

LEIP Phase 3

A new community education campus on the Isle of Mull

The Vision

A new campus on Mull will

- support even more vibrant and thriving Island communities. Children, young people and lifelong learners are stewards and ambassadors for island life, confidently participating in all aspects of their communities. Attainment and achievement will be further enhanced for learners across a new campus.
- increase positive destinations and our secondary young people will be educated in a modern school estate in line with 97% of secondary pupils across Argyll and Bute, ensuring island equity. Purposely designed immersion spaces, both indoors and outdoors, to support Gaelic language will significantly raise the profile, attainment and achievement of all Gaelic learners.
- provide access to lifelong learning for all its learners. The welcoming, flexible spaces will be well used by members of the community, enhancing their wellbeing and supporting community cohesion.

Innovation will be central to a new campus on Mull and it will promote and support partnership working with service providers, employers and community partners for the benefit of all, ensuring that it develops and promotes the skills and attributes required by our young people and adult learners to be successful in gaining local employment and contributing to the local island economy. It will use local resources and expertise to ensure a low carbon footprint with reduced revenue, operational, repair, and maintenance costs.

"We share the collective vision of "a Learning Estate which supports Excellence and Equity for all."

A new Mull Campus will be at the heart of economically thriving and connected communities that are welcoming, diverse and outward looking and will attract more people to live and work here.

- It will create a welcoming and integrated learning estate that brings together a range of community services and opportunities into one location. This could include: enterprise, family learning, further education, workspace for council and community use, health and social care services, police, fire, customer service point, leisure, library and voluntary organisations. The estate should be seen as an enabler for local outcomes
- The Learning spaces will be creative and inspiring, able to be used flexibly to support a range of learning styles and pedagogical approaches. They will be futureproofed and support the learner journey at all stages, including transition. They will include excellent, flexible provisions for: ASN, nurture, Gaelic medium education, STEM, theatre/cinema/performance, sport and leisure with an emphasis on community health and wellbeing, and space to celebrate culture

and display art around the estate. Learners of all ages will utilise the facilities through the school day and beyond

- External spaces will be an integral part of both learning and community experience, engaging and supporting learners through the provision of high quality external social and curriculum areas, and with space for growing and enterprise activities. Spaces will be created that can be used all year allowing the outdoors to be brought inside, to support wellbeing and enhanced learning for all
- A new campus on Mull will be fully accessible to those learning, working and visiting
- It should be accessible through integrated walking, cycling and public transport routes
- Equity will be central to a new campus on Mull
- There will be high quality connectivity and digital technology. It will provide high quality virtual learning opportunities as well as face to face opportunities
- A new campus on Mull will be sustainable in all aspects of its operation. It will make best use of local resources to reduce its carbon footprint, provide spaces that support healthy and cohesive communities, and look for opportunities to generate sustainable revenue streams
- Every opportunity to innovate will be explored. Suggestions include: collaborating with the marine, aquaculture, food and drink, tourism and construction sectors to skill up their future workforce and develop low carbon energy solutions and create an efficient/low carbon learning estate
- Engagement is key to success. A new campus on Mull will take a place-based approach to development and will be developed and delivered in consultation with the local communities following the Community Engagement Standards and statutory guidance, including consideration of Islands Impact Assessments, all overseen by the Scottish Government

Learning provision is also changing to reflect the different needs of how pupils learn, what is expected by employers, and what would be beneficial to build a vibrant, resilient economy on the islands. The traditional, centralised classroom style of teaching that was experienced by so many of us is now being challenged by the expectations of learners, availability of technology, innovation from teachers, and needs of future employers.

A new campus on Mull will offer an opportunity to design an approach to integrated education that goes from early years to life-long learning.

The Proposal

The proposed new campus on Mull presents the opportunity to deliver a state-of-the-art community learning facility which supports high quality digital connectivity and flexibility to support life long learning, wellbeing and economic growth. In particular, a new campus on Mull will provide considerable educational benefits.

