

GLASGOW KELVIN COLLEGE

FINANCE AND RESOURCES COMMITTEE MEETING OF 26 SEPTEMBER 2023

ESTATES AND CAPITAL UPDATE REPORT

REPORT BY DIRECTOR OF ESTATES AND CORPORATE SERVICES

1. Introduction

The purpose of this report is to provide an update to members in relation to estates and capital matters, and it covers the following areas:

- 2 - Capital Planning/Expenditure for 2022/23
- 3 - Capital Planning/Expenditure for 2023/24
- 4 - Campus Re-investment Project
- 5 - West End Campus Curriculum Moves
- 6 - Land at Springburn
- 7 - Scottish Funding Council - College Infrastructure Strategy – Infrastructure Delivery Group

2. Capital Planning/Expenditure for 2022/23

As members are aware, £106,000 was not spent by the end of March 2023 due to the College awaiting receipt of information in relation to Springburn cladding panels. The £106,000 has been included in the current capital plan, but is not being associated with the cladding panels as the College is still obtaining further information and liaising with an external contractor.

3. Capital Planning/Expenditure for 2023/24

The Capital Maintenance funding allocations for FY 2023-24 for Glasgow Region are shown overleaf:

Final Capital Maintenance funding allocations for FY 2023-24 - Glasgow Region

College/region	Capital funding for backlog maintenance FY 2022-23 ¹	Capital funding for lifecycle maintenance FY 2022-23 ²	Total capital funding for maintenance FY 2022-23	Percentage share of national capital funding for maintenance FY 2022-23	FINAL
					capital funding for maintenance FY 2023-24
(1)	(2)	(3)	(4)	(5)	(6)
City of Glasgow College	£0	£1,336,088	£1,336,088	4.28%	£1,336,089
Glasgow Clyde College	£2,089,284	£946,678	£3,035,962	9.73%	£3,035,962
Glasgow Kelvin College	£500,000	£598,873	£1,098,873	3.52%	£1,098,873
Glasgow Region	£2,589,284	£2,881,639	£5,470,923	17.54%	£5,470,924
Percentage of National Allocation	14.21%	22.21%	17.54%		17.54%
Scotland	£18,224,000	£12,975,999	£31,199,999	100.00%	£31,200,000

¹ based on gross high priority backlog maintenance (college estates survey)

² based on share of volume target

The £500,000 for capital expenditure for Glasgow Kelvin College is detailed in **Appendix 1**. It should be noted that the £106,000 carried forward from last Academic Year has been included so the plan is for £606,000 spend by the end of March 2024. This plan has been approved by Jim Godfrey, Glasgow Colleges Regional Board. Jim Godfrey is also aware of the matter relating to the cladding panels.

4. Campus Re-investment Project

Progress has been made in respect of the College Environment strand of the Campus Re-investment Project and this will complete this year. An outdoor gym and leisure area has been created at our Easterhouse Campus, the Springburn Reception area has been refreshed and brightly coloured branded flags have been installed outside our three campuses. Welcome and directional window vinyls have been ordered for all campuses, as well as new signage for the ground floor at Springburn. Further signage and wall images will be installed over the next few months.

5. West End Campus Curriculum Moves

As members are aware, a number of curriculum moves took place to enable the West End Campus to be vacated. This work took place over the spring/summer of 2023 and was successfully completed before the commencement of the new Academic Year. The works undertaken and completed are as follows:

Project	Campus	Reason	Items Covered
1	East End Campus	West End Campus Curriculum Relocation	Art – Changing of the Staff workroom, Poser room & Staff rest room – Create new Art area & general classroom.
2	East End Campus	West End Campus Curriculum Relocation	Changes to existing storage & classrooms MG03, MG03a, MF12 & 14, Cubbie & art store
3	East End Campus	Springburn Campus Curriculum Relocation	New Support for Learning Area's – MG05 & MG06, Flexible Learning Unit, MG01b, MG12
4	East End Campus	Upgraded facilities to deal with larger student footfall	Estates, First Aid, Faith room, showers & ICT changes
5	East End Campus	Upgraded facilities to deal with larger staff footfall	New staff work and rest area (Science Block)
6	Springburn Campus	West End Campus Curriculum Relocation	New Sound Area – Workshop & woodstore
7	Springburn Campus	Re-shaping of curriculum – science moving from East End Campus	New Science Area's/ Classrooms, Revamping of Room 112 & 308
8	Springburn Campus	Upgraded facilities to deal with larger staff footfall	Second floor staff break room – Upgrade

Photographs of the many and various campus improvements made are detailed in **Appendix 2**.

6. Land at Springburn

The situation with the small parcel of amenity land at Springburn (0.8 acres) which we are advised belongs to Hydepark Residents Association remains unresolved. Members will recall that this parcel of amenity land is contained within the boundary fence, and it is where we have sited out Cycle Hub, following approval from Glasgow City Council in 2017 to do so. As members have been advised, we were completely unaware that this was not our land until June 2021. It should be further noted that the College wrote to residents of Hydepark advising about the installation of the Cycle Hub and where it was going to be sited. No negative communication was received from any residents in regard to this matter.

We would also add this was land matter was not picked up in the due diligence conducted at the time of merger. Indeed, the records state:

“7. Key Issues - Material Contracts and Property Issues

7.1 We have not identified any material legal obstacles to the merger in the context of our review of the material contracts and property documentation provided by the Colleges.”

