2026 - 2030

Glasgow Kelvin College

Glasgow Kelvin College
Infrastructure Strategy

Contents

Welcome

Welcome to Glasgow Kelvin College's Infrastructure Strategy. This Strategy sets out our commitment to providing high-quality, sustainable and future-ready physical and digital infrastructure that supports excellent learning, teaching and student outcomes. It reflects our responsibilities as a public sector institution to manage our estate and digital assets effectively, respond to climate change, and ensure best value from investment, while enabling the College to meet the needs of our learners, staff, partners and communities now and into the future.

Strategy Purpose

The Infrastructure Strategy sets out how Glasgow Kelvin College will plan, prioritise, invest in and manage its physical estate and digital infrastructure to enable delivery of the College Strategy 2030 and to meet the expectations of the Scottish Funding Council. It provides a clear, evidence-based framework to guide strategic decision-making and investment planning, ensuring that infrastructure resources are directed to where they add greatest value and deliver the strongest impact for learners, staff and communities.

Infrastructure, encompassing both physical assets and ICT and digital systems, is fundamental to the delivery of high-quality learning, teaching, student support and organisational resilience. This Strategy recognises the interdependency between buildings, spaces and digital capability and adopts a whole-systems, future-ready approach to infrastructure planning. It ensures alignment between curriculum delivery, operational requirements, digital resilience and long-term organisational sustainability.

In line with Scottish Funding Council guidance, the Strategy supports effective asset management and the sustainable use of public funds by

- establishing a consistent approach to prioritisation, lifecycle planning and optimisation of both estate and digital infrastructure.
- providing the basis for addressing condition and compliance risks, improving space utilisation, maintaining high levels of digital reliability.
- balancing investment, maintenance and renewal within an affordable and financially sustainable framework

The Strategy also responds directly to the College's statutory and sector-wide climate change duties. It embeds sustainability, net zero and climate resilience considerations within infrastructure decision-making, setting out how estate and digital investment will contribute to reducing carbon emissions, improving energy efficiency, enhancing resilience to climate impacts and supporting the transition to a low-carbon economy.

Through this Strategy, Glasgow Kelvin College will ensure that its infrastructure

- provides an outstanding physical and virtual learning environment that is safe, accessible, inclusive which supports learner participation, staff wellbeing and equality of opportunity
- enables blended, digital and innovative modes of learning and working
- is robust, secure and resilient in the face of technological change, cyber risk and climate impacts
- supports partnership working, community benefit and place-based impact
- demonstrates responsible stewardship and long-term sustainability of public assets

The Strategy will guide infrastructure planning and assurance to 2030, ensuring that physical and digital infrastructure actively enable educational excellence, financial sustainability and delivery of Scottish Funding Council priorities and outcomes.

Strategic Ambition, Priority and Objectives

Strategic Ambition

1. Inclusive, high-quality and technology-enabled learning Support inclusive, effective learning with suitable physical and digital infrastructure	**2. Future-ready, resilient and well-maintained estate** Develop a future-ready, resilient and well-maintained estate that supports modern pedagogy and long-term sustainability	**3. Sustainability, net zero and climate resilience** Embed sustainability, net zero and climate resilience at the heart of infrastructure planning and investment	**4. Anchor institution and place-based impact** Maximise the impact of College infrastructure as an anchor institution supporting place-based growth and community benefit

Strategic Objectives

1.1 Ensure all teaching and learning spaces meet agreed accessibility, inclusive design and digital accessibility standards, reducing physical and digital barriers to participation.	2.1 Address critical and significant estate condition risks through planned investment, lifecycle replacement and prioritised backlog reduction.	3.1 Reduce carbon emissions from the estate in line with national and Scottish Funding Council net zero trajectories.	4.1 Act as an anchor institution by maximising the shared use of buildings, facilities and vehicle fleets to support partners, employers and communities.
1.2 Provide reliable, resilient and campus-wide digital infrastructure that supports blended, hybrid and innovative modes of learning and teaching.	2.2 Continually evolve learning environments through flexible, reconfigurable and future-focused space design aligned to modern pedagogy and delivery models.	3.2 Identify, assess and progress low-carbon heat solutions across all campuses, supported by robust business cases and partnership opportunities.	4.2 Strengthen the reach and impact of community learning centres by providing safe, accessible and digitally enabled local learning environments.
1.3 Maintain high availability and performance of core digital learning systems to support continuity, quality and confidence in learning delivery.	2.3 Improve space utilisation and efficiency across the estate, ensuring effective use of assets without detriment to the student or staff experience.	3.3 Improve energy efficiency, fabric performance and environmental sustainability through targeted investment and modernisation of buildings and systems.	4.3 Support community-based learning and economic participation through flexible, well-connected estate provision across campuses and outreach settings.
1.4 Enhance student experience and wellbeing through the provision of high-quality learning, social and informal study spaces that support collaboration, belonging and engagement beyond the classroom.	2.4 Deliver major estate improvement programmes, including the Springburn Campus cladding replacement, to enhance safety, resilience, energy performance and the long-term integrity of College assets.	3.4 Use campuses and community learning centres as visible demonstrators of sustainability and low-carbon practice that support learning, skills development and public engagement in the just transition.	4.4 Demonstrate clear alignment between estate investment decisions and local, regional and national place-based priorities, reporting on community benefit and social impact generated through infrastructure use.

