

The Highland Council

ADULT AND CHILDREN'S SERVICES COMMITTEE

13 November 2013

Agenda Item	6.
Report No	ACS/97/13

Capital Expenditure - 2013/14 Monitoring

Report by Directors of Education, Culture and Sport and Health and Social Care

Summary

This report updates Members on progress to date with the Education Culture & Sport (ECS) and Health and Social Care (HSC) Capital programmes and provides monitoring reports on expenditure as at 30th September 2013 along with an update on work being undertaken on fire safety and other health and safety Capital works within the HSC Programme and the major projects underway within the ECS Programme

The report identifies some issues that will affect the management of expenditure on several major ECS projects within the approved five-year capital programme, and seeks approval to bring forward the fourth and final phase of the redevelopment of Lochaber High School. It seeks approval for new projects and amendments to the budgets for several current projects and also informs on progress on the various phases of the Sustainable School Estate Review (SSER). Finally, it advises on ongoing measures to address communication and performance issues in relation to the management of the ECS estate and capital programme as well as seeking approval for some specific matters.

This report contributes towards delivering the following outcomes in Working Together for the Highlands:

- The Council will work with the Scottish Government to continue to develop an ambitious 10-year capital programme to provide modern schools in the Highlands. We are determined to ensure the completion of the current school buildings programme.
- The Council will continue to seek funding for two new Gaelic Medium Primary Schools.
- The Council will ensure that all new school buildings will act as a community-hub. We will investigate new and innovative ways to deliver more community access to existing buildings as part of the review of the schools estate.

1. BACKGROUND

- 1.1 Section 2 updates on progress on the Health and Social Care capital programme and on work being undertaken on fire safety and other health and safety capital works.
- 1.2 Section 3 updates on progress on the 2013/14 ECS capital programme and the major projects that are currently being progressed.

- 1.3 Section 4 identifies some issues with regard to the management of the expenditure profiles of several major ECS capital projects over the next few years and the actions that are recommended to address this position.
- 1.4 Section 5 seeks approval for some new ECS capital projects and amendments to the budgets for some current projects.
- 1.5 Section 6 informs on progress on the various phases of the Sustainable School Estate Review (SSER).
- 1.6 Section 7 advises on progress with measures to improve communication with Members at ward level on ECS estates issues and to review performance on major capital projects, including some lessons to be learned from the Ben Wyvis Primary School project.
- 1.7 Section 8 proposes that the former school house at Kinlochewe is disposed of on the open market.

2. 2013/14 HEALTH AND SOCIAL CARE CAPITAL PROGRAMME

- 2.1 This report sets out the capital monitoring position for the Health & Social Care Service for the period ended 30th September 2013 and the projected year end position.
- 2.2 The budget for 2013/2014 is £3.914m. The expenditure to date is £1.109m and represents 28% of the budget, as shown in **Appendix 1**.
- 2.3 It is anticipated that the budget will show a projected underspend of £0.350m. The underspend largely relates to delays in progressing projects from the £1m allocation for adult services.

2.4 Projects

2.4.1 **Grant House**

The final account for the work at Grant House is £1,084,975. Figures for the final cost of the refurbishment work can be seen in the table below.

Phase 1	£000
Final cost	81
Phase 2	
Final cost	1,269
Total cost - Phases 1 & 2 (including fees)	1,350

The overspend has been as a result of additional essential work being identified, the general difficulty of working in phases within an occupied building and the additional time taken to complete the contract as a result.

2.4.2 **Invernevis House**

It is still planned to complete the major works at the end of December, though the replacement of a lift will have to be undertaken in January. This can be done without affecting the running of Invernevis House because a second lift

has been installed. Residents and families are being kept informed of progress.

The most recent estimate for the final cost of the project is shown below.

Phase 1	£000
Project cost after tender and enabling works	187
Final cost	270
Phase 2	£000
Project cost after tender	1,977
Estimated final cost	2,777
Estimated final cost - Phases 1 & 2 (including fees)	3,047

The overspend is as a result of an early delay because of bats, additional essential work being identified, the general difficulty of working in phases within an occupied building and the additional time required to complete the contract as a result. The final figure will be reported to Committee once it is confirmed.

2.4.3 **Ach an Eas**

Completion is still scheduled for the end of November. Residents and families are being kept informed of progress.

The most recent estimate for the final cost of the project is shown below.

Phase 1	£000
Project cost after tender and enabling works	285
Total	361
Phase 2	£000
Project cost after tender	1,088
Estimated final cost	1,344
Estimated final cost - Phases 1 & 2 (including fees)	1,705

The overspend is as a result of additional essential work being identified, working around bats, the general difficulty of working in phases within an occupied building, and the additional time required to complete the contract as a result. The final figure will be reported to Committee once it is confirmed.

2.4.4 **New Children's Unit, Caithness**

Contractors are on site and are well ahead of schedule. It is estimated that they will complete the work during March. Staff at Northcote Street are keeping residents and families informed of progress.