Curriculum and Learning

With staff and learners in one accessible building will offer a learning environment that encourages higher levels of collaborative working among educational professionals, resulting in improved levels of attainment and achievement and providing a wider range of opportunities for children and young people to achieve their full potential as successful learners, confident individuals, responsible citizens and effective contributors.

Meeting learners' needs

Will enhance effective strategic approaches to curriculum planning to meet the needs of our children and young people. This should ensure children and young people in a new campus receive an experience more consistent with pupils in other new-builds / refurbishment across Argyll and Bute and across Scotland.

Equity of access to broader opportunities

Spaces for learning will be designed in such a way as to allow a range of learning and teaching approaches including active, interdisciplinary, and outdoor learning. New and flexible learning environments inspire pupils and have a positive impact on health and wellbeing. They can also increase ethos, aspirations, attainment, achievement, and positive destinations beyond school.

The environment for learning

Will deliver purpose designed learning space that support learning across the curriculum. These facilities will also benefit pupils who access mainstream/enhanced provision learning arrangements across the wider campus. With careful consideration the whole community, as appropriate, would have access to these spaces and facilities across the campus. Purposely designed immersion spaces both indoors and outdoors to support Gaelic language would be significant in raising the profile, attainment and achievement of all Gaelic learners.

Anchor investment and new community asset

for the island communities to support the strategic priorities of sustainable economy, transition to net zero and sustainable places. The learning estate will not only meet the needs of the communities today but will prove to be a key foundation for meeting future needs and improving outcomes.

The Strategic Fit

The project provides a tangible asset that will support sustainable growth on the island well into the 21st century.

National level

The Scottish Government is seeking to enable change that will achieve better outcomes through a number of strategies and policies which include:

- National Performance Framework – this presents the purpose, values and outcomes from a Scottish perspective, giving impetus for change, for instance enabling the islands to achieve the Communities outcome, “We live in communities that are inclusive, empowered, resilient and safe”, in a way that is specific to the island
- Place Principle – this is about creating a sense of identity and purpose, addressing the needs and realising the full potential of communities; it offers a Place Standard that can be used to guide integrated working and shape the physical aspects of the project
- National Islands Plan – presents a series of strategic objectives that will guide the design and development, supported by the principle of ‘ island proofing’ which takes into account the islands’ unique circumstances
- Islands (Scotland) Act 2018 – improving and promoting sustainable economic development; environmental wellbeing; health and wellbeing; and community empowerment

Local level

The Local Outcome Improvement Plan (LOIP) notes particular issues for Argyll and Bute as:

- Reducing population – The projected decline in total population is a real threat to the viability of the area with a potential to adversely impact on the economy/wealth creation, workforce availability and efficient service delivery
- Deprivation – Inequalities exist in Argyll and Bute, so we need to improve how we identify and implement action to address them
- People on the fringe – Many of our communities are very isolated and risk collapsing as population changes take effect alongside urban communities where deprivation can create real hardships
- Economy – Unlocking the opportunities offered by its significant, sustainable economic assets for the benefit of its communities
- Employment - Developing education, skills and training to maximise opportunities for all and create a workforce to support economic growth
- Sustainability - Ensuring a sustainable future by protecting the natural environment and mitigating climate change

The LOIP notes related long-term outcomes as:

- Education, skills and training maximises opportunities for all. These meet National Policy Priorities of economic recovery and growth and employment
- Children and young people have the best possible start. These meet National Policy Priorities of early years and health inequalities and physical activity

A new Campus on Mull has been developed to respond to both national and local planning and infrastructure requirements of the Scottish Government and Argyll & Bute Council. The publication - A National Mission with Local Impact: Infrastructure Investment Plan for Scotland 2021-22 to 2025-26 states that:

“Scotland aims to deliver a wellbeing economy. That means ensuring society thrives economically, socially and environmentally, and that we deliver sustainable and inclusive growth for all. Making the right investments in the right places is crucial”.

