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## Learning Estate Investment Programme Programme Overview

# Learning Estate Investment Programme

## LEIP- Vision/Mission Statement



**Vision Statement** Scotland's Learning Estate Investment Programme – *Connecting People, Places and Learning*

**Mission Statement** The LEIP is a joint £2bn investment programme between Scottish and Local Government designed to:

1. improve the condition of the school estate;
2. support growth projects where there are no local condition priorities;
3. establish links across the learner journey where appropriate;
4. Benefit pupils to learn in condition A/B schools;
5. enable the delivery of wider SG policy objectives, including the guiding principles of the Learning Estate Strategy; and
6. support sustainable estate planning with clear investment and maintenance strategies

By delivering best value and contributing towards the achievement of the desired outcomes of the learning estate strategy, the investment programme will focus on delivering high quality, suitable, sustainable, low carbon and digitally enabled learning environments that support sustainable and inclusive economic growth. On a project by project basis, the programme may consider projects that support local population growth.

# Learning Estate Investment Programme

## LEIP- Outcomes and Benefits



### Outcomes & Benefits

Over the life of this parliament and the next, investment will enable the delivery of new or refurbished learning facilities across Scotland. Outcomes to be delivered include:

1. Pupils benefitting from new or refurbished learning facilities which are maintained in good condition and facilitate the delivery Scottish Government's three main education and skills priorities - Curriculum for Excellence (CofE), Getting it Right for Every Child (GIRFEC) and Developing the Young Workforce (DYW).
2. Ambitious energy efficiency targets of 67kwh/sqm/annum for core facilities.
3. Future proofed digital enablement of facilities with underlying digital infrastructure to support 11Gbps to at least one point in every learning and teaching space.
4. Support Economic Growth through the creation of jobs to deliver the facilities.
5. Ambitious embodied carbon targets of 600kgCO<sub>2</sub>e/m<sup>2</sup> for core facilities (Addition for Phase 3)
6. High quality facilities in terms of both construction and design quality.
7. Facilities that promote the drive towards net zero through zero emissions heating and electric vehicle charging points. (Addition for Phase 3)
8. Facilities that promote healthy learning environments. (Addition for Phase 3)
9. Infrastructure Technology used in an effective and efficient manner to support optimum use of the facility through its lifecycle.
10. Learning Lessons from previous projects/programmes to support delivery and outcomes of this investment programme – to be done through completion of post project reports and post occupancy evaluations.

# Learning Estate Investment Programme

LEIP- Programme Management



## Why a programme approach to LEIP?

*A programme approach to learning estate delivery enables central programme, financial and technical expertise to set the parameters, outcomes and targets for all projects that make up the overall programme.*

*It allows better monitoring of budget, industry and trends for reporting and sharing best practice purposes.*

*The central expertise can be drawn upon by all projects to help guide, inform and promote collaboration towards delivering the best learning estate facilities in Scotland as possible.*

*Lessons can be learned from the different approaches being adopted at a local level and shared at a national level.*

# Learning Estate Investment Programme

## LEIP- Reporting

The LEIP board will meet on a quarterly basis to discuss the progress of the programme and take a strategic look ahead at issues that may be of interest to and/or affect the programme. Demonstrating value for money will be key for the programme.

Quarterly agendas for the board have been set to ensure all responsibilities regarding the terms of reference are covered. There are standing agenda items that are covered at each board meeting to ensure appropriate oversight. The Strategic Look ahead section of the board meetings then allow discussion for any other topic that is relevant or may help inform the direction that LEIP is taking.

In addition to the board meetings an annual risk deep dive takes place with all board members.



Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Programme Progress Report</b>	<b>Programme Progress Report</b>	<b>Programme Progress Report</b>	<b>Programme Progress Report</b>
<b>Funding and Finance Report</b>	<b>Funding and Finance Report</b>	<b>Funding and Finance Report</b>	<b>Funding and Finance Report</b>
<b>Risk Management</b> New risks brought to the board	<b>Risk Management</b> inc. Full Risk Register	<b>Risk Management</b> New risks brought to the board	<b>Risk Management</b> inc. Full Risk Register
	<b>Programme Milestones –</b> Review of progress to date		<b>Programme Milestones –</b> Review current year and set following year
<b>Strategic Look ahead –</b> Items prioritised as appropriate for each board meeting	<b>Strategic Look ahead –</b> Items prioritised as appropriate for each board meeting	<b>Strategic Look ahead –</b> Items prioritised as appropriate for each board meeting	<b>Strategic Look ahead –</b> Items prioritised as appropriate for each board meeting

# Learning Estate Investment Programme

## LEIP- Roles & Responsibilities



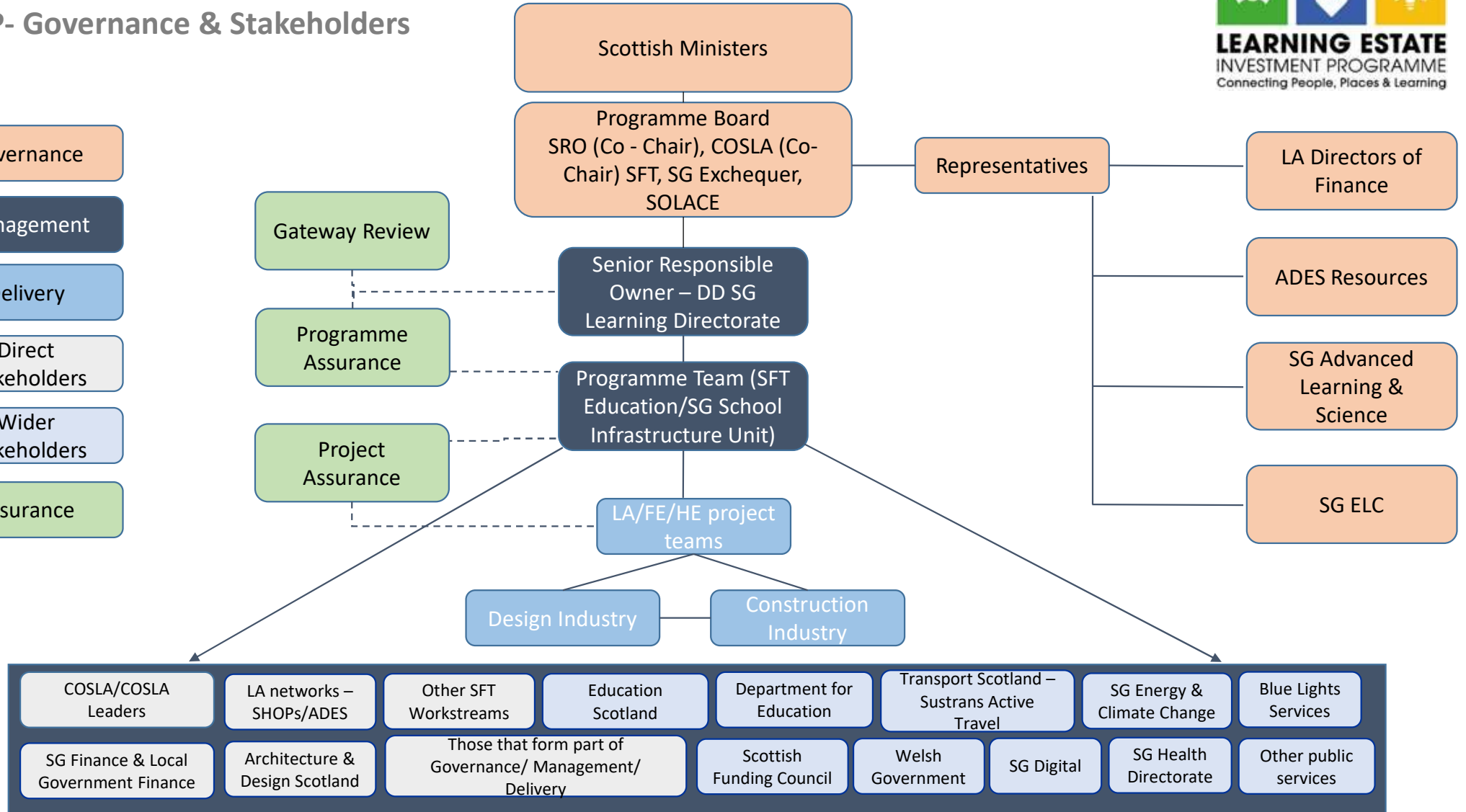
Role	Area of Focus
<b>Senior Responsible Owner</b>	<ol style="list-style-type: none"> <li>1. Primary contact for engagement with Ministers</li> <li>2. Establishing and effectively engaging with the Programme Board as Co Chair</li> <li>3. Represents the views of Scottish Government on the board</li> <li>4. Provides overall strategic guidance to the programme</li> <li>5. Maintains overall financial responsibility to the programme</li> <li>6. Ensure effective risk management strategies and quality assurance arrangements are in place</li> </ol>
<b>Local Government</b>	<ol style="list-style-type: none"> <li>1. LAs represented on the board at officer level by COSLA (co-Chair), SOLACE, DoFs/ADES Resources (attendees)</li> <li>2. LA representatives will form part of the approval structure for the criteria and process for future projects to be selected as part of the programme (final decision rests with Scottish Ministers)</li> <li>3. LAs responsible for procurement and delivery of projects that form part of the programme and must provide adequate reporting updates to keep the board informed of progress</li> </ol>
<b>SFT</b>	<ol style="list-style-type: none"> <li>1. SFT will work with LAs and SG to manage programme and support achievement of objectives and outcomes by: <ul style="list-style-type: none"> <li>• Encouraging and supporting collaboration;</li> <li>• Co-ordinating programme delivery within budget parameters;</li> <li>• Develop and implement vfm funding models;</li> <li>• Identify best means of achieving programme objectives/outcomes;</li> <li>• Share best practice and lessons learned across the programme</li> </ul> </li> </ol>