Members will also be aware that the College was prepared to offer the £25,000 market value for this land, supported by two separate valuations that arrived at this figure (one instructed by the residents and the other instructed by the College), however, we were subsequently advised that the title deeds for each individual dwelling would require to be changed. The legal fees necessary to undertake this work was likely to outweigh the value of the land.

Members of College management met with Hydepark Residents Association on Thursday, 11 May 2023 to seek a way forward. We placed a variety of options on the table for their consideration: remove the Cycle Hub and re-position this elsewhere in our College grounds; leave everything as is and allow the Hydepark Residents Association free use of our Cycle Hub (when available) as meeting facilities; hand the Cycle Hub over to the Hydepark Residents Association (with the facilities disconnected) for their use as a community facility; and any other option they may have. Discussions took place in relation to the boundary fence and how this could be dismantled carefully so it could be re-used, as Hydepark Residents Association indicated that they wanted the fence re-instated at the correct boundary line. Given financial constraints, we advised that quotes would require to be carefully considered. There was no commitment to pay to reinstate the fence, nor was there a refusal to do so.

A further meeting was held on the evening of Thursday, 18 May 2023 at Petershill, with various residents from Hydepark. At this meeting, it was communicated to College management that Hydepark Residents wanted their land back and that they did not wish the Cycle Hub to remain there.

The College managers present stated that matters would be progressed accordingly ensuring compliance with correct governance procedures.

Two recorded delivery letters from Hydepark Residents Association were then received stating that, with effect from 1 July 2023, Glasgow Kelvin College would be invoiced £500 per week for the College's use of the parcel of land owned by Hydepark and that this charge would continue until Glasgow Kelvin College had vacated the land (including any fixed or temporary structures) and ceased use.

The College Senior Management Team sought legal advice from Thorntons and a communication has been sent to Hydepark Residents Association.

The College has made it clear to Hydepark that communication in relation to this matter will now only be via the solicitors.

Thorntons has not received a response to date, and this has been chased accordingly.

Members will be kept apprised of the situation.

7. Scottish Funding Council - College Infrastructure Strategy (CIS) – Infrastructure Delivery Group

The Scottish Funding Council launched the College Infrastructure Strategy in November 2022. The approach to delivering Scotland's college Infrastructure Investment Plan. The Strategy sets out the approach to delivering the Infrastructure Investment Plan in terms of working to a set of agreed strategic principles that responds to regulations, policies, and best practices.

The Vice Principal Operations has been invited to join the Scottish Funding Council - College Infrastructure Strategy – Infrastructure Delivery Group. the first meeting was held on 9 August 2023. The Infrastructure Delivery Group will act as the 'strategy champion', providing leadership and co-ordination during the delivery of the strategy, and monitoring and reporting on the progress.

The group will also provide any evidence that may be required for the next capital spending review. The CIS Delivery Group members will support the delivery plan by:

- being an advocate of the CIS, ensuring cross-sector buy-in and engagement to its delivery process;
- proactively supporting delivery of the work packages, particularly in relation to the development of an agreed set of criteria to baseline the college estate, capital decision processes, including Strategic Outline Cases (SOCs);
- reviewing and supporting progress of the work packages; • communicating progress against outputs and milestones achieved;
- Reporting progress to the college sector and College Infrastructure Departmental Assurance Group.

The Group will ensure the necessary engagement by colleges and any other support needed to progress the CIS towards an agreed Infrastructure Investment Plan, as recommended in CIS. The Infrastructure Investment Plan is expected to include:

- An update to colleges estates strategies, including potential Strategic Outline Cases (SOCs).
- A college specific description of the investment required in college estate and an estimate of its value to support colleges in delivering their strategic plans.
- Potential funding solutions for the proposed capital investments.
- A revised, transparent, evidenced-based process for assessing, prioritising, and allocating capital funding.

- Recommendation for long-term governance arrangements and delivery options.
- Formal reporting procedure to enable SFC and Scottish Government to provide support and oversight.

The timescales for the production of a full Infrastructure Plan for the College sector are extremely challenging. More information on the group and the activities and milestones are available in the presentation given at the meeting – available at the link provided below .

[Item 11 - College Infrastructure Strategy.pdf](#)

8. Resource Implications

There were resource implications, both financial and in staff, to facilitate the relocation of the curriculum from our West End Campus and ensuring our other three campus locations were set up and ready to receive enhanced numbers of students and staff.

There is, and will be, a resource implication in terms of legal advice in relation to the Springburn land matter, however, provision had been made in the College accounts to purchase this land which now cannot take place.

9. Impact on Students

There are some impacts on students in relation to relocating the curriculum from our West End Campus; these are both positive in terms of enhanced and refreshed camps facilities, but potentially negative for some in terms of eg further travel. We have endeavoured to keep negative impacts on students to a minimum.

Due to the ongoing legal matter with the land at Springburn, the College is currently unable to use its award-winning Cycle Hub; this will undoubtedly cause some disruption to some students.

The frog pond also cannot be accessed; this could cause some minor upset amongst some students who were enjoying learning about pond plants and frog life.

10. Risk and Assurance

Escalating materials and contractors' costs (that can change on an almost daily basis) means that budgeting for estates projects is very complicated.

There remain significant delays on materials arriving and the costs of these are escalating which makes planning very difficult indeed.

