

North Lanarkshire Council

Report

Education and Families Committee

approval noting

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Schools and Centres Modernisation Programme: Progress Update

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Executive Summary

This report provides an update of the Schools and Centres Modernisation Programme, highlighting the status of each project.

This information is provided in line with The Plan for North Lanarkshire and the associated Programme of Works. In particular, the content of this report aligns to Programme of Work No.47: Schools new build programme.

The report provides details of the 2 High Schools, 14 Primary Schools, 1 Theatre and 1 Community Centre in the current programme.

Recommendations

It is recommended that the Education and Families Committee note:

- (i) the position of each of the projects in the current Schools and Centres Modernisation Programme with particular reference to the recent handover for pupil occupation for Cumbernauld Academy, St Edward's Primary School, Tollbrae Primary School and Hilltop Primary School. This builds on the previous handover of St Dominic's Primary School;
- (ii) that a report on the Strategy and Prioritisation programme for the Community Hub programme will be presented to the Policy & Strategy Committee in cycle 4; and
- (iii) that colleagues across Education and Families Service are reviewing how the associated leadership model would operate in the new Community Hub development programme.

The Plan for North Lanarkshire

Priority

Support all children and young people to realise their full potential

- Ambition statement (22) Facilitate a North Lanarkshire wide approach to asset rationalisation, including with communities and partners
- (24) Review and design services around people, communities, and shared resources

1. Background

- 1.1 The Schools and Centres Modernisation Programme consists of Phase 2 and Phase 3 projects which were subject to approval as follows:
- 30 April 2013 approval by the Learning and Leisure Services Committee to procure a £200 million capital design and build framework for Schools and Centres 21 Phase 2 but with a £100 million internal funding cap to align with council budget approvals at that time; and
 - 16 March 2017 approval by Policy and Resources Committee to remove the £100 million internal funding cap and approval of a strategic budget forward commitment of £20 million from the council's future 5 year capital investment programme in order that the Phase 3 projects approved by the Education Committee meeting on 1 March 2017 could be progressed.
- 1.2 In addition, to these prior approvals, at the Special North Lanarkshire Council meeting on 21 February 2019, a further commitment to replace all pre-1996 schools and establishments was made, to be funded as part of the newly established Community Investment Fund, also agreed at this meeting.

2. Report

2.1 Schools and Centres Modernisation – Current Delivery Programme

- 2.1.1 Appendices 1 and 2 to this report provide details of all projects in the current Schools and Centres Modernisation Programme.
- 2.1.2 Appendix 1 provides both a progress summary briefing and a programme timeline chart of projects in the scoping stage, procurement or construction. Appendix 2 provides details of projects which have been approved but are currently at pre-delivery stage.
- 2.1.3 Each project under construction will have an agreed set of key performance targets with a number of these providing added benefits to our communities. Appendix 3 sets out progress against these targets.
- 2.1.4 Whilst each project has its own unique characteristics, Appendix 4 to this report provides an indication of some of the important milestones in delivery of a new school/campus facility. As projects develop, we are able to inform indicative dates for delivery milestones. This will be subject to continuous review and reported in future updates to Education and Families Committee as required.

3.1 Shared Ambition – Integrated Community hubs/campuses

- 3.1.1 In February 2019, members committed to the creation of a Community Investment Fund. A significant part of this fund will be used to help deliver 21st century community assets for the communities of North Lanarkshire and a significant number of these assets will include schools and centres. This fund therefore provides the investment to take forward future stages of the new build programme.