# Learning Estate Investment Programme

## LEIP- Governance & Stakeholders



- Governance
- Management
- Delivery
- Direct Stakeholders
- Wider Stakeholders
- Assurance



# Learning Estate Investment Programme

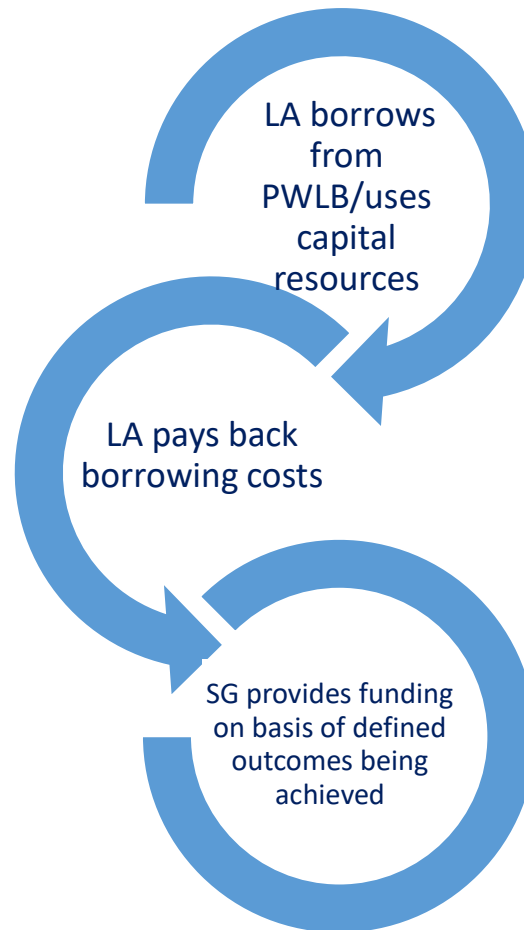
## LEIP- Outcomes Based Funding Model



### History/Outcomes

1. Outset of Programme – no capital funding available and no ability to use a private finance structure
2. Outcomes Funding Model developed in collaboration with LA partners
3. SG funding provided on achievement of 4 defined outcomes:
  - Continued good condition of school for 25 years;
  - Set in use energy efficiency target;
  - Digitally enabled – 1Gbps (11Gbps for phase 3)
  - Set job creation targets for size of project
  - Set embodied carbon target (Phase 3)