Staff absences due to illness have impacted on the overall estates team. Some student support has been secured which is beneficial for everyone and provides tremendous work experience for our students.

Members of the Finance and Resources Committee will be kept apprised of developments with the capital plan and other ongoing sustainability works.

11. Equality

There are no equality implications that have not been considered arising as a consequence of this report.

12. Data Protection

There are no direct data protection implications arising as a consequence of anything within this report.

13. Environmental and Sustainability

The College continues to take due cognisance of reports/guidance received in relation to environmental and sustainability matters and seeks to secure funding to take forward projects as evidenced within this report. Fuller details are contained within the Environmental and Sustainability report elsewhere on the agenda.

14. Recommendations

It is recommended that members:

- i) note the content of this report, link and its appendices.

15. Further Information

Further information can be obtained from Lisa Clark, Director of Estates and Corporate Services - lisaclark@glasgowkelvin.ac.uk

Lisa Clark
Director of Estates and Corporate Services
Glasgow Kelvin College
September 2023

Appendix 1

Glasgow Kelvin College					
Project	Description	Status	Initial Budget (£'000)	Revised Forecast (£'000)	Committed at 31 August 23 (£'000)
Springburn Campus					
Exchange boiler	Plant room	Quotes being gathered.	150	100	0
Refurbish remaining campus toilets			70	75	0
Refurbish staff changing room	3 rd floor		10	10	0
Repair and repaint floors	Technology block	Quotes being gathered.	20	20	0
Replacement lockers			20	25	0
Worn flooring replacement	Ground floor		15	25	0
Refurbishment of mezzanine area			15	30	0
Repaint games area	Ground floor		15	15	0
Replace worn carpet and repaint	Student Association offices		20	20	0
Widen access to disabled door/fire door	1 st floor	Quotes being gathered.	10	10	0
Repair cladding panels		Legal advice being obtained.	0	0	0
Easterhouse Campus					

Refurbish toilets and replace taps			15	15	0
Replace broken window mechanisms			5	5	0
Replace external door to outdoor gym area		Quotes being gathered.	0	10	0
East End Campus					
Paint exterior of the building			50	55	0
Paint metal cross beams	Sensory garden		10	10	0
Refurbish wall and install security gate	Sensory garden		50	50	0
Refurbish slabbed floor	Foyer	Quotes being gathered.	60	60	0
Independent controls for workshop vents			10	10	0
Entry/exit barrier	Ramp to rear car park		11	11	0
All locations					
Project Management			50	50	0
Total			606	606	0

Appendix 2

East End Campus

New Art Space

Art Print Room

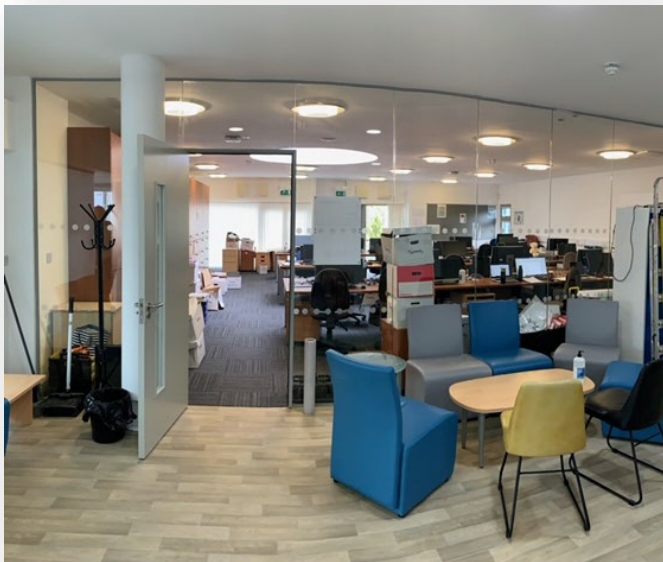
Student Working Area



Support for Learning Classroom MG06



East End Staff Room





ICT Office



Estates Office



New Faith Room



New First Aid Room

Easterhouse Campus

Outdoor gym and picnic area



Springburn Campus

Approach to the Campus with new branding



New Sound Production Area

View from Stage



View towards Stage



Room 112 – Science



Room 308



Ground Floor Science Rooms



Staff Break Room



Refreshed Reception Area





College Infrastructure Strategy Infrastructure Delivery Group

Wednesday 09 August 2023



Welcome and Introductions

Infrastructure Delivery Group (IDG) membership:

- Ursula Lodge, SFC (Chair)
- Rufus Logan, SFC (Project Director)
- Deanne Holden, SFC (Project Lead)
- Jeanette Evans, Glasgow Kelvin College
- Ian Deed, Edinburgh College
- Debbie Miller, UHI Northwest and Hebrides
- Billy Grace Dundee and Angus College
- Amy McDonald, West College Scotland
- Robert Hewitt, Borders College
- Martin Kirkwood, Fife College
- Luise Siekman / Edmund Anderson, Scottish Government
- Ruth Macdonald Scottish Futures Trust
- Andy Witty/ Tom Hall, Colleges Scotland



Overview of College Infrastructure Strategy (CIS)

The approach to delivering Scotland's College Infrastructure Investment Plan

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 communities.

SFC will prepare an **Infrastructure Investment Plan** for Scotland's colleges to include:

- A college specific description of the investment required with an estimate of its value to deliver its strategic plans.
- Potential funding solutions for the proposed capital investments.
- A revised, transparent, evidenced-based process for assessing, prioritising, and allocating capital funding.



