

North Lanarkshire Council

Report

Education and Families Committee

approval noting

Ref JMCK/CMcC

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Hub Delivery Programme: Progress Update

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Executive Summary

This report provides an update of the Town and Community Hub Delivery 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.

Recommendations

It is recommended that the Education and Families Committee note:

- (i) the position of each of the projects in the current Hub Delivery Programme;
- (ii) that a report on the Strategy and Prioritisation programme for the Community Hub programme was approved at Policy and Strategy Committee on 19th March 2020;
- (iii) that colleagues across Education and Families Service are reviewing how the associated leadership model would operate in the new Town and Community Hub programme; and
- (iv) the impact of COVID-19 on the delivery of the Town and Community Hub Delivery 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.
- 1.3 Following approval of the strategy linked to the Town and Community Hub Programme at the Policy and Strategy Committee on 19th March 2020, and in order to align this work with The Plan for North Lanarkshire, activity in this area will now form part of the update to Education and Families Committee under the Programme of Work (P047.1) also approved at Policy and Strategy Committee in March.
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2. Report

2.1 Town and Community Hubs – Current Delivery Programme

- 2.1.1 Appendices 1 and 2 to this report provide details of all projects in the current Hub Delivery Programme. Note that construction has stopped on all sites due to COVID-19 and this is reflected in the updates outlined in the attached appendices.
- 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. Due to a significant number of our supply chains workforce currently in furlough, we are unable to provide an update in respect of Community benefits (Appendix 3) at this time.
- 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 hub 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. Shared Ambition – Integrated Community hubs/campuses

- 3.1 In March 2020, at the Policy and Strategy Committee, committee members approved the 'One Place – One Plan' report including recommendations linked to the Town and Community Hub Programme.

3.2 Specifically, members approved two key aspects:

3.2.1 That a set of guiding principles be adopted and used to further develop the design proposals for Town and Community Hubs;

3.2.2 That a prioritisation matrix to be used as the methodology to determine the priority order for Town and Community Hubs development.

3.3 Guiding Principles

3.3.1 The guiding principles adopted to inform this programme will ensure that each project delivers facilities through which new ways of working can be promoted. These guiding principles primarily address the planning and build aspect of this programme (i.e. the zones that will be provided). The operating model currently being developed, by colleagues in Education and Families, will guide and promote the added value through co-location of services within each hub delivered.

3.3.2 The six approved guiding principles will be included in all updates to committee to ensure that committee members can assess the projects are being developed in line with these principles. The six principles are:

3.3.2.1 Principle One: Inclusive, universal provision

A community hub must serve the whole community and offer universal provision of services as default position. Where more targeted service provision is required, this should be delivered in such a way as to avoid stigma of accessing these services which may otherwise reduce uptake.

3.3.2.2 Principle Two: Sense of community ownership

A community hub is a community asset which serves the local community of that area. Central to the community hub model in North Lanarkshire is the learning and teaching facilities offered. However, the wider community must perceive the asset to be a whole community asset.

3.3.2.3 Principle Three: Maximum availability and usage

Community hubs will be accessible from early in the morning until late in the evening and all spaces within the community hubs should afford multi-functional use for the whole community. Facilities should only be provided where it can be demonstrated that they would be used both through the day and in the evening – no facilities should be provided where they are only for use in the evening.

3.3.2.4 Principle Four: Designed with rather than for the community

Options of proposals should be provided to local communities for discussions as early as possible to ensure community ownership of the proposed facilities.

3.3.2.5 Principle Five: Tailored, bespoke, representative

Each community hub has the option to be unique to ensure it meets the specific requirements of the community which it will serve. The design of the building should provide the community with a sense of pride in the community asset that has been created.

3.3.2.6 Principle Six: Maximise the services on offer

Public services available within the community hub should complement rather than compete with other services which serve the same local community.

3.4 Prioritisation Matrix

- 3.4.1 Following approval at the Policy and Strategy meeting in March 2020, work on the prioritisation matrix is progressing. It is anticipated that an update on the potential phasing of projects will be presented to a future meeting of the Policy and Strategy committee this year. Once approved, individual projects will be monitored, through this report, to the Education and Families Committee.

3.5 Existing projects

- 3.5.1 Projects already in the programme for delivery, which have been included in previous updates of this report to Education and Families Committee, have (where feasible) been subject to assessment against the guiding principles and will (where feasible) ensure adherence to the principles. This will be an iterative process, project by project, until the first phase of new projects join this programme. The appendices included within this report reflect progress in this regard.

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 contract value 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 Assessment on the level of programme resources available to deliver the current ambition programme and additional requirements is continually being assessed against the programme requirements. This is likely to recommend the need to increase resources funded from the Hub Development and Delivery 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. However, as each project is taken forward appropriate impact assessments will be carried out as part of planning applications and carbon commitments will be articulated in contract discussions etc.

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 Hub Delivery 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. *Note that there is no update to this Appendix for May 2020 due to issues outlined in section 2.1.3.*

7. Supporting documents

- 7.1 Appendix 1a: Hub Delivery Programme – Current Delivery Programme.
Appendix 1b: Hub Delivery Programme – Programme Timeline Chart.
Appendix 2: Hub Delivery Programme – Phase 3 Pre Delivery Projects.
Appendix 3: Hub Delivery Programme – Programme Outputs – *Not available for May 2020 update (see section 2.1.3).*
Appendix 4: Hub Delivery Programme – Programme Timeline Chart.



