



Glasgow City Council

Education, Skills and Early Years City Policy Committee

Report by Executive Director Neighbourhoods, Regeneration & Sustainability

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Glasgow Schools' Public Private Partnership – Handover Project
Briefing Report

Purpose of Report:

To provide an update on the Glasgow School's Public Private Partnership - Handover Project.

Recommendations:

The Education, Skills and Early Years City Policy Committee are asked to note the content of this report.

Ward No(s): N/A

Citywide: ✓

Local member(s) advised: Yes No ✓

consulted: Yes No ✓

PLEASE NOTE THE FOLLOWING:

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1. Background

- 1.1. Glasgow City Council commenced a Public Private Partnership (“PPP”) contract with their private sector partner, 3 ED Glasgow Ltd (“3ED”) on 29th June 2000.
- 1.2. 3ED are a private entity created to design, finance, build, operate, and maintain school buildings as part of a long-term contract. These styles of contract are commonly used to leverage private sector capital, expertise, and efficiency in the construction and on-going operation of public infrastructure.
- 1.3. 3ED is managed by a Board of Directors appointed to represent the interests of company shareholders. The main shareholders of 3ED are Semperian, Dalmore, and Aberdeen.
- 1.4. The contract raised significant private capital which enabled the construction of new schools, and the refurbishment / extension of existing school buildings, primarily within the council’s secondary school estate. This agreement now provides building-related services to 29 standalone secondary schools¹, 1 standalone primary school² and 1 co-located primary school³.
- 1.5. Day-to-day services are provided by a project supply chain, with Amey and Galliford Try acting as key sub-contractors of 3ED for the provision of Soft Facilities Management, Hard Facilities Management, and Lifecycle Investment.
- 1.6. With the contract set to expire on 30th June 2030, this update has been prepared to provide the Education, Skills and Early Years City Policy Committee an overview of the PPP Handover Project as the council transitions towards a new service model.

2. Handover Project

- 2.1. The main services currently provided through the contract include:
 - 2.1.1. Soft Facilities Management (cleaning and janitorial),
 - 2.1.2. Hard Facilities Management (reactive repairs and Planned Preventative Maintenance), and
 - 2.1.3. Lifecycle Investment.
- 2.2. Expiry of the PPP contract on 30th June 2030 will significantly impact on how the PPP school estate is managed, as these services must transition (i.e. be ‘handed over’) to the new service model which is being developed by the council.

¹ All secondary schools with exception of Àrd-sgoil Ghàidhlig Ghlaschu, the ‘Glasgow Gaelic School’.

² Knightswood Primary School.

³ Golfhill Primary School, located within Whitehill Secondary School.

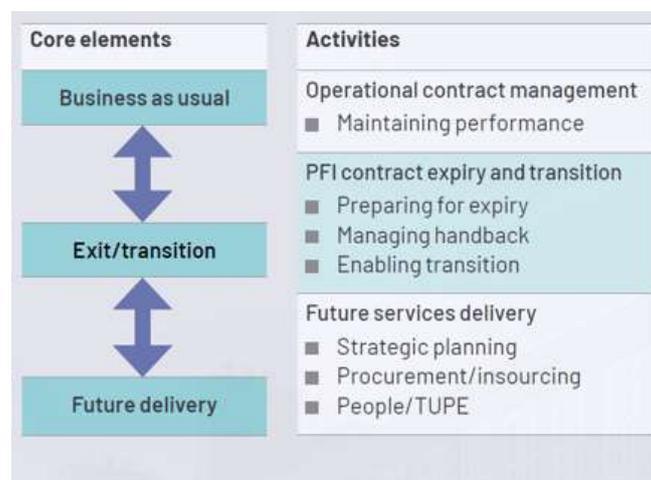
- 2.3. Recognising the scale and complexity of this change, and in accordance with industry guidance, the council initiated their Handover Project in June 2024, circa 6-years prior to contract expiry.
- 2.4. The primary purpose of the Handover Project is to manage all risks associated with expiry of the contract and support the development and transition to the new service model which will replace the contracted services.

3. Project workstreams and governance structure

- 3.1. A dedicated team within the council's Neighbourhoods, Regeneration & Sustainability manage the business-as-usual aspects of the contract and ensure that 3ED meet their contracted obligations. Prior to this, the monitoring of the contract was part of the duties and responsibilities performed by Access LLP on behalf of the Council. As the performance of the contract was regulated by a contract, there was a more limited requirement for wider reporting.
- 3.2. A dedicated Project Manager was appointed in June 2024 to manage all aspects of the PPP Handover Project.
- 3.3. Based within the Property Asset Management function of Neighbourhoods, Regeneration & Sustainability, and working closely with Education Services, the Group Manager (PPP Handover) is managing the delivery of this important project in line with the council's Project Management Toolkit.