2.5 **Fire Safety, Asset Improvement and Other Health & Safety Capital Items**

2.5.1 At its meeting on 27th June, Highland Council agreed an investment of £1m each year for Adult Services. This will cover a range of requirements. Discussions are being held with NHS Highland colleagues regarding how this money should best be used.

2.5.2 All care homes for older people apart from The Wade Centre and Caladh Sona

have now had a major refurbishment during the last eight years, but some further work is required, particularly in those refurbished earlier in the programme.

2.5.3 Work has been completed to improve the toilets and sluice facilities at The Wade Centre and discussions are taking place regarding the need for further work both there and at Caladh Sona. Work is planned to improve the assisted bathing facilities at The Mackintosh Centre.

2.5.4 Other improvements being considered in care homes and day centres, where required, include:

- Upgrade of call systems to include potential for telecare.
- Upgrade of kitchens, laundries and sluice rooms.
- Improvement or creation of secure gardens.
- Further improvements to fire safety arrangements.
- Various minor works to accommodate changes in service provision.

2.5.5 Essential health and safety items for other Health and Social Care services will continue to be the subject of discussion with colleagues in HAPS.

2.5.6 Housing & Property Services are involved in the following projects:

Unit	Project	Status
Care Homes, Day Centres and other premises.	Fire safety work.	Work is in various stages of progress at a number of sites.
Dalneigh Family Resource Centre, Inverness.	Create informal meeting and play area.	Contractors on site. Due to finish at end of December.
Thor House, Thurso	To separate children's respite unit from adult day care service. Provide staff bedroom.	Feasibility study progressing.
The Mackintosh Centre, Mallaig	Improve assisted bathing facilities	Revised scheme was considered. Out to tender.

3. 2013/14 EDUCATION CULTURE AND SPORT CAPITAL PROGRAMME

3.1 **Appendix 2** provides details of the expenditure to the end of September on the 2013/14 capital programme. The overall final year-end position is an estimated under-spend of £500,000 and potential measures to address this situation are being examined.

3.2 **Appendix 3** updates on the status of the major capital projects that are currently being progressed. Tenders have been received for the three Fort William Primary Schools and it is anticipated that all three contracts will be awarded before the end of December 2013 in line with the current programme. It is also anticipated that the total cost of these projects will be within the approved overall budget. Any surplus capital funding will be reallocated within the overall five-year programme to allow other priorities to be addressed as explained further in Sections 4 and 5 of this report.

4. EDUCATION CULTURE AND SPORT CAPITAL PROGRAMME – 2013/14 TO 2017/18

- 4.1** **Appendix 4** summarises the funding contained within the approved five-year capital programme for several major projects, namely the Wick Schools, Inverness Royal Academy, Fort William Primary Schools, Lochaber High School Phases 3 and 4, Portree Gaelic Primary School and Portree Hostel projects.
- 4.2** As explained elsewhere in this report, the Wick and Inverness Royal Academy projects are progressing through key stages and tenders have been received for the Fort William Primary Schools. Due to the relatively high value of these projects, the implications of any changes in the expenditure profiles over the next five years have to be carefully managed. However, there is a clear opportunity to bring forward some projects to address this situation as well as some of the immediate pressures facing the programme over the next few years. This approach, in conjunction with a sensible level of over-programming, will leave the programme in a stronger position to deal with any major variances in expenditure profiles and also allow projects to be put forward should additional capital funding becoming available at any point.
- 4.3** One of the main actions proposed in response to these factors is to bring forward the fourth and final phase of the redevelopment of Lochaber High School from financial year 2016/17 and incorporate it within the Phase 3 project that is currently underway. It is anticipated that this will achieve a considerable reduction in the capital expenditure required to complete the redevelopment due to more efficient programming of the works and by avoiding inflationary increases. There will also be clear educational benefits with less disruption to the operation of the school which has endured building works on the campus since 2009. Phase 3 is programmed to be complete by April 2015 and at this stage it appears that Phase 4 can be incorporated without any significant impact on this date. A start on site could be made on some sections of Phase 4 early in 2014. As a result, the redevelopment will be completed approximately two years ahead of programme. It is therefore recommended that the Phase 4 project is brought forward to run concurrently with Phase 3 subject to an appropriate cost being negotiated with the Phase 3 contractor and ensuring that the anticipated benefits will be achieved. Again any surplus capital funding will be reallocated within the overall five-year programme to allow other priorities to be addressed.
- 4.4** The Portree Gaelic Primary School and Portree Hostel projects have been initiated and the scope of the projects has increased slightly due to a review of the number of classrooms required in the school and the extent of the accommodation required in the hostel. The implications of these changes are currently being finalised and will be reported to the next meeting of this Committee but the additional funding that will be required can be provided from within the funding that will become available from the Fort William and Lochaber High projects.
- 4.5** It is proposed that any remaining funding after implementing the actions referred to in the preceding two paragraphs will be used to augment the current approved generic budgets headings of Life Cycle Investment and Roll

Pressures for works to schools. There will also be an opportunity to bring forward some of the funding in these budget headings from future years to address the overall expenditure profile situation. A number of new projects are recommended for approval in Section 5 and more recommendations will be brought to the next meeting of the Committee once the full implications of the issues identified earlier in this section are clearer.