A new campus on Mull is precisely the kind of infrastructure development that will support and enable these aims, alongside this, implementing a Place based approach provides greater focus on the benefits of sharing resources.

A new campus on Mull will not only meet learning and Place-based needs today but will provide a catalyst for long-term population retention, contributing to community resilience, well-being and standard of living. This also aligns with the Infrastructure Commission’s view on the importance of ‘place’, and what is appropriate for a given locality. This is further reinforced by Argyll & Bute Council in its Local Development Plan² which promotes overarching objectives of High-Quality Places and Sustainable Communities.

Responding to the challenge from the Infrastructure Commission for Scotland to take a system-wide approach to the provision of public services will be a key foundation stone in the long-term vision of growing the population of Mull and Iona. The proposed new campus on Mull is in line with the recommendations of the Infrastructure Commission for Scotland, which states that “we need to re-think what infrastructure we use and how we use it”. A new campus on Mull will align with what is expected of infrastructure for the future. It offers sustainability for both the asset and island communities they serve; it enables multi-organisational working to ensure that public services are joined up and resources are used most effectively; and it underpins the future of the islands by providing facilities that meet both

Objectives

The SMART objectives developed for the new campus on Mull project are as follows:

Community & Collaboration

- Spaces that support a vibrant and thriving Island community
- Spaces that are welcoming, promote ownership and raise aspirations
- Spaces that allow access to a range of services and learning opportunities
- Providing opportunities for family and intergenerational learning
- Accessible facilities that are available through the school day and beyond
- Spaces that promote integrated working

Creative & Inspiring Learning

- Spaces that support the learner journey, including through transitions, and raise attainment and achievement
- Spaces that promote a range of learning and pedagogical approaches
- Excellent specialist spaces that cater for a range of activities including STEM, Sports and Performance
- External spaces that engage and support learning and provide high quality social experiences
- Space to celebrate culture and display pupil work

- Flexible, adaptable and futureproofed spaces

Wellbeing for all

- Providing access to joined up services for families and communities
- Inclusive spaces that support young people with a range of needs
- Spaces that support community use and wellbeing including sport and fitness
- Spaces that are accessible to all and promote equity and opportunity
- An attractive place to work that recruits and retains the best staff

Sustainable & efficient

- LEIP : Condition A for 25 years
- LEIP : Achieve in-use energy target
- Make best use of local resources, including wind and solar
- Work with local industry partners on low carbon energy solutions
- Spaces that are efficient in terms of revenue, operation, repair and maintenance costs

Promoting Innovation & Growth

- LEIP : Achieve funding target for jobs supported through construction
- Collaborating with partners and employers to skill up the local workforce
- Work with local partners on issues such as lack of affordable housing for key workers

Digital

- LEIP : Infrastructure supports 11 Gbps
- Provide virtual learning opportunities for all
- Improve equity of access through high quality digital infrastructure
- Futureproofed infrastructure with a clear strategy to maintain and update

In addition to the SMART objectives, the project has been developed to align fully with the ten guiding principles set out in Scotland's Learning Estate Strategy as well as Scottish Futures Trust Learning Estate Investment Plan (LEIP) strategic outcomes, which are:

Benefits

A new campus on Mull will provide significant educational benefits. These centre around:

- Curriculum and learning
- Meeting learner needs
- Equity of access to broader opportunities
- Extending the range of opportunities
- Improving the environment for learning

A full statement of the benefits appraisal can be found at Section 8 of the Education Report.

Why we must act now

The impetus for change must come from the key need to improve the Tobermory 2-18 school and community facilities. Tobermory 2-18 school is a collection of aging buildings, built between the 1930s to the 1980s, which are no longer fit for purpose for the delivery of modern education, are costly to run and maintain, and which hinder rather than enable education and lifelong learning.

The school was designed for an earlier approach to educational provision and no longer reflects the needs of the community for the integration of education, skills and jobs that will support long-term island resilience.