Project workstreams

- 3.4. The PPP Handover Project comprises three core elements, which are outlined below:

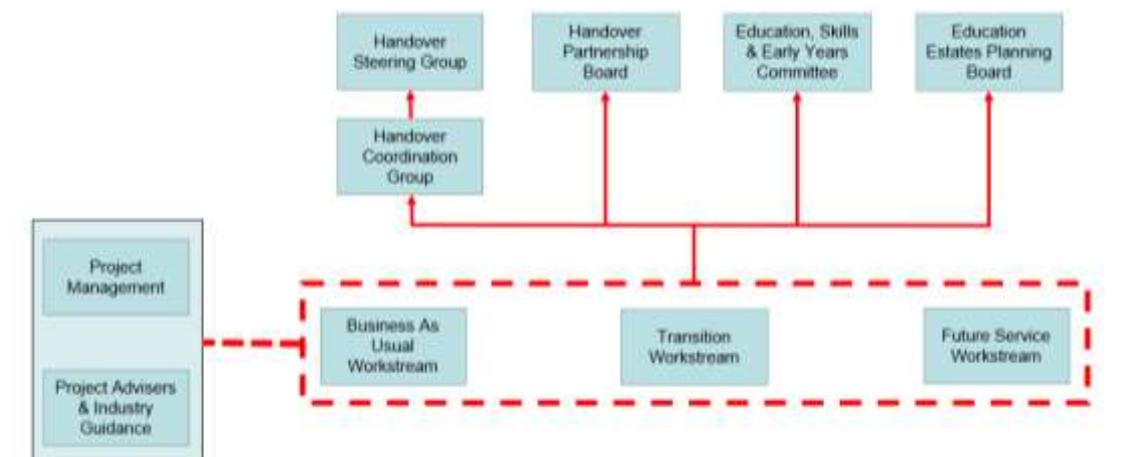


- 3.5. In broad summary, the PPP Handover Project spans the Business As Usual management of the contract and will also enable the planning, preparation and transition to the new service model which will replace the contracted services at contract expiry in June 2030.

- 3.6. A key project activity is to conduct building condition surveys of the PPP estate. This process is critical to ensure that buildings are handed over to the council in a condition that meets contract obligations.
- 3.7. On 18th September 2025, the Contracts & Property Committee approved a contract award to Mott MacDonald (contract reference - GCC006360CPU) to undertake these surveys on behalf of the council.
- 3.8. The building surveys are due to commence in February 2026 and are being overseen by a dedicated working group consisting of senior officers from across the council family, including representation by Heads of Establishment within Education Services.

Project governance structure

- 3.9. A governance structure is now in place to control the successful delivery of this strategic project, as outlined below:



- 3.10. In summary, a Handover Coordination Group and Handover Steering Group provide the necessary project oversight, ensure the appropriate level of resources, and control risk. The Handover Steering Group is chaired by the Executive Director of NRS, and represented by:

- Interim Executive Director of Education Services.
- Director of Financial & Business Services – Financial Services.
- Director of Legal and Administration – Legal Services.
- Divisional Director (Property, Housing & Major Projects) – NRS.
- Divisional Director (Finance & Transformation) – NRS.

- 3.11. A Handover Partnership Board is in place to maintain a positive working relationship at the most senior level of the partnership. This group is chaired by the Executive Director of NRS supported by senior officers within Glasgow City Council. 3ED is represented by Directors within Semperian, Dalmore, and Aberdeen.
- 3.12. Client oversight is provided through the Education Estates Planning Board, which is chaired by the Interim Executive Director of Education Services and supported by key officers within Education Services and NRS.
- 3.13. Further political oversight is provided by the Education, Skills & Early Years ('ESEY') City Policy Committee, with full details of this Committee structure available on the Glasgow City Council Committee webpage.
- 3.14. An internal audit of the project governance arrangements was carried out in late 2025 and these findings and recommendations will be reported to the council's Finance and Audit Scrutiny Committee in early 2026.

4. Future service model

- 4.1. A key focus of the project is to develop the future service model that will replace the contracted services from 1st July 2030.
- 4.2. An initial high-level assessment of available options has been undertaken and is detailed in the Strategic Business Case. Broadly speaking, there are three options that could be considered.
- 4.3. Services could be delivered:
 - in-house,
 - through an external service provider, or
 - a combination of both.
- 4.4. Further work will be undertaken in 2026 to refine these options, prepare financial assessments for consideration by Elected Members, and ultimately facilitate the council's decision-making process.
- 4.5. It is essential this activity is prioritised to allow sufficient time to plan and mobilise the transition to a new service model as part of the PPP Handover Project.

5. Policy and Resource Implications

Resource Implications:

Financial: Project expenditure is managed and reported as part of the established project governance structure.

The Director of Financial and Business Services is a member of the PPP Handover Steering Group.

Legal: Legal matters are managed and reported as part of the established project governance structure.

The Director of Legal and Administration is a member of the PPP Handover Steering Group. The PPP contract employs a large number of staff across several external suppliers. Matters affecting personnel are managed and reported as part of the established project governance structure with support from Human Resources staff as required.

Procurement: Procurement matters are managed and reported as part of the established project governance structure.

The Director of Legal and Administration and the Director of Financial and Business Services are members of the PPP Handover Steering Group.

Council Strategic Plan: This project is of strategic importance to the council and contributes to missions that span multiple Grand Challenges, including raising attainment amongst children and young people.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2025-29? Please specify.

Not applicable at this stage.

What are the potential equality impacts as a result of this report? Not applicable at this stage.

Please highlight if the policy/proposal will help address socio-economic disadvantage. Not applicable at this stage.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: Not applicable at this stage.

What are the potential climate impacts as a result of this proposal? Not applicable at this stage.

Will the proposal contribute to Glasgow's net zero carbon target? Not applicable at this stage.

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report
Y/N

If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out

6. Recommendations

- 6.1. The Education, Skills and Early Years City Policy Committee are asked to note the content of this report.