboration and digital infrastructure - collate case studies	Examples from colleges, wider public sector and private sector examples explored or provided by the sector e.g. digital twin approach for net zero route mapping/ or maps.	Technical Support
Identify collaboration opportunities and partners / stakeholders	Examples from colleges, wider public sector and private sector explored or provided by the sector. Potential collaboration opportunities identified and contacted.	IDG, Technical Support
(M) Facilitate collaboration across partners and stakeholders	A series of regional workshops held to progress digital and estate collaboration opportunities. Case studies of alternative operating models developed (to be fed into infrastructure (estates) strategies and SOCs in WP 6).	IDG, SFC, Technical Support

Work Package 5: Development of SCIM (Scottish Capital Investment Manual) / Revised Capital Decision Point Process		
SCIM defines the business case development and evaluation process for new capital projects. SFC will work with colleges to develop SCIM for colleges. The introduction of SCIM will comprehensively revise SFC's Capital Decision Point Process.		
Estimated completion: April 2024		
Actions and milestones	**Outputs**	**Led by**
Prepare a transparent, evidence-based process for assessing prioritising and allocating capital funding.	Revised, transparent, evidence-based process for assessing, prioritising and allocating capital funding.	SFC, Technical Support
(M) SCIM proposal and approval process for the sector developed	Workshop with the sector. Draft proposal / approval process drafted and agreed by sector.	SFC, Technical Support
Capital Decision Point Processes revised to incorporate SCIM and SOCs	SCIM approved by SFC Capital Decision Point Committee (CDPC) and SFC Board (as required). Revised guidance published by SFC (M).	SFC

Work Package 6: Update of infrastructure (estates) strategies and development of Strategic Outline Cases (SOCs) by college region		
Refresh infrastructure (estates) strategies and propose SOCs. A SOC is a critical first decision point of the SCIM process and will be included in the revised SFC Capital Decision Point Process. Colleges will then produce SOCs, evidenced by revised infrastructure (estates) strategies for investment.		
Estimated completion: September 2024		
Actions and milestones	**Outputs**	**Led by**
Agreement on colleges' estate strategies template / format and SOC requirements (see WP 5)	Workshop held with Technical Support. Meeting held with the College Finance Directors Group/Strategy Directors/Infrastructure Leads to collate views on what a SOC should include.	SFC, IDG
Colleges prepare refreshed estate strategy with draft SOC (with Technical Support where appropriate)	Draft SOCs reviewed by SFC and Technical Support.	IDG, Technical Support
(M) Following Technical Support analysis, colleges submit consolidated business cases, including finalised infrastructure (estates) strategies and proposed SOCs to SFC	Analysis report by Technical Support.	IDG, Technical Support

Work Package 7: Preparation of Infrastructure Investment Plan (IIP)		
This work package encompasses the development and approval steps required prior to publication of the IIP.		
Estimated completion: November 2024		
Actions and milestones	**Outputs**	**Led by**
Prepare a draft IIP	IIP structure and outline content agreed with IDG and SG. Draft IIP prepared for review by IDG, CS and SG.	SFC
(M) IIP approved by SFC CDPC, SFC Board	Relevant approvals obtained.	SFC
Final draft circulated prior to publication to SDG and SG	(M) Infrastructure Investment Plan publication and launch.	SFC