College Infrastructure Strategy – our principles

The guiding principles of the College Infrastructure Strategy are that any future infrastructure investments should:

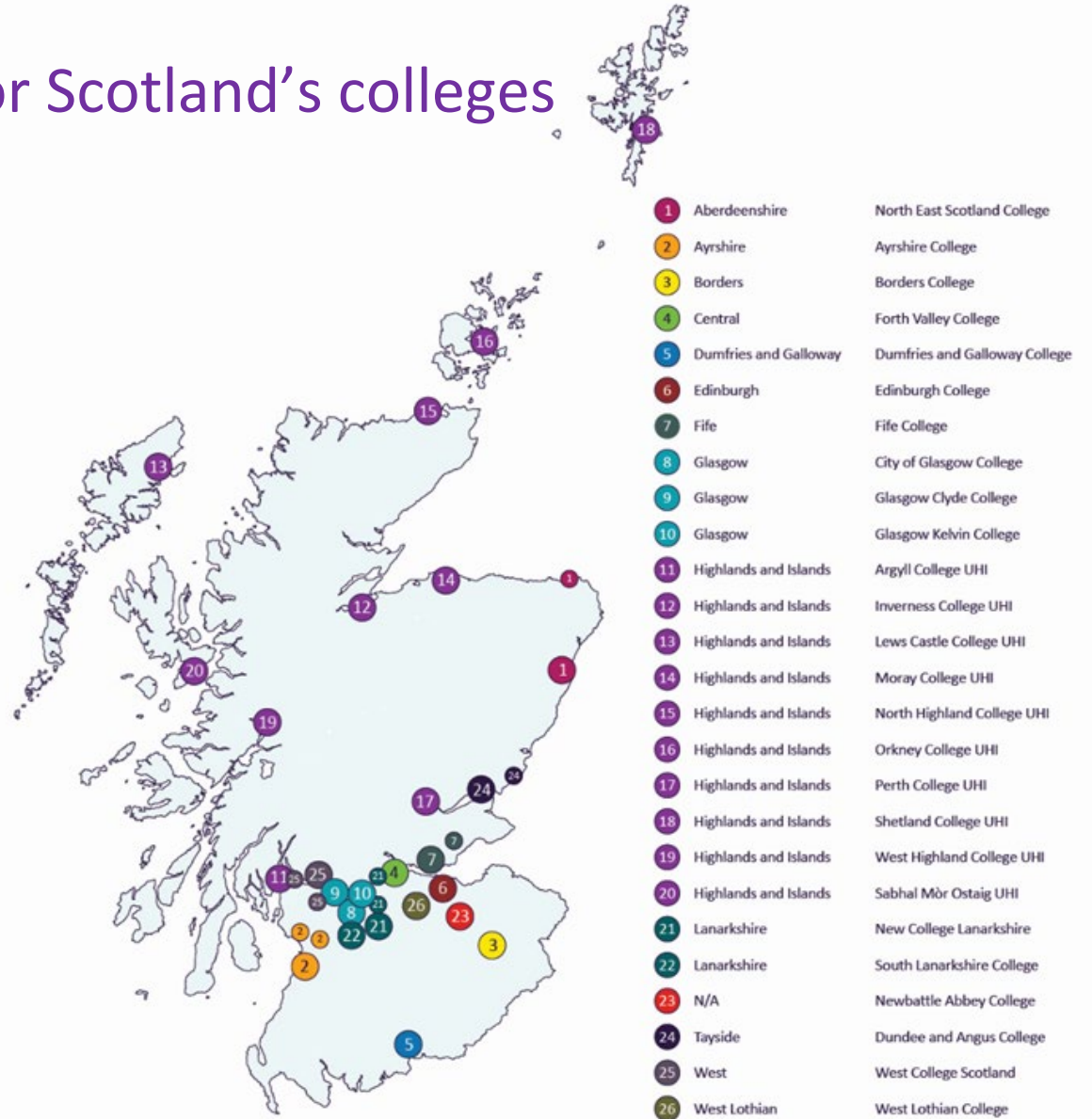
- deliver positive **student experience** and **outcomes**
- **provide access** to suitable college infrastructure across Scotland, including use of digital
- enable colleges to deliver their **strategic plans (incl. NZ)**
- ensure that future capital **investment responds to future needs**, including digital delivery and does not only replace like for like
- provide **flexibility** of funding to support a range of types and scale of capital projects
- **demonstrate collaboration**, such as with other colleges, schools, universities, Local Authorities and health care providers
- based on a **decision-making process** that is clear, transparent, evidence-based.



Infrastructure Investment Plan for Scotland's colleges

Include work covering:

- **Collaboration** and **Digital Opportunities**
- **Baselining** Estate Condition
- Development of **SCIM** (Scottish Capital Investment Manual) / Revised Capital Decision Point Process
- **Estate Strategy** update and proposed **Strategic Outline Cases (SOC)** by college region
- Consideration of existing and alternative **capital investment** and **funding models**





Infrastructure Delivery Group: Terms of Reference (ToR)

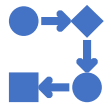
Infrastructure Delivery Group (IDG) role is to provide

- ✓ Leadership
- ✓ oversight
- ✓ guidance

for the preparation of a 10-year Infrastructure Investment Plan for Scotland's colleges.