The conditions at Tobermory contrast starkly with Campbeltown Grammar School, seen in the last two photographs, which was opened in 2018 by Argyll and Bute Council

The condition survey has identified that the community school component is rated a low grade B. There is a trend of increasing reactive maintenance spend on the existing assets and a rising sum of investment required to make much needed fabric improvements. Some £1.3 million has already been spent over the last five-years. These sums have only maintained the low B rating condition at Tobermory 2-18 school and it is expected that even with a continuing upward trend of spend, there will be an accelerated rate of condition deterioration due to the harsh maritime climate experienced on Mull. The most recent Condition report noted that roofing, windows and glazing at Tobermory 2-18 school were expected to deteriorate imminently leading to an overall C rating.

The continued drain on resources to simply maintain a school at a low grade B condition standard and which is unsuitable to meet present day education needs is unsustainable. In addition, the current buildings' response to the site topography has an extremely detrimental impact on access and therefore inclusivity for its users.

Tobermory 2-18 school is the only secondary school rated at category C - poor suitability, across the entire Argyll and Bute education estate while the primary school is the lowest scoring primary for suitability across the entire estate. There is an urgent requirement to improve the situation largely driven by accessibility, restrictive drop off space / parking, lack of social spaces and restricted specialised classes.

“Argyll & Bute Council has considered the needs of its education estate through the Learning Estate Strategy and having reviewed a small number of potential projects has determined that a campus on Mull is the highest priority need both in terms of educational benefit and building condition. This LEIP3 funding bid received unanimous cross party support at our full Council meeting in September 2022, committing the necessary Council resources and political support to bringing the project to a successful conclusion for the benefit of the local communities. Subject to a successful funding application, Argyll & Bute Council is fully committed to implementing the LEIP Programme metrics, terms and conditions, and to meet the funding outcomes set out within the Programme. Argyll & Bute Council has recognised the need to improve the provision of Learning. A Learning Transformation Programme has been set up to manage this change and a campus on Mull is

the number one priority project across the Argyll & Bute Council learning estate. Without such an investment, Argyll & Bute Council will not be able to meet the aims of its Learning Estate Strategy and the provision of education on Mull will fail to meet local and national targets.”

Cllr Yvonne McNeilly, Policy Lead for Education

Our Journey - Consultation & Briefing

Understanding Place, and considering how the benefit of investment in learning on the island can be maximised is at the heart of the Mull campus project.

While a small number of potential theoretical sites in strategic locations, including the current Tobermory 2-18 school and a central island site have been assessed in terms of their suitability, taking into consideration size, capacity, topography, access and hydrology, it must be recognised that this is a facility for the whole island and a full site selection process must be completed with community engagement if the bid progresses to the next stage. An initial Place-based engagement has been carried out to understand how this investment aligns with needs and opportunities for public sector partners, Council and Education staff who deliver services for the islands.

The aspiration of the Education Service within Argyll and Bute Council is:
‘to ensure that Argyll and Bute is the best place in Scotland for our children to grow up. Our vision is that together we will realise ambition, excellence and equality for all’.

The Argyll and Bute Learning Estate Strategy 2020-2030 supports the Education Service’s ambitions of equity and excellence for all by creating the physical conditions for wellbeing and learning across the estate while supporting sustainable and inclusive economic growth.

A campus on Mull was identified through the Learning Estate Strategy. It recognises that there are opportunities for:

- Creating sustainable, efficient environments that embrace renewables and make the most of local resources such as wind and solar energy
- Delivering an accessible community campus that is suitable for all users, and that provide flexible facilities through the school day and beyond
- Providing a campus on Mull that creates ownership within the community and engage with young people to harness their creativity
- Ensuring learning spaces are flexible, futureproofed and adaptable enough to meet the needs of all learners over time
- Providing for a wide range of needs amongst learners and the community

It also takes account of the need to:

- Raise aspirations and engage the community in order to challenge the traditional view of what a ‘school’ should be’. This includes changing mindsets to allow the facilities to be used in new ways