- 3.1.2 Of the 156 primary, secondary and ASN facilities within the council portfolio, 97 establishments are pre-1996 establishments. These 97 establishments do not include those projects which are already programmed as part of Phase two or Phase three as included in the appendices.
- 3.1.3 A strategy is currently being prepared to determine the prioritisation and phasing of projects which will deliver solutions for the 97 establishments within scope.
- 3.1.4 It is clear that schools have a significant presence within local communities and it is therefore likely that the majority of community hubs will include schools as part of the integrated services offered through the newly created community hubs. Given the number of establishments within scope for this exercise, along with other potential community assets which could be incorporated into such facilities, a strategy is required in order to deliver these new facilities/hubs/campuses, and associated new ways of working.
- 3.1.5 Following the announcement and commitment to this fund, work is ongoing to develop such a strategy, including a prioritisation matrix, to outline the anticipated approach to developing integrated community hubs. This strategy will be presented to the Policy and Strategy Committee during cycle four. This strategy will concentrate on the strategy to integrate services in a community hub.
- 3.1.6 In addition to this report, colleagues across Education and Families Service are reviewing how the associated leadership model would operate in these hubs.
- 3.1.7 Once the strategy and prioritisation programme is agreed, reports on progress against specific projects within this programme (which include schools and centres) will be presented on a regular basis to the Education and Families Committee as part of this regular update report.

4. Equality and Diversity

4.1 Fairer Scotland Duty

There is no direct impact as a result of this report.

4.2 Equality Impact Assessment

There is no direct impact as a result of this report.

5. Implications

5.1 Financial Impact

5.1.1 Each project within the delivery programme will seek the appropriate approvals prior to any construction contract being entered into. This is the point at which the price of each project is finalised.

5.1.2 The Strategy Capital Delivery Group will provide the scrutiny for the financial governance within the delivery programme (project development and construction).

5.2 HR/Policy/Legislative Impact

- 5.2.1 An exercise is currently being carried out to review the level of programme resources available to deliver the current ambition programme. This is likely to recommend the need to increase resources funded from the Schools and Centres Modernisation Capital Programme. This will be taken forward in line with Council HR policy and procedures.
- 5.3 Environmental Impact
 - 5.3.1 There is no Environmental impact directly linked to the content of this report.
- 5.4 Risk Impact
 - 5.4.1 Each project within the delivery programme is subject to a joint review of its risks within the Schools and Centres Modernisation Programme team and the development partners at key stages from procurement and project development through to construction completion. Each project risk register is consequently updated and risks are monitored at monthly progress meetings.

6. Measures of success

- 6.1 The primary driver for all projects within the Schools and Centres Modernisation Programme supports the priorities outlined in The Plan for North Lanarkshire.
- 6.2 Appendix 3 of this report notes the success of these projects for the communities within the areas the assets are being provided.

7. Supporting documents

- 7.1 Appendix 1a: Schools and Centres Modernisation Programme – Current Delivery Programme.
Appendix 1b: Schools and Centres Modernisation Programme – Programme Timeline Chart.
Appendix 2: Schools and Centres Modernisation Programme – Phase 3 Pre Delivery Projects.
Appendix 3: Schools and Centres Modernisation Programme – Programme Outputs.
Appendix 4: Schools and Centres Modernisation Programme – Programme Timeline Chart.



James McKinstry
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Appendix 1a: Progress Summary

Project	Contract Stage	Contract Construction Programme dates	Key Activities in period / planned next
Phase 2 (current procurement phase)		<i>Note monthly construction progress contract meetings run at start of each month and 90% report is on the previous month with 10% on the activities for the coming month.</i>	
Greenfaulds HS, Cumbernauld	Defects Period	Construction complete	Defects monitoring until October 2019.
St Dominic's PS, Airdrie	Defects Period	Construction complete	Defects monitoring until Sept 2019.
Cumbernauld Academy & Cumbernauld Theatre campus	Construction	Handover of phase 1 19.07.19	Phase 1 successfully handed over 19 th July 2019. Main Contractor now has 20 working days in which to complete the snagging list. Monday the 12 th of August will be the first day in which the teachers return for the new academic year. Asbestos surveys are currently underway within the old school buildings, dependent upon the outcome of the surveys, a revised programme of work will be issued to the Council. At this stage we anticipate phase 2a (outstanding car park areas) to be handed over around the 2 nd quarter of 2020.
St Edward's/ Tollbrae Primary shared campus, Airdrie	Construction	Handover of phase 1 26.07.19	The project was handed over on the 26 th of July 2019. Asbestos surveys are currently underway within the former Tollbrae PS facility, dependent upon the outcome of the surveys, a revised programme of work will be received by the Council. At this stage we anticipate phase 2 to be handed over around the 2 nd quarter of 2020 following which the external works on the former St Edwards site will be carried out.
Hilltop PS, Airdrie	Construction	Handover of phase 1 27.05.19	Phase 1 of the project was successfully handed over on the 27 th of May 2019 quickly followed by the existing schools taking occupation of the new facility on the 28 th of May. Asbestos removal currently underway on the former Dunrobin building which has added an additional 11 weeks to the contract programme. The revised completion date for the project is now the 2 nd of August 2020.