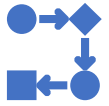
Group members will support the delivery plan by:

- being an advocate of the CIS
- ensuring the necessary engagement by colleges
- supporting delivery of the work packages
- reviewing progress and outputs
- communicating the work and outputs of the CIS
- quarterly reporting to the College Infrastructure Departmental Assurance Group



CIS Delivery Plan: Activities & Milestones

Work Package	Milestones
Work Package 1: Governance and guidance	1.1 First meeting of IDG 1.2 First meeting of Steering Group (rename – NOT steering group) 1.3 Agree college region areas for work packages 1.4 Consultant Technical Support (TS) recruited 1.5 Estates strategies content agreed 1.6 Delivery Plan agreed 1.7 Delivery Plan published 1.8 Asset disposal guidance published 1.9 Methodology for monitoring progress of CIS (i.e., metrics) agreed
Work Package 2: Baselineing estate condition	2.1 Agree baseline data, definitions and methodology for college estate condition report 2.2 Colleges collate and submit baseline data for their estate
Work Package 3: Consideration of existing and alternative capital investment funding models	3.1 Workshops delivered on funding models with colleges, collaborators and other stakeholders 3.2 Report published on options available (TS)
Work Package 4: Future operating models	4.1 Report on regional workshops held to progress digital and estate collaboration opportunities 4.2 Case studies developed 4.3 Report on best practice shared with colleges (sector, UK-wide, international)



CIS Delivery Plan: Activities & Milestones

Work package	Milestones
Work Package 5: Development of SCIM, revised capital decision point process, including documentation and guidance	5.1 SCIM and SFC approval process for the sector developed, including documentation and guidance 5.2 SFC's Capital Decision Point process revised to incorporate SCIM, estates strategies and SOCs 5.4 Revised sector guidance and documentation published
Work Package 6: Updated estates strategies and development of SOCs by college region	6.1 Colleges' progress report on estates strategies submitted to TS for review 6.2 Colleges submit refreshed estates strategies by region / estate / campus, including proposed SOCs to SFC 6.3 Finalised / approved SOCs submitted to SFC and technical support team
Work Package 7: Preparation of IIP	7.1 IIP approved by Colleges, SFC, SG 7.2 IIP publication and launch



Summary of delivery plan roles & responsibilities

Work Package 1: Governance and guidance led by Infrastructure Delivery Group (IDG)

The IDG will support and oversee the strategy delivery plan; act as strategy champions to ensure engagement from all colleges.

Led by SFC:

- **Work Package 3:** Consideration of existing and alternative capital investment and funding models

SFC will lead the work, supported by colleges, SFT, government(s) and others, to explore and assess all potential opportunities for additional and new funding needed.

- **Work Package 5:** Development of SCIM / Revised Capital Decision Point Process

The introduction of SCIM will comprehensively revise SFC's Capital Decision Point Process.

- **Work Package 7:** Preparation of Infrastructure Investment Plan (IIP)

This work package encompasses the development of the IIP and approval steps required prior to publication.

Led by colleges:

- **Work Package 2:** Baselineing Estate Condition

Colleges to provide an up-to-date baseline of their estate set within regional context, using an agreed, consistent dataset. Prior to gathering the data, a set of metrics and methodology will be agreed by the sector.

- **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 other stakeholders.

- **Work Package 6:** Update of estate strategies and development of SOC by college region

Refresh estates strategies and propose SOC. An SOC is a critical first decision point of SCIM process and will be included in the revised SFC Capital Decision Point Process. Colleges will then produce SOC, evidenced by revised estates strategies for investment.

CIS Delivery Plan: DRAFT Summary Gantt Table

Work Packages actions and milestones	Duration & completion date	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-25	Mar-24	Apr-24	May-24	Jun-24	Jul-24
Work Package 1: Governance & guidance													
First meeting of Infrastructure Delivery Group (IDG)	1 day –9 Aug 23						Work Packages delivery timeline						
Consultant Technical Support (TS) recruited	8 weeks –29 Sept 23												
SFCs Asset Disposal Guidance published	12 weeks –27 Oct 23												
Delivery Plan published	4 weeks –27 Oct 23												
Work Package 2: Baselining Estate Condition													
Identify best practice examples condition survey, NZ&Sust. reporting	4 weeks –27 Oct 23												
Collate relevant standards, procedures and KPIs	4 weeks –27 Oct 23												
Agree baseline data, definitions & methodology for estate condition report	6 weeks –10 Nov 23												
Colleges share / update current estates strategies	4 weeks –1 Dec 23												
Colleges collate baseline data for their estate	6 weeks –22 Dec 23												
Work Package 3: Consider capital investment and funding models													
Workshops on funding models with colleges and other stakeholders	10 weeks –20 Oct 23												
Report published on options available.	14 weeks –12 Jan 24												
Work Package 4: Future operating models													
Identify BP, lessons learned for collaboration, NZ&collab. -collate case studies	8 weeks –24 Nov 23												
Engagement on collaboration between colleges, universities, other orgs.	12 weeks –22 Dec 23												
Report on regional workshops held to progress digital and estate collaboration opps.	6 weeks –2 Feb 24												
Develop case studies of alternative operating models	6 weeks –2 Feb 24												
Work Package 5: Revised Capital Decision Point Process (incl. SCIM)													
Prepare process for assessing, prioritising and allocating capital funding	16 weeks –1 Dec 23												
Capital Decision Point Processes revised to incorporate SCIMand SOC's	8 weeks –19 Jan 24												
Work Package 6: Update of estates strategies & proposed SOC's													
Agreement on SFC's SOCrequirements (see WP 5)	4 weeks –8 Dec 23												
Colleges' revised / updated estates strategies submitted to TS	12 weeks –26 Jan 24												
Colleges prepare refreshed estates strategy with draft SOC	6 weeks –8 March 24												
Work Package 7: Prepare Infrastructure Investment Plan (IIP)													
Prepare a draft structure and content for IIP	8 weeks –29 Sept 23												
Draft IIP prepared for review by IDG and SG	10 weeks –19 April 24												
(M) IIP approved by SFC Board	10 weeks –28 June 24												
Final draft circulated to IDG and SG prior to publication	4 weeks –26 July 24												

