

CITY OF GLASGOW
COLLEGE



Reflections on Improvements to the Design & Construction Stage
of the Recent NPD College Projects

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Project Overview

City of Glasgow College was created in 2010 through the merger of Central College Glasgow, Glasgow College of Nautical Studies and Glasgow Metropolitan College.

The estates comprised of 11 buildings of varying condition and lacked flexibility in delivering the curriculum.

The project was to condense to 2 buildings totaling 68000m².

The project was procured using the Non Profit Distributing (NPD) model.

Non-Profit Distributing (NPD)

Developed to replace the traditional Private Finance Initiative (PFI) model and as an alternative funding source to allow major infrastructure projects to be built.

Education Projects

City of Glasgow College	£223m
Ayrshire College	£50m
Inverness College	£50m

Funding Models

	Revenue budget			
	PFI	NPD	Hub revenue	MIM
Status	⊗ No longer in use	⊗ No longer in use	⊗ No longer in use	✔ To be used from 2020/21
History	Introduced in 1992. Replaced with NPD in 2005.	Introduced in 2005. Last project signed off in 2015, except for one modified contract signed in 2017.	Introduced in 2010-12. In April 2019, the Scottish Government announced it will not be used for revenue projects after 2020/21.	In May 2019, the Scottish Government confirmed that a version of MIM will be an option to deliver some central government assets.

Source: Appendix 4 Investments Models: Report: Privately financed infrastructure investment: The Non-Profit Distributing (NPD) and hub models

Dialogue with preferred bidders

Ensure right people are involved – get what you ask for – no comeback later.

Time is of essence – you can't spend too much time reviewing – if you miss something, it could have consequences for 25 years!

Only looking to establish if Contractors Proposals (CPs) meet College Requirements (CRs) – can't comment on quality, it either complies or it doesn't.

Liaison with Stakeholders

Design team met all stakeholders and produced the following data sheets - architectural, ICT, room layout and migration.

Important that stakeholders fully understand space and requirements, and have consulted their Staff.

Migration

Decant accommodation.

Group 3 equipment – College owned being moved to new building.

Paper and equipment reduction – 2 shelves and 1 locker issued to all Staff.

Moving of sensitive material – legal documents, passports, etc.

Moved 1400 Staff to new buildings.

Handover and Soft Landings

Classroom of the future.

Site visits for all Staff several months before handover.

Training and equipment.

Handover Date – too early – no going back as migration process emptied spaces in legacy buildings ready for new entry.

Building User Guide.

Soft landings – went well. Staff welcome packs, escorted into building, setup at desk with cupboards and lockers issued.

Contract Management

You still need the Staff you have now and possibly more! Although there is only one FM Contractor, contract management is more onerous.

Partnership approach.

Paymech.

PPM and Lifecycle.

Utilities

Renewable technologies – solar PV, solar thermal, CHP and rainwater harvesting.

CHP – biodiesel selected – inefficient and expensive to run – shutdown.

Joint Utilities Working Group.

Contract should have been setup in a way that put more onus on FM Contractor to ensure efficiencies in terms of utility consumption.

Summary

Buildings certainly much better than legacy buildings.

Ensure design and operational stages are well resourced. You will most likely need additional professional Staff.

Spend time on soft landings.

Building User Guide and O&M Manuals – ensure these are delivered on time!

Utilities – obviously cheaper price via Procurement Scotland, however, mechanism to penalize FM Contractor for inefficiencies should be considered.

Questions?