Project	Contract Stage	Contract Construction Programme dates	Key Activities in period / planned next
Carnbroe/Sikeside PS & Calder Community Centre, Coatbridge	Stage 2 Detailed Design & Pricing	N/a	Stage 1 of the pre-construction process was delivered under phase 2 of the previous Schools and Centres 21 Framework. The project will now be procured using the Councils strategic partnership with Hub SW. A new project request is being submitted to Hub in the next period, following which a design and build contractor will be appointed to design and deliver the new facility.
St Stephen's Primary, Coatbridge		N/a	Procurement will progress once the Carnbroe/Sikeside new build has been awarded a construction contract.
Newmains / St Brigid's Primary shared campus	Stage 1 Design Development	N/a	The project will now be procured using the Councils strategic partnership with Hub SW. A new project request form is being submitted to Hub in the next period, following which a design and build contractor will be appointed to design and deliver the new facility.

Appendix 2: School Replacement Programme: Pre-delivery projects

Project Description	Status
Sacred Heart PS and Lawmuir PS – Shared Campus New Build (Bellshill)	Scoping for school requirements complete. Further analysis being finalised regarding other assets in the local area which should be incorporated into design given new focus on creating community hubs. It is anticipated that the design will include community spaces and will test concepts linked to creating a community campus/hub.
Gartcosh PS New Build (Northern Corridor)	Site option appraisal carried out by Hub South West on behalf of North Lanarkshire Council has been completed. A preferred site has been identified and discussions with land owners and agents has been approved to proceed in order to understand cost of land acquisition. This project remains a top priority due to current capacity pressures at existing school.
Chryston PS New Build (Northern Corridor)	<p>Statutory Education Consultation Outcome report was presented to Education and Families Committee for approval in May 2019. Approval to proceed was granted.</p> <p>Scoping requirements for school complete. Discussing potential inclusion of other facilities with public sector partners, in line with community hub/campus concept. This is anticipated to be finalised in the very near future. This project remains a top priority due to current capacity pressures at existing school.</p>
St Kevin's PS New Build (Coatbridge)	<p>Statutory Education Consultation Outcome report was presented to Education and Families Committee for approval in May 2019. Approval to proceed was granted.</p> <p>Scoping exercise underway to review long term requirements linked to housing to finalise size of school (i.e. number of spaces/classrooms required).</p>
New Build PS Joint Campus @ Ravenscraig (Motherwell)	<p>Diagnostic exercise in order to determine potential catchment areas concluded. Site for new campus is already identified (allocated by Ravenscraig Ltd as part of the Ravenscraig Masterplan).</p> <p>Next stage is informal consultation with local elected members before formal statutory consultation on the creation of new catchment areas and proposal to build new schools.</p> <p>Funding agreed by Strategic Capital Delivery Group.</p>

Appendix 3 Schools and Centres Modernisation Programme - Programme Outputs

The contract mechanism for the Schools and Centres Modernisation Investment Programme included a significant range of Performance targets that the Design and Build development partners had to achieve or better on each project. The type of performance included added value benefits to our schools and communities in addition to the more traditional programme, cost, quality, safety and environmental targets. These added value community benefits were aligned to the objectives of the Council's Plan in place at the time of those contracts. The table below sets out the added value outputs for the Phase 2 Programme, which have been aligned as best to reflect the draft set of high level We Aspire ambition statements. For Phase 3, performance aims will be targeted directly towards supporting the ambition statements in The Plan for North Lanarkshire, when finalised.