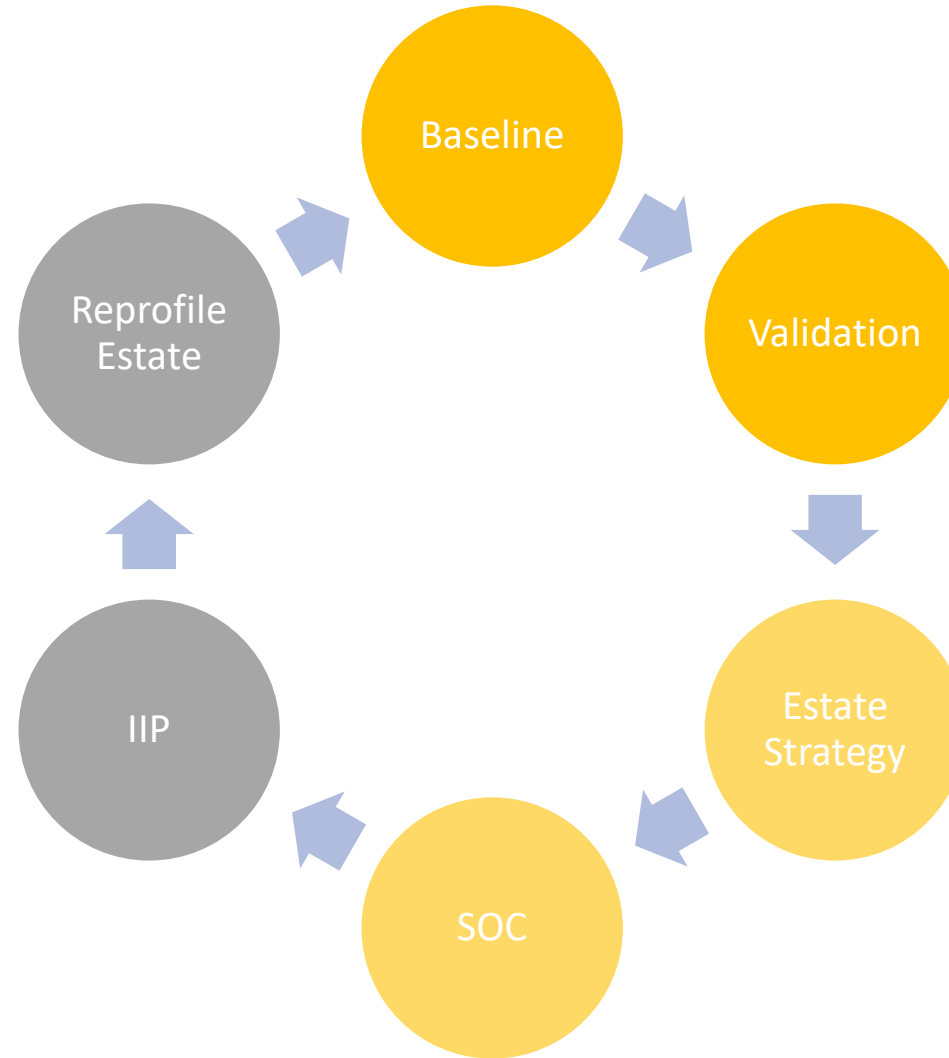


Scope of technical advisors

Questions to answer:

- What services do we absolutely need a Technical Support (TS) team to deliver for us?
- What can we deliver ourselves?
- Who else can support our delivery plan? And how?
- What expertise and skills must the TS team possess?
- What is the preferred TS team contract delivery and management structure?

What we need to Procure?