- Create a new campus on Mull that caters for intergenerational learning and a wide range of community uses with spaces that are designed to be used flexibly and creatively
- Ensure a new campus on Mull location is carefully considered so that it works with other schools and communities on the Islands for the benefit of all
- Ensure a new campus on Mull creates an open, welcoming and safe environment for young people and adults to use at the same time
- Think carefully about how to embed new ways of working and create appropriate management and governance models for the ongoing operation of the campus
- Recognise that the relatively small number of pupils on Mull and Iona means there is a need to be innovative and use resources well to deliver the aspirations for flexible and adaptable learning spaces and high quality futureproofed digital infrastructure
- Draw on council experience of the local context to engage with Mull and Iona communities as the project is delivered.

The Briefing and Evaluation framework will be used throughout the development of the design, providing continuous validation criteria and informing the Post Occupancy Evaluation (POE). The framework ensures a clear and robust vision is articulated at the outset, supported by a bespoke set of strategic outcomes which create a route map to guide the project through design development, construction, handover and into use.

The outcomes are supported by a detailed set of SMART objectives - measurable metrics specific to the project that can be tested and challenged at regular intervals to ensure the project is still on track to deliver its vision and intended outcomes. These SMART objectives form the basis of a POE that is tailored to the project's goals, allowing for meaningful evaluation of relevant metrics.

Pre-engagement process

A series of pre-engagement sessions were held in both Tobermory and Bunessan during August and September. There were sessions for school staff; parent / community Councils; Parents and the wider public. There was an opportunity for attendees to speak to the team made up of education and commercial services officers (also supported by colleagues from the Northern Alliance at some of the meetings), with all attendees being encouraged to leave feedback and comments.

Pupil engagement sessions were held in each of the schools (some in both English and Gaelic) and were undertaken by Education officers and an Education Manager, and further feedback on the comments and views expressed by pupils was gathered from all sessions. The exit poll question at all sessions was “Do you want us to progress with the Learning Estate Investment Programme funding application for a new campus on Mull?” To which there was an overwhelming response of “Yes” (there were a number of responses from pupils of “No” or “not sure”).

Following the pre-engagement sessions, all of the information provided on the day was made available on the Council website with a dedicated email address for anyone to provide a comment / view. Please see below a summary of the topics that were raised:

A flavour of some of the comments received are noted below:

- Creating a functional school in all aspects is exciting and much needed. This will benefit the pupil, the teaching and it will hopefully benefit the community.
- We are very much in favour of Argyll and Bute Council proposal for a new Mull campus and fully supportive of the funding bid to the Scottish Government.
- A more energy efficient and modern building in a more inclusive, central location would be a huge asset to the island and would allow the superb staff to fully unlock the potential of our children of all ages.
- All children of Mull share a common and unique bond, but nowhere is this recognised. A new school could potentially bring everyone together uniting our young people.
- The school is no longer fit for purpose and in many ways is evident that it is hampering our children's educational experience.
- A new school for Mull is essential. Our children deserve the same opportunities as mainland pupils.
- Absolutely yes please! Children on Mull deserve to have the same facilities and educational experiences as pupils on the mainland - our children at the moment thrive, despite the facilities they have, imagine how they would flourish in a new school!

The Current Budget

The current estimated capital budget for a new Mull community education campus £35.5 million

* excluding client direct costs of circa £2 million and VAT

The project team has reviewed the projected schooling rolls for Mull and Iona and determined the new campus should be designed to meet the following school rolls:

- 31 early learning
- 90 primary
- 177 secondary

The estimated budget was developed using the above pupil rolls, upgraded metrics for the necessary spaces, known and predicted inflation, location factors and assumed abnormals.

The metrics used to calculate the area are:

ELC – 5.8m²/pupil; Primary – 11.8m²/pupil; and Secondary – 14.7m²/pupil.

These areas were then multiplied by the base cost metric from Q4 2017 with increases applied for LEIP Phases 1 & 2 criteria (12%), LEIP Phase 3 additional criteria (10.3% or

10.7%). An inflationary allowance was then applied to take prices to present day of 13.46%. At this stage of the pricing, abnormals were included in the estimate at present day prices.