James McKinstry
Head of Asset and Procurement Solutions

Appendix 1a: Progress Summary

Project	Contract Stage	Contract Programme dates	Construction	Key Activities in period / planned next
Phase 2 & 3 (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>		
Cumbernauld Academy & Cumbernauld Theatre campus	Construction	Handovers: Phase 1 - 19.07.19 Phase 2a – 03.02.20 Phase 2b – TBC		High school operational and open to pupils (pre: COVID-19). Until recently, works on phase 2b (synthetic sports pitch/Grass sports pitch) were progressing in line with the agreed project programme. All works on site have now ceased as a result of the social distancing restrictions around the outbreak of COVID-19. At the time of this report, we do not have a revised completion date for the works.
St Edward's/ Tollbrae Primary shared campus, Airdrie	Construction	Handovers: Phase 1 - 26.07.19 Phase 2 – TBC Whole works – TBC		Schools operational and open to pupils (pre: COVID-19) Until recently, works on phase 2 (synthetic sports pitch, car parking and landscaping) were progressing in line with the agreed project programme. All works on site have now ceased as a result of the social distancing restrictions around the outbreak of COVID-19. At the time of this report, we do not have a revised completion date for the works.
Hilltop PS, Airdrie	Construction	Handovers: phase 1 - 27.05.19 Car parking – TBC Whole Works – TBC		School open and operational (Pre: COVID-19) Until recently, works on phase 2 (synthetic sports pitch, car parking and landscaping) were progressing in line with the agreed project programme. Morgan Sindall have provided the Council with beneficial access to approximately 90% of the car parking to alleviate congestion on surrounding roads. All works on site have now ceased as a result of the social distancing restrictions around the outbreak of COVID-19. At the time of this report, we do not have a revised completion date for the works.

Project	Contract Stage	Contract Programme dates	Construction Key Activities in period / planned next
Carnbroe/Sikeside PS & Calder Community Centre, Coatbridge	Pre-construction	N/a	Following a review of the current scheme, in collaboration with colleagues within other services, we are revisiting the community zones of the new facility to ensure the design aligns with the aspirations and guiding principles associated with the community hub model.
St Stephen's Primary, Coatbridge	Feasibility	N/a	Procurement cannot progress until the Carnbroe/Sikeside new build has been awarded a construction contract.
Newmains / St Brigid's Primary shared campus	Pre-construction- Stage 1: Design Development	Stage 1 submission: May 20 (TBC)	Engagement sessions aimed at producing an intelligent brief for the project have now taken place with Pupils, staff and other council services. Early design concepts are now being tabled which will be further developed over the next period. COVID-19 restrictions are having an impact on key activities such as site investigation works, the team are working on ways to mitigate the impact. It is anticipated that as a result of the social distancing restrictions, the period for pre-construction activities will likely increase
Chryston Primary School	Pre-construction	N/a	We are currently in the tender process to appoint the Project Architect. Once appointed they will take forward the design of the scheme. COVID-19 restrictions will have an impact on key activities such as site investigation works, the team are working on ways to mitigate the impact. It is anticipated that as a result of the social distancing restrictions, the period for pre-construction activities will likely increase. NHS Lanarkshire despite the COVID-19 restrictions, have committed to supporting the development of the project during this time.

Appendix 2: School Replacement Programme: Pre-delivery projects

Project Description	Status
Sacred Heart PS and Lawmuir PS – Shared Campus New Build (Bellshill)	Scoping exercise 95% complete – finalising discussion with potential community requirements within this new hub. Feasibility study being carried out to determine potential layout of the site and facilities, this will then inform discussions with the community stakeholders in line with the guiding principles.
Gartcosh PS New Build (Northern Corridor)	Site option appraisal carried out by Hub South West on behalf of North Lanarkshire Council has been completed. Discussions with land owner and agent at preferred site continue to be progressed. This is taking longer than anticipated and alternative options are now being considered to mitigate impact on the project should it not be possible to reach a conclusion with regard to the preferred site in the near future. This project remains a priority due to current capacity pressures at existing school.
Chryston PS New Build (Northern Corridor)	Statutory Education Consultation Outcome report was presented to Education and Families Committee for approval in May 2019. Approval to proceed was granted. Scoping requirements for hub complete – this hub will include both school provision and health provision. Project has now been passed to Hub Delivery team to procure design team. This project remains a top priority due to current capacity pressures at existing school.
St Kevin’s PS New Build (Coatbridge)	Statutory Education Consultation Outcome report was presented to Education and Families Committee for approval in May 2019. Approval to proceed was granted. Scoping exercise finalised. Project ready for passing to Hub Delivery team.
New Build PS Joint Campus @ Ravenscraig (Motherwell)	Statutory consultation proposal agreed at previous meeting of Education and Families Committee. Consultation has been delayed due to COVID-19 pandemic. Statutory Consultation requires to be approved before this project can be progressed.

Appendix 3: Not available for May 2020 report (see section 2.1.3 in main report above)

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.