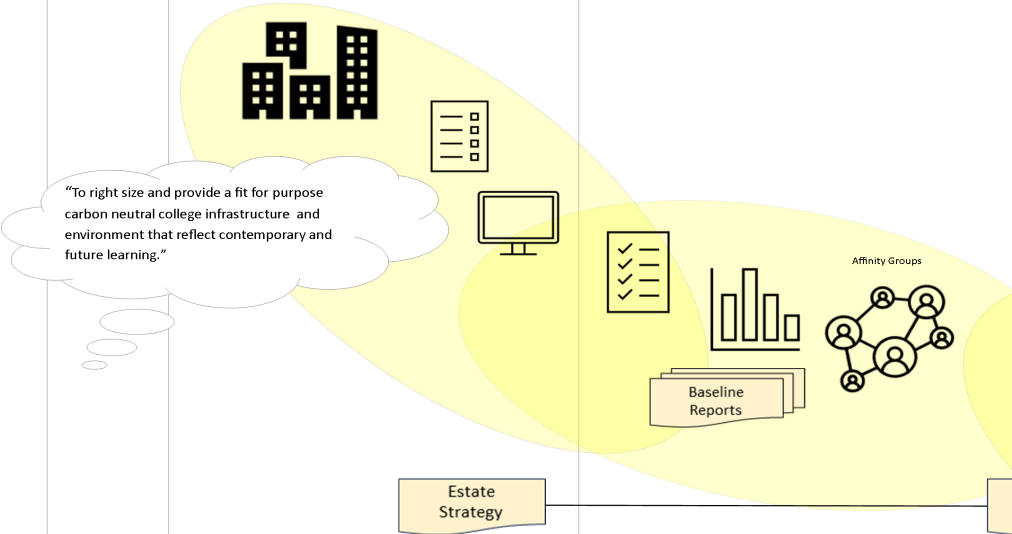
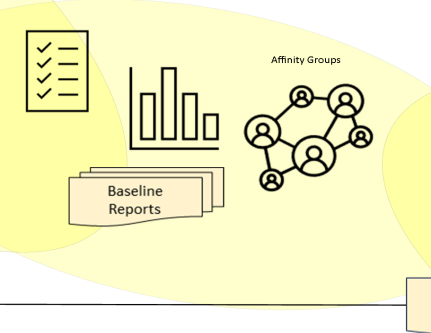
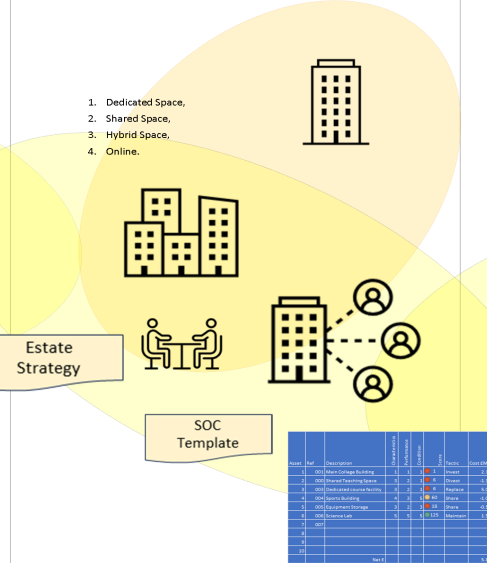
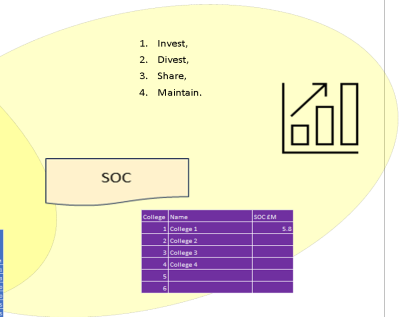


Roles and Responsibilities

#			SFC	College	SFT	Consultant	"Local" Consultant	Note
1	WP1	Governance and Guidance	●	●	●			
2	WP2	Baseline	●	●		●		
		Validation	●	●			●	
3	WP3	Capital and Investment Funding Models	●					
4	WP4	Future Operating Models	●					
5	WP 5	SCIM Process	●		●	●		Develop inc Guidance and SOC (Toolbox)
6	WP 6	Estate Strategy and SOC (based on SCIM)	●	●			●	Develop by College to present to SFC
7	WP7	Infrastructure Investment Plan	●	●				Divest, Invest, Share, Maintain

