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| **BOARD OF MANAGEMENT DEVELOPMENT DAY MEETING** |
| Date of Meeting | 25 October 2019 |
| Paper Title | Estates Strategy |
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| Responsible Officer | Janet Thomson, Vice-Principal: Resources & CollegeDevelopment |
| Status | Disclosable |
| Action | For Discussion |

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| **1** | **REPORT PURPOSE** |
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| 1.1 | The purpose of this report is to provide to the Board an updated Estates Strategy for the College. |
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| **2** | **RECOMMENDATION** |
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| 2.1 | Members are invited to discuss and approve the Estates Strategy with any agreed amendments. |
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| **3** | **PROGRESS SINCE PREVIOUS STRATEGY**  |
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| 3.1 | The previous College Estates Strategy was completed in 2016 and was a summarised strategy in a similar format to the College’s other strategies in the suite of strategies prepared at merger and updated at that time. A copy of the 2016-2020 Estates Strategy is attached as Annex 1. |
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| 3.2 | There have been a range of projects completed over the period since merger and since the previous College Estates strategy. The College had an Estates Condition Survey completed in 2014 which covered the Estates needs looking forward over a twenty five year period which has been used as the main focus for College capital planning to this point. The Scottish Funding Council then completed an Estates Condition Survey in 2018 for the sector, which for Glasgow Clyde College was a desk exercise using the Estates Condition Survey the College had completed in 2014. Many of the projects completed in recent years have as a result related to priority backlog maintenance at the campuses which have been funded by the Glasgow Clyde Education Foundation or SFC (following their Estates Condition Survey). The main expenditure in the plan has been at the Cardonald campus although there have been developments and maintenance projects at each of the three campuses and given the age of the new builds at the other two campuses there are replacement works indicated for both in the survey as they are now approaching ten years old. |
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| 3.3 | The College undertook a tendering exercise to have an Estates Strategy Review completed and has been working with the appointed team from Gardiner & Theobald and BDP on this Review which is being funded by the Glasgow Clyde Education Foundation. There was a presentation to the College of the near final report on 31st July and the draft Estates Strategy Review report was received at the end of August. The College members of the Estates Strategy Steering Group then met to review the report to discuss what the College proposals would be for the projects to be included in the College Estates Strategy. Following these considerations the updated College Estates Strategy 2019 to 2029 has now been prepared as attached. |
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| 3.4 | The Estates Strategy Review Report as received from Gardiner & Theobald and BDP mainly focuses on options for the Cardonald campus and is attached as an Annex to the Strategy. It summarises the stakeholder feedback, analysis of room utilization, and proposals for future investment providing costed projects for five potential short term interventions and two potential long term options for the campus as follows:- |
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| 3.4.1 | **Intervention 1a –** Cardonald Tower Initial Intervention Lift Area Core Refurbishment. This is a proposal for any of the possible eight teaching floor levels (level 3 to 10) in the Tower Block of Cardonald where two classrooms opposite the lifts would be removed and the area around the lift lobby opened out to provide a flexible open space for learning, study, circulation, or social space. The cost per floor would be £325k excluding Fixtures Fittings and Equipment (FFE). It has been assumed at this stage that the FFE costs would be £100k hence estimated costs of £425k per floor and the masterplan assumes that 2 floors will be completed over next few years. |
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| 3.4.2 | **Intervention 1b –** Cardonald Tower Potential Future Intervention Full Floor Refurbishment. This is a more radical change proposal for any of the eight teaching floor levels which would open out the central space as per 1a above, and would also provide some flexible partitioning to allow for larger classrooms plus amendments to the teaching staff workrooms to create shared office hubs. The cost per floor would be £1.2M excluding FFE. This cost seems high and is not being included in the College’s future capital plan at this stage. |
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| 3.4.3 | **Intervention 2 –** Cardonald Campus Environment Upgrade. This proposal would improve the public realm around the campus with the removal of fencing, improved landscaping and changes made to have one combined entrance using the College link corridor between the two buildings. This would make the campus more welcoming and rationalise external circulation. The cost for this proposal would be £624k and is included in the College plans dependent upon affordability and available funding. |
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| 3.4.4 | **Intervention 3a -** Learning Mall Option 1. This is a proposal to create a multi-function learning mall and general entrance foyer as a first point of contact for students and visitors to the Cardonald campus. This would be a new ground floor extension between the two main buildings at a cost of £6.3M excluding all FFE. This would be a desirable option for the College however it has not been included in the Strategy at this stage as there is unlikely to be funding available for it. |
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| 3.4.5 | **Intervention 3b -** Learning Mall Option 2. This is a second proposal to create a learning mall entrance at Cardonald facing on to Mosspark Drive which would require demolition and recreation of the Sports Block as that is the building currently in this position. This would be at a cost of £13.9M excluding FFE. This seems to be a very high cost and it would be hard to justify knocking down and replacing the Sports Building. |
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| 3.4.6 | **Future Works Option 1 -** Major redevelopment of the existing Cardonald campus at a cost of £76.3M excluding FFE. This is an outline cost included in the Gardiner & Thoebald and BDP report for a future potential option. |
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| 3.4.7 | **Future Works Option 2 -** Demolition of existing and new build College campus at Cardonald at a cost of £93.4M excluding FFE. This again is an outline cost for a future potential option in the report. |
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| 3.4.8 | A summary of these will be presented at the Development Day and a summary of the costings is attached. The Estates Strategy is based on a combination of the shorter term lower cost interventions. |
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| 3.4.9 | For the Anniesland campus the main issue as concluded in their report is the limited informal student space and their report refers to the earlier design for this which was already completed by the College, plus the option to use the other external space in the central courtyard area by erecting some form of canopy. It is proposed to consider how best to create additional student space in future estates plans. |
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| 3.4.10 | For the Langside campus the main points highlighted are that there are four separate buildings which makes the experience different for some students and the library is not in the main building. There is also the issue that one of the buildings is quite old i.e. the Mary Stuart Building. The suggestion in the report is that it would be possible to rationalize the campus and move all the buildings into one space however this would be at an extremely high cost with not enough benefit. The other parts of their proposal are to improve the external area outside the Mary Stuart building and the Litehouse, and to improve signage and it is proposed to include these in College estates plans.  |
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| **4** | **RISK ANALYSIS** |
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| 4.1 | There is a risk that if the estates planned works are not progressed annually then the College estate will not be fit-for-purpose and not provide the best student experience. |
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| **5** | **LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS** |
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| 5.1 | There are no legal implications from this paper and the financial implications are captured in the College capital masterplan. |
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| **6** | **HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?** |
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| 6.1 | N/A. |