Strategic Enablers

Digital Capabilities

Digital enables resilient, sustainable and future-ready infrastructure through cloud-first design, strong cyber resilience and modern device management. Reliable digital platforms underpin teaching, learning and operations while supporting business continuity and security. Digital also contributes to sustainability objectives by reducing reliance on physical infrastructure, optimising resource use and enabling more efficient, digitally enabled ways of working.

Supporting digital enablers:
3.1, 3.2, 3.3, 3.4, 4.1

Sustainability

Sustainability is central to the Infrastructure Strategy through delivery of a structured pathway toward net zero, climate-resilient estates and nature-positive campus environments. Decarbonisation, adaptation planning and biodiversity enhancement are embedded within estates management, capital investment and asset planning, ensuring infrastructure decisions align with statutory duties, financial sustainability and long-term resilience.

Supporting sustainability enablers:
1.1, 1.2, 1.5, 2.2, 3.1

College Infrastructure Strategy (CIS)

The Scottish Funding Council College Infrastructure Strategy (CIS) supports a consistent, evidence-based approach to planning and investment across physical estate, digital infrastructure and net zero transition, ensuring alignment with national priorities and expectations. Through engagement with CIS data, baselines and investment planning processes, the College is enabled to prioritise resources effectively, reduce estate risk and backlog, improve asset utilisation and demonstrate strong stewardship of public funds. CIS also strengthens long-term planning and assurance, supporting the delivery of infrastructure that enables College Strategy 2030 outcomes.

Activities, Targets and KPIs to 2030

Key Activities

Delivery of the Infrastructure Strategy will be taken forward through a small number of integrated, strategic activity programmes. These activities reflect the Scottish Funding Council's expectations for effective estate and infrastructure stewardship and support delivery of the College Strategy 2030.

- Planned renewal of priority estate assets based on condition, risk and impact
- Delivery of the Springburn cladding programme as part of a wider estate risk reduction plan
- Lifecycle replacement planning embedded across all campuses
- Reconfiguration and enhancement of teaching, learning and informal spaces
- Investment in flexible, technology-enabled environments supporting modern pedagogy
- Student-informed design of learning and social spaces
- Reconfiguration and enhancement of teaching, learning and informal spaces
- Investment in flexible, technology-enabled environments supporting modern pedagogy
- Student-informed design of learning and social spaces
- Development of resilient, secure and cloud-enabled digital infrastructure
- Improvement of network performance, reliability and digital teaching capability
- Strengthening cyber resilience and business continuity
- Delivery of a phased carbon reduction and decarbonisation programme
- Development of low-carbon heat and energy solutions (subject to funding)
- Integration of climate adaptation and resilience into estate planning
- Improving utilisation of teaching and non-teaching space
- Reducing under-used assets while protecting learner experience
- Using estate data to inform investment decisions
- Shared use of buildings and facilities with partners and communities
- Strengthening community learning centre infrastructure
- Demonstrating measurable community and place-based impact

Strategic Targets

By 2030, the College will achieve the following high-level outcomes:

- A safe, compliant and resilient estate with critical condition and safety risks reduced to an acceptable level.
- Inclusive, accessible and digitally enabled learning environments across all campuses and community learning centres.
- Reliable and resilient digital infrastructure supporting high-quality learning, teaching and organisational resilience.
- Measurable progress towards national and Scottish Funding Council net zero and sustainability expectations.
- More efficient use of College space and assets without detriment to learner or staff experience.
- Infrastructure that demonstrably supports community use, partnership working and place-based impact.

These targets will be supported by detailed delivery plans, capital programmes and operational strategies which will be reviewed and updated periodically.

