



Glasgow City Council

**Education, Skills and Early Years
City Policy Committee**

Item 1

1st October 2026

**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 ✓

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1. Background

1.1. The previous Committee update on the PPP Handover project was provided on 12th March 2026 and noted the following:

- The council's PPP contract with 3ED Glasgow Ltd ("3ED") provides building-related services to 29 standalone secondary schools¹, 1 standalone primary school² and 1 co-located primary school³.
- Expiry of the PPP contract on 30th June 2030 will significantly impact on how the school estate is managed, as the contracted services must transition (i.e. be 'handed over') to a new service model which is being developed.
- The PPP Handover project was initiated in June 2024 and is being delivered in line with the council's Project Management Toolkit and reported through an established internal governance structure.
- A key project workstream involves building condition surveys to determine any works required to bring buildings up to the contracted standard for expiry. A contract award to Mott MacDonald was approved by the Contracts & Property Committee on 18th September 2025 to provide this service (contract reference - GCC006360CPU).

1.2. The PPP Handover project has made significant progress since the last Committee update, as detailed in this report.

2. Progress update

2.1. A progress update on the key project activities is provided below.

Building condition surveys

2.2. PPP Handover projects use building condition surveys to identify issues that should be rectified by the private sector partner prior to expiry of the contract to ensure public assets are handed back to the contracted standard.

2.3. Building condition surveys have now been completed for all 31 PPP school establishments. The surveys were conducted in three tranches as follows:

- **Tranche #1 - 6x school establishments:** February 2026 mid-term break.
- **Tranche #2 - 8x school establishments:** April 2026 Spring break.
- **Tranche #3 - 17x school establishments:** 2026 summer holidays.

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.

- 2.4. The surveys were conducted by experienced and qualified building surveyors registered with the Royal Institution of Chartered Surveyors (“RICS”) and employed by Hardies Property & Construction Services as a sub-contractor of Mott MacDonald.
- 2.5. Each survey team consisted of between 3 and 4 surveyors, including a specialised energy surveyor who provides an Energy Performance Certificate for each school which recommends energy management and renewables investment opportunities.
- 2.6. Survey teams undertook a full day visual inspection of each school to ensure all elements of the buildings were assessed. Drones were also used to investigate difficult to access roof areas.
- 2.7. Officers within the council’s Property Asset Management team and Mott MacDonald were present at every school survey to provide support to the surveyors as needed.
- 2.8. All elements of the building were assessed and graded based on the following condition ratings:

Grade	Expression	Description
A	Good	As new and performing as intended and with regular maintenance will continue to operate efficiently.
B	Adequate	Performing as intended but exhibiting minor deterioration.
C	Fair	Exhibiting major defects and / or not operating as intended and will require attention in the short term, although not immediate.
D	Poor	Life expired and / or serious risk of imminent failure.

- 2.9. For each finding, the surveyors made recommendations regarding any works that should be undertaken to rectify issues between now and 2035; an estimated value of these works was also stated.
- 2.10. Whilst the contract expires on 30th June 2030, 3ED have an obligation to provide a 5-year residual useful life for the school assets, hence why the survey recommendations run to 2035.

Development of Renewal Works

- 2.11. The council has now received all Tranche #1, Tranche #2 and some Tranche #3 reports; the final reports will be issued by the end of September 2026.
- 2.12. The reports to date find that, as anticipated, schools will require maintenance investment between now and contract expiry. Positively, it is clear from the surveys that schools are receiving a planned and reactive maintenance service as required by the contract.

- 2.13. The next phase of the project is to develop and agree the Renewal Works with 3ED and the contract supply chain. This is the agreed schedule of works to be undertaken by 3ED before the expiry of the contract.
- 2.14. To help support the preparation of the Renewal Works proposals, the council has shared the condition survey reports with 3ED on the expectation these recommendations will feature in the proposals. The council anticipates the Renewal Works proposals will be agreed in early 2027.

Future service model

- 2.15. As detailed in the previous Committee update, a core aspect of the project is to develop the future service model that will replace the contracted services from 1st July 2030.
- 2.16. A Strategic Business Case has been developed for the project which sets out the initial high-level assessment of available options. Broadly speaking, there are three options that could be considered.
- 2.17. Services could be delivered:
- In-house.
 - Through an external service provider.
 - A combination of both.
- 2.18. Since the last Committee update, a more in-depth assessment of the council's in-house supply chain has been undertaken. This involved a series of workshops with City Building and Catering & FM to ensure they fully understood the service requirements. The process culminated in a written response to a questionnaire documenting their capability and capacity to provide these services - if brought in-house.
- 2.19. The council is also in the process of conducting a benchmarking exercise with other public sector organisations which recently procured an external Facilities Management service. This process is intended to assess the potential external market offering and allow for a fair comparison against returning the services in-house.
- 2.20. These findings, alongside a post-handover financial model, are being documented in an Outline Business Case. The Outline Business Case follows the HM Treasury Green Book model and is informed by emerging post-expiry model business case guidance produced by Scottish Futures Trust.
- 2.21. The Outline Business Case will recommend the future service model and support the council's decision-making process. The timing of this decision is important to allow sufficient time to transfer the outgoing service to the new service.

3. 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.
- Personnel:* 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

Not applicable.

4. Recommendations

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