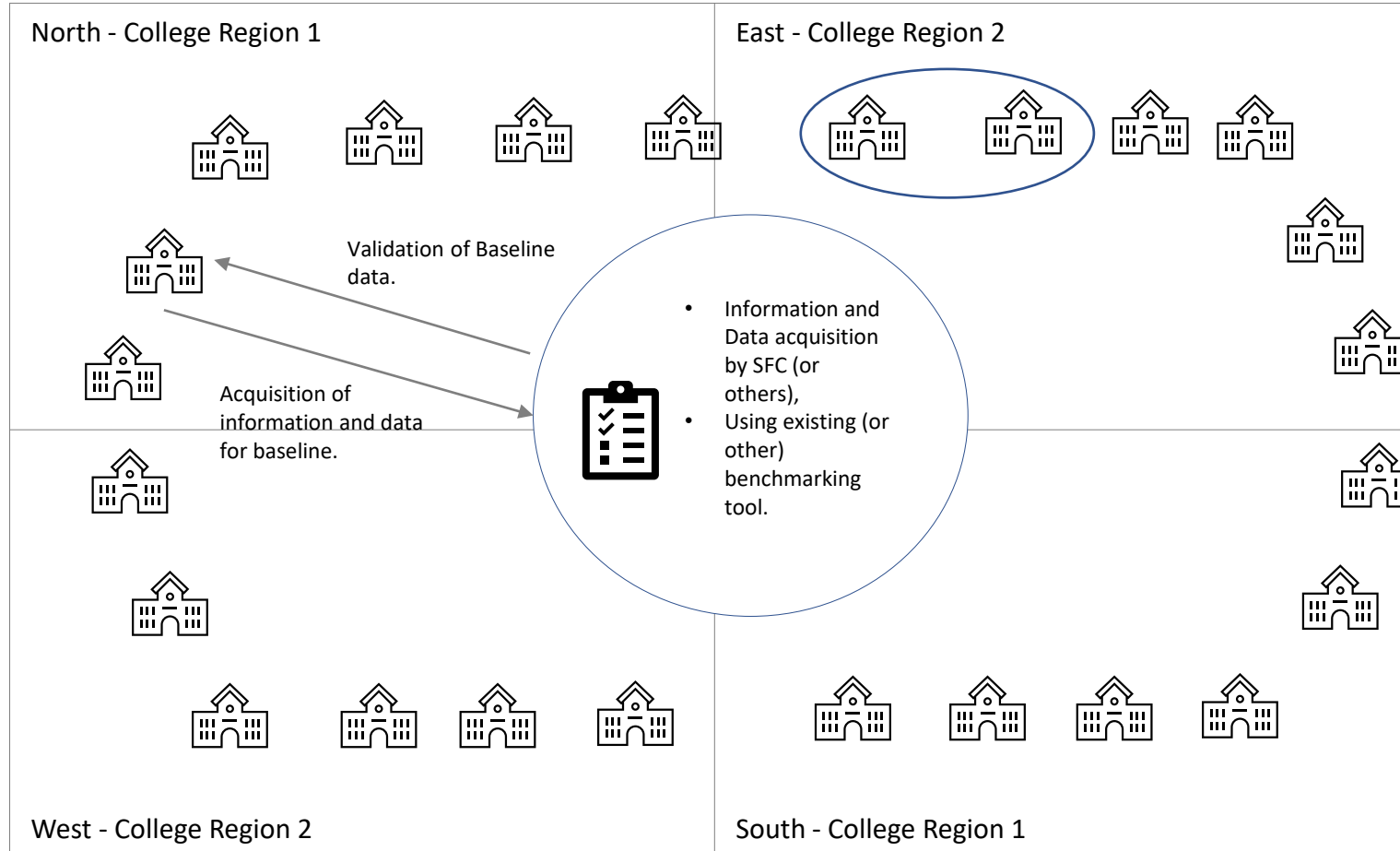
Advisory	●
Principal	●
Support	●

College Infrastructure Strategy Procurement - DRAFT

Stage	Baseline	Validate	Estate Strategy and SOC	Infrastructure Investment Plan	Key Issues
					• Governance, roles and responsibilities, Procurement of required support, • Recognise college expertise, • External support, • Definitions of condition, use and performance, • Geographical location data and mapping, • Future focus, • Sustainability and resilience, • Cost and timescale.
SFC	Baseline the College estate condition, and performance. Propose to do this on a National basis to provide a single version of the truth for the College estate. This should reflect what existing information currently is currently collected but also future proof the assessment of the characteristics, purpose and use, condition, performance and alignment with and pedagogy and curriculum.	Engage colleges in validation of information to be provided. This is not a survey but validation of information provided for all physical and digital assets employed by the college.		Prioritise and recommend investment plan and phasing timing over short, medium and long term. Apply or develop Methodology that can dovetail with SOC and vice versa.	• Ability to refresh or repeat the exercise periodically, • "Digital Twin".
Colleges	Each College provides estate baseline information via online data collection tool based on existing and new criteria for a 21st Century campus.	Affinity groups—how can the colleges be grouped—geographically (e.g. N,S,E or W) or by purpose / role (e.g. UHI) or what lowest common denominator?	Individual college report format to dovetail with SOC process. SOC process to consider how to right size individual and college grouping with proposals to invest / maintain, divest using a number of different tactics.	Meet timeline and milestones to provide information and data and College SOC.	• Lowest common denominator to define "local" clusters or affinity groups, • Existing data and information, • Infrastructure plans, • College resource and mobilisation.
Consultant (1)	Provide existing or develop a Baseline tool to collect college information and data for each college in a unified and codified manner to report by college, department and assets. This to be done Nationally. Consultant of last resort.	Provide individual College Reports to "local" consultants to validate the information provided by individual colleges and by groupings or cluster. Provide standard methodology and approach for data collection, reports, formats and collaborate with other "consultants".	Provide a standard SOC format to be rolled out and used consistently. Provide training and support to "local" consultants. Also operate as consultant of last resort if "local" solution not available.	Aggregate all SOC by college and groupings to inform IIP.	• Information Security and Data Protection, • IP rights belong to SFC.
Consultant (2)... (n)		Consultant validates college info and data provided, not a survey, but to check for completeness, accuracy and content.	Provide support to individual colleges to develop (Estate Strategy) and SOC using agreed format and templates across the College Estate to prioritise future investment.	Aggregate all SOC by college and groupings to inform IIP and support to individual Colleges. Ability to collaborate with national methodology, Consultant 1, and toolkit approach.	• Separate from National consultant, • Capability and capacity "locally"?
Timescale					

Contract Management - Example

- What is the optimal procurement approach and model for SFC to manage considering own resources and any constraints.



Framework	Description
Lot 0	Baseline
Lot 1	Region 1 Validation
Lot 2	Region 2 Validation
Lot 3	Region 3 Validation
Lot 4	Region 4 Validation



Summary:

- Next steps
- Proposed future meeting dates
- AOB – RAAC...

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Edinburgh • EH12 5HD
T 0131 313 6500 • www.sfc.ac.uk
🐦 @ScotFundCouncil