Work to secure outputs mostly takes place during construction and will not conclude until the final phase of each contract to reflect the supply chain contribution to the majority of these added value benefits. Targets have been shown up until Phase 2 Summer 2020 only, however, where the project is a DBFM (PPP) benefits have been secured annually over the term of the 25 year project agreement. Note KPI Performance Targets are updated quarterly.

Priority	Ambition Statement	Schools and Centres Modernisation Programme Performance Outputs - Added Value Benefits for Communities		
		Outputs	Targets	Outcomes to-date
Improve economic opportunities and outcomes	5. Grow and improve the sustainability and diversity of North Lanarkshire's economy	Total	716	642
		Business /Enterprise Development	70%	53%
		Supply chain procurement awards to Suppliers in North Lanarkshire from S&C investment programme		
		Business Development	321	283
		Support to local businesses, seminars, workshops, mentoring, building for growth programmes		
		Skills development	280	258
		A range of adult learning programmes and apprenticeships, offering pathways to further and higher education and employment		
		Employability	115	101
		Training and/or, further education for sustainable employment and recruitment support for people who are unemployed (including long-term), underemployed		
		Support for people who face barriers to work (e.g, disabilities, armed forces, health related benefits)		
Jobs advertised through Local Recruitment Agencies				
Support all children and young people to realise their full potential	6. Raise attainment and skills for learning, life and work to enhance opportunities and choices	Total	252	216
		Positive destinations, developing the young workforce	146	80
		Work placements, vocational programmes, further education		
		Support attainment through tailored curriculum programmes	99	130
		Support Curriculum attainment	£3,000	£2,000
		Tailored support and guidance to young people who experience significant disadvantage, ensuring they gain secure pathways to employment, training or volunteering including looked after and accommodated children	7	6
Improve the health and wellbeing of our communities	11. Increase economic opportunities for adults by understanding, identifying and addressing the causes of poverty, deprivation and barriers to financial inclusion	Total	70	58
		Community Benefit Days	70	58
		Food bank indicatives, Social Responsibility support events for voluntary, community organisations		
		Social Responsibility support by fund raising for charitable, voluntary, community organisations	£17,000	£17,000
		Total Output Values	Targets to 2020	Outcomes To-date
		Physical Event Occurrences	1038	916
		Direct Financial Support	£20,000	£19,000

Appendix 4

GUIDELINES ON TIMESCALES FOR PROJECT DEVELOPMENT AND CONSTRUCTION FOR NEW BUILD PROJECTS INVOLVING SCHOOLS

Core Project (New Build)	Overall Timeline	Committee Approval Stages	
	Procurement to Occupation	Project Development	Construction Start / Duration
Single primary school - Two stream (Up to 434 pupils)	2.25 years	12 months	15 months
Single primary - Three stream (435-651 pupils)	2.75 years	15 months	18 months
High School	3.4 years	18 months	22 months
Shared campus - Primary (this scenario usually includes either two schools, or school/s and community facilities)	3.2 years	18 months	20 months
Shared campus - High School (this usually includes either two schools e.g. ASN and mainstream, or high school and community facilities)	3.7 years	20 months	24 months

Overall Timeline - Procurement to Occupation

The timeline for the Delivery Programme starts from all committee approvals being in place, a site in council title and a project scoping brief submitted.

Project Development

This Delivery Project Development process includes the procurement to appoint the contractor and their external design team; the technical site surveys to allow design to commence; Stage 1 concept design development, 12 weeks statutory pre planning consultation; Stage 2 detailed design and work package tender preparation; 5 months statutory full planning approval, tendering to external supply chain for all construction activity; Pricing and Contract negotiation, committee approval for the final price and execution of the construction contract.

Construction Duration

The start of construction requires committee approval to agree a contract is to be entered into as this constitutes approx 95% of the total funding. This depends on size of building, the extent of site abnormalities and their remediation and any construction phasing. Construction will be longer if new school/s being built on a site of an existing school that will remain in operation and requires to be demolished in order to complete all of the new development. The indicative average timeline reflects the first phase of construction which is normally that the new building is first to be built for occupation.