Strategic KPIs, Baselines and Yearly Targets (to 2030)

Strategic Objectives	KPI	Baseline KPI	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30
1.1, 1.3, 1.4	Learning spaces meet accessibility & inclusive design standards (%)	Baseline to be confirmed	Baseline set; gaps prioritised	Improved	Majority compliant	All core spaces compliant
1.2, 1.4	Core teaching spaces digitally enabled for blended delivery (%)	Baseline to be confirmed	Baseline set	≥75%	≥90%	100% core spaces
1.4	Learner satisfaction with learning & campus environments (SSES)	Baseline set	+5%	+8%	+10%	+12–15%
2.1, 2.2, 2.3, 2.4	Critical estate risk and backlog reduced (%)	Baseline to be confirmed	≥40%	≥60%	≥80%	Residual risk managed
2.1, 2.4	Statutory, safety and compliance assurance (%)	Baseline to be confirmed	≥95%	≥98%	100%	Maintain 100%
1,4, 2.3	Teaching space utilisation efficiency (%)	c. 69%	≥71%	≥72%	≥74%	≥75%
2.1, 2.4	Springburn cladding programme progress	0%	Commenced	30–40%	60–70%	Substantial completion
3.1	Estate carbon emissions on national/SFC trajectory	Baseline set	On trajectory	On trajectory	On trajectory	On trajectory
3.2	Campuses with agreed low-carbon heat solutions (%)	0%	≥33%	≥66%	100%	Delivery (subject to funding)
3.3	Estate energy efficiency & fabric performance (trend)	Baseline set	Improving	Improving	Improving	Sustained improvement
4.1	Shared-use of College estate operational	Not in place	Framework approved	Operational	Embedded	Reviewed & embedded
4.3	Community & partner use of College facilities (trend)	Baseline set	Increasing	Increasing	Increasing	Sustained growth
4.2, 4.4	Community learning centres meet agreed standards (%)	Baseline to be confirmed	Baseline set	≥75%	≥90%	100%

Note: Where numeric baselines or targets are not yet confirmed, “Baseline to be confirmed” is deliberately used. This reflects good practice and avoids premature commitments ahead of funding, surveys or refreshed data.

KPI Measurement, Data Source and CIS Theme Mapping

CIS Themes used:

- P = Physical estate
- D = Digital infrastructure
- NZ = Net zero & sustainability
- PL = Place-based / anchor institution

Strategic KPI	**How the KPI is Measured / Calculated**	**Primary Data Source**	**CIS Theme(s)**
Learning spaces meet accessibility & inclusive design standards (%)	Number of teaching and learning spaces assessed as meeting agreed accessibility and inclusive design standards ÷ total number of teaching spaces	Estates condition surveys; accessibility audits; refurbishment sign-off documentation	P
Core teaching spaces digitally enabled for blended delivery (%)	Rooms meeting agreed AV, Wi-Fi and digital teaching specification ÷ total core teaching rooms	IT / AV asset registers; capital project records	P, D
Learner satisfaction with learning & campus environments (SSES)	Percentage of positive responses to relevant SSES questions; monitored year-on-year	Student Satisfaction and Engagement Survey (SSES)	P, D
Critical estate risk and backlog reduced (%)	Proportion of critical and significant backlog issues resolved ÷ baseline backlog position	Estates condition surveys; capital investment tracking	P
Statutory, safety and compliance assurance (%)	Assets compliant with statutory and safety requirements ÷ total assets subject to inspection	Estates compliance registers; internal audit reports	P
Teaching space utilisation efficiency (%)	Timetabled hours used ÷ total available teaching hours; tracked year-on-year	Timetabling system; space utilisation studies	P
Time-limited: Springburn cladding programme progress	Percentage of construction scope completed against the approved programme	Capital programme management reports	P
Estate carbon emissions on national/SFC trajectory	Annual estate carbon emissions compared with agreed baseline and national/SFC trajectory	Utilities data; carbon reporting tools; SECR methodology	NZ
Campuses with agreed low-carbon heat solutions (%)	Number of campuses with approved feasibility studies or business cases for low-carbon heat ÷ total campuses	Estates strategy documentation; business case approvals	NZ
Estate energy efficiency & fabric performance (trend)	Improvement in energy intensity (kWh/m²) and/or EPC ratings over time	Energy monitoring reports; EPC assessments	P, NZ
Shared-use of College estate operational	Maturity assessment: framework not in place / approved / operational / embedded	Approved policies; partnership and usage agreements	PL
Community & partner use of College facilities (trend)	Trend analysis of bookings, usage hours or partner utilisation over time	Room booking systems; community learning centre records	PL
Community learning centres meet agreed standards (%)	Centres meeting agreed accessibility and digital enablement standards ÷ total community learning centres	Estates audits; IT connectivity assessments	P, D, PL