Finally, a further inflationary allowance of 11.59% was applied to project costs to the expected financial close of Q2 2025.

Standard area metrics are not suitable for use with the smaller schools that are normal on Scotland's island communities. The metrics used for Mull stand comparison with other similar schools on islands and in extremely rural locations.

The abnormal costs are divided into two categories. Firstly, there are the site abnormals. These reflect the particular issues with site selection that are not included in the base price metrics. For the Mull exercise, a small number of theoretical sites were reviewed, and a conservative estimate was made to establish the likely quantum of abnormal costs to allow an island-wide site selection process to be undertaken without adversely affecting costs. There remains a risk in this approach but given the very high level of community interest regarding site selection, there is no alternative to meet the application deadline of 31 October 2022.

Secondly, and of greater significance, is the location factor. This cost is made up of: Incentivisation for remote location; extreme location specification enhancements; programme - time related prelim staff costs; prelims; sleeping/living accommodation for the workforce; welfare attendant for sleeping/living accommodation; subsistence and travel cost for main contractor staff; accommodation costs for visiting staff; logistics and material movement; subcontractor tier 1 premium; waste disposal / Island premium.

All of these costs have been recognised in the tendering process for similar project across island and remote locations.

This has provided robust benchmark data to allow a full consideration of the costs to be made.

Governance

Ross McLaughlin
Head of Commercial Services for Argyll and Bute Council
Senior Responsible officer (SRO) for the project

Supported Team

Wendy Brownlie
Head of Education, Performance and Improvement

Shirley Johnstone
Change Manager

Susan Tyre
School Services
Support Manager

Development Timeline

The overall Development Programme has been considered at length by the project team: pre-engagement has already commenced with the need to ensure that a site selection process is part of the statutory consultation. This consultation will commence once an offer of funding support has been received and will continue through 2023. In order to support this, an outline development brief will be prepared to show what the outputs of a campus will be in terms of broad shapes and layouts.

Development of the proposals will commence in detail once a site is agreed with designs progressing through 2024. Financial close after tendering is expected in Q2 2025. The construction period has been based on a likely programme of 80 weeks on site with an additional pre-start mobilisation period. The expected delivery date for the new Campus is Summer 2027.

Lessons Learned from other projects will provide essential information to inform the briefing and development of the design and assist the onward engagement activities that will be undertaken by Argyll & Bute Council. In particular, the recent Post Occupancy Evaluation carried out for Oban High School will be used to gain knowledge and to inform how to address the needs and aspirations of stakeholders in Mull and Iona, and that any new building will operate as intended.

A Collaborative Effort

Using the North Programme Approach, Argyll and Bute Council will work with hub North Scotland as their partner to support the development and delivery of the project from concept to handover and beyond, in a collaborative effort.

A hub North pilot project within the North Phase 4 Schools Programme, which involved three local authorities, has indicated that capital savings of around 8% are likely to be realised through this route with further operational savings once in use.

In addition to established and proven governance procedures, the hNSL approach will bring a supply chain that has been procured through rigorous qualification criteria. The supply chain members are fully engaged and signed up to the hub North Supply Chain Agreement. The charter which the supply chain has signed up to includes: the ability to align resources; share knowledge and expertise to drive value; and early engagement in design development to maximise value.

In common with all hub North projects there will be three core KPIs which the project will deliver:

- An agreed number of apprentices (both new starts and existing) employed on the project
- An agreed number of graduates recruited on the project
- At least 80% of work packages to go to SMEs from the hub North territory or the rest of Scotland

The apprentice/graduate numbers will be based on the premise of one for every £6 million of the project value.

A further set of Themes, Outcomes and Measures will also be drawn up during the early design development stage to ensure that these are allowed for within the pricing process and enshrined within the final development agreement.