### Mechanics



### Benefits

1. Provides additionality to SG capital budgets and less expensive than private finance routes
2. LAs have flexibility in future use of building
3. Outcomes aligned to wider SG policies, Infrastructure Investment Plan, Learning Estate Strategy



# Learning Estate Investment Programme

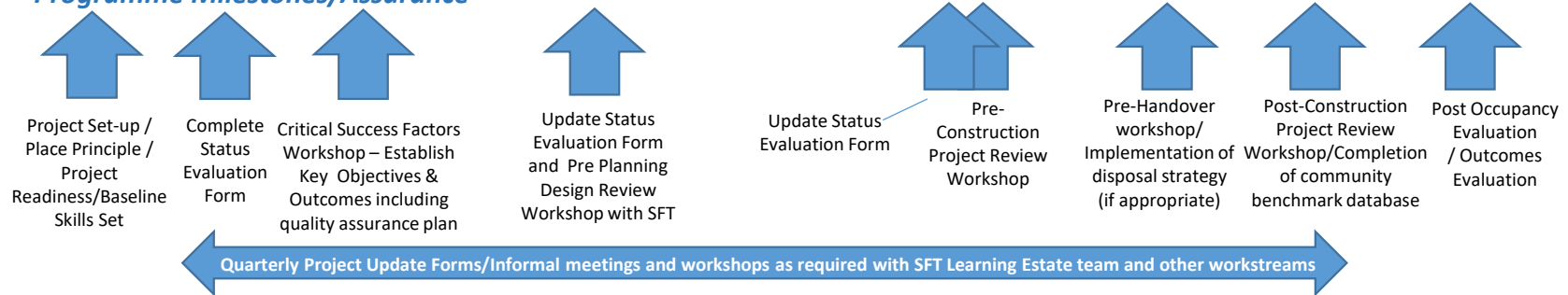
LEIP- Project Development Process



## RIBA Stages



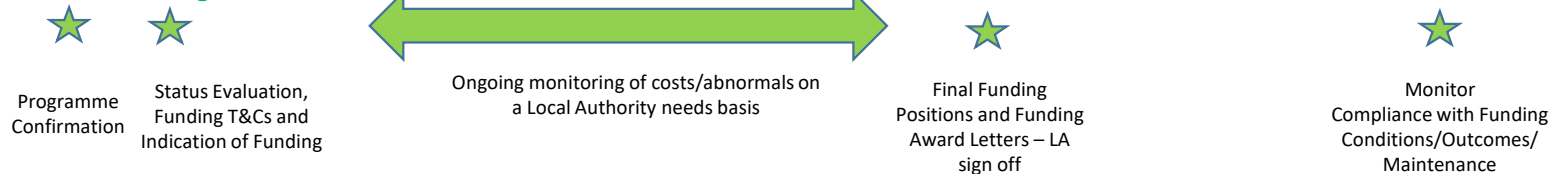
## Programme Milestones/Assurance



## Programme Outcomes



## Programme Funding



# Learning Estate Investment Programme

## LEIP- Collaboration



### **Collaboration**

The programme team encourages collaboration across the authorities and projects in the programme to share best practice and lessons learned but also to share and understand some of the common issues faced and draw on expertise to enable a solution where possible. Areas for collaboration include:

1. How to develop measurable outcomes/objectives for a project
2. Community & Lifelong – public access to educational facilities
3. Digital Enablement
4. Energy Efficiency
5. Transitions - Change Management
6. Transitions – Design for the future workplace
7. Procurement of Services
8. Study Visits/previous lessons learned
9. Future Design – post COVID world