Briefing & Design Development

At this stage, design has been necessarily limited to indicative layouts based on adjacencies agreed between the architectural team, education advisor, and the Argyll and Bute Council in-house project team. No planning application has been made.

For the purpose of costings, a number of theoretical sites have been reviewed in order to establish outline site parameters. A detailed site option appraisal will be carried out to establish potential sites for a new campus – including the existing school sites.

Lessons Learned from earlier education projects undertaken by A&BC at Cambeltown and Oban have been reviewed and taken into account in the initial development of this project along with lessons learned from hNSL's delivery of previous LEIP-funded projects.

A new campus on Mull has been developed to address the Argyll and Bute Council Local Outcome Improvement Plan (LOIP), the Argyll and Bute Council Learning Estate Strategy, the ten guiding principles of Scotland's Learning Estate Strategy, and the LEIP3 Strategic Outcomes.

No previous funding has been sought through LEIP Phases 1 or 2.

A Strategic Outline Case has been prepared.

Mull LEIP Application – Compliance Table

Mull LEIP Application – Compliance Table

Requirement	Status	Commentary
Political and Financial Commitment	Yes	See Page 8
Is the driver to either sustain and improve the Condition of the learning estate or Growth?	Condition	See Page 8
Commitment to implement the programme metrics, terms and conditions, and funding outcomes.	Yes	A bespoke cost model following an option appraisal in line with the principles of the Learning Estate Strategy has been developed following over 12 months of pre-application planning and development. See Page 12
Quality Statement in terms of briefing design and construction.	Yes	Compliance Appendix 1
Maintaining the Condition – Statement and Approach.	Yes	A&BC has a well-established methodology for the maintenance of condition and suitability of its education (and other) projects. This is set out in the documents noted here and the methodologies will be updated to meet the requirements of the new campus buildings using the Operation and Maintenance Manuals that will be an integral part of the new project. “A&BC – Building Maintenance Protocol; A&BC – Corporate Asset Plan; and A&BC Corporate Asset Strategy”.
Project Readiness	Strategic Outline Case Stage	A workflow programme has been developed – see Page 13. Key Risks & mitigations together with a resourcing plan have been prepared and will be updated during the next stage subject to a successful funding bid. Programme Approach developed with Northern Alliance Partners
Does the project align with the Local Learning Estate Strategy and the	Yes	See Pages 7 & 14 and the Education Report within the Business Case.

Requirement	Status	Commentary
2019 Learning Estate Strategy and its 10 guiding principles?		
Vision – Outcomes – Objectives	Yes	See Pages 2-4 & 7
Previous funding/implementation through LEIP Phases 1 & 2	N/A	A&BC have over the last 24 months been developing their Learning Estate Strategy and associated project plans for Mull to enable this application. See Page 14
Lessons learned from other projects	Yes	See Page 14 and Compliance App 2
Strategic Context	Yes	See Page 5 & 6
Technical Response to Funding Outcomes	Yes	See Compliance App 3 below
Summary of Place Approach	Yes	See Compliance App 4 below

Quality Statement	Compliance Appendix 1
Lessons Learned	Compliance Appendix 2
Technical Response to Funding Outcomes	Compliance Appendix 3
Summary of Place Approach	Compliance Appendix 4
Strategic Outline Case	Compliance Appendix 5
SOC Objectives	Compliance Appendix 5.1
SOC Education Report	Compliance Appendix 5.2
SOC Change Management Flowchart	Compliance Appendix 5.3
SOC Strategic Programme	Compliance Appendix 5.4
North Partnership Approach	Compliance Appendix 6
North Partnership Approach Outcomes Table	Compliance Appendix 6 1
Argyll & Bute Learning Estate Strategy 2020-2030	Argyll & Bute Learning Estate Strategy
LOIP Improvement Plan (LOIP)	The Argyll and Bute Local Outcome

This is the application for LEIP 3 funding by Argyll & Bute Council. Please click the link below for access to a selection of statements from some of the key Stakeholders for this Project.

'Why Mull needs a new campus'.