5. PROPOSED NEW PROJECTS/AMENDMENTS TO APPROVED BUDGETS

5.1 Appendix 5 lists a number of new projects and amendments to existing project budgets that are recommended for approval, while the more significant projects are outlined in the remainder of this section. There are major new projects at Bun-sgoil Ghàidhlig Inbhir Nis, St Clement's School and St Duthus School and it is proposed that discussions take place with colleagues in Housing and Property to examine ways of reducing the overall cost of these projects, in particular reviewing the procurement options. Also, these projects should be considered as ECS priorities in the event of any additional funding becoming available in the near future.

5.2 Bun-sgoil Ghàidhlig Inbhir Nis - It is proposed that an annex to the school is constructed that would provide two nursery classrooms. The existing nursery classroom would be used as a primary classroom resulting in 10 classrooms in the main building. Indicatives costs for this option would be in the region of up to £1,000,000. Consideration may also have to be given to providing further additional primary classrooms to address the projected increase in the school roll in the coming years. However, this consideration could have significant implications for the operation of the school with its current level of ancillary accommodation, such as the dining facilities. Approval is therefore sought to review the options available and commence design work subject to formal approval at the next meeting of the Committee.

5.3 Central Primary School – There is an approved budget of £1,200,000 to provide new kitchen and dining facilities, two nursery classrooms and an expanded Doorways pupil support facility. During the design process, it has become apparent that the work required to the building containing the hall and Doorways base is greater than was originally envisaged. It is therefore recommended that the budget is increased to £1,500,000 with the additional funding coming from the Life Cycle Investment budget heading.

5.4 Lochaber High School, Synthetic Turf Playing Field – This Committee agreed on 20th March 2013 that the contributions of £500,000 from the Blàr Mor development in Fort William should be used to upgrade this facility to a 3G playing surface. The total cost is estimated to be approximately £450,000 and it is recommended that the work should be carried out in summer 2014. It is proposed that the project is funded initially from the generic Life Cycle Investment budget heading pending the receipt of developer contributions in future years. This investment will not only benefit the school but also will significantly increase options for a range of sports clubs in the area seeking appropriate training facilities throughout the year.

5.5 Mount Pleasant and Pennyland Primary Schools – This Committee agreed on 22nd May 2013 that design work should commence on plans to replace roof coverings and windows at both of these schools which are in poor condition. This has revealed that the emergency lighting and fire alarms at the schools also need to be upgraded. The estimated costs of the projects are £800,000 and £700,000 respectively and both are recommended for approval with funding to be allocated from the Life Cycle Investment budget heading.

5.6 St Clement's and St Duthus Schools – The feasibility studies to upgrade the accommodation at these schools have been completed and the estimated costs of the projects are £1,200,000 and £2,000,000 respectively. It is recommended that funding is allocated from the Life Cycle Investment budget heading initially to allow these projects to progress pending the review of the available funding as outlined in Section 4. Further details of the pressures on Special Schools are provided in Paragraph 6.6.

6. SUSTAINABLE SCHOOL ESTATE REVIEW

6.1 Wick High School and Primary Schools

The revised programme to construct the building to replace the existing Wick High School, Pulteneytown Academy Primary School, South Primary School, Wick Carnegie Public Library and Wick Swimming Pool, which will be known as the Wick Community Campus, has been formally agreed with Hub North Scotland Limited (HNSL) and Miller Construction UK (MCUK).

The key milestone dates are as follows:

- Stage 2 submission – 10/01/14
- Financial close and contract agreement - 07/02/14
- Construction start on site – 31/03/14
- Practical completion – 29/01/16
- Handover period – February to April 2016
- Completion of external works – August 2016

The construction work packages are currently being tendered in accordance with the requirements of the Territory Partner Agreement (TPA) which includes a significant proportion of the contracts being made available to local contractors.

The replacement school for Hillhead Primary School and North Primary School remains on programme to open in August 2015. The Stage 1 submission has been received and the Council's project team and specialist advisers are considering the detail. It is proposed that, subject to the Stage 1 submission being within the Affordability Cap approved at the New Project Request stage (when adjusted for indexation), approval to allow the project to progress to Stage 2 is delegated to the Directors of Education, Culture and Sport and Finance and the Interim Director of Housing and Property Services. This approach will ensure that there are no delays to the programme as a result of waiting for the appropriate Committee approval for the Stage 1 submission. The evaluation of the Stage 1 submission should be completed by mid-November 2013. The key programme dates are as follows:

- Enabling works commence – 20/01/14
- Contract award - 17/03/14
- Construction starts – 14/04/14
- School handover – 12/06/15
- Completion of all external works – 26/02/16

6.2 Alness Academy and Invergordon Academy ASG's

The dialogue process continues with public meetings scheduled as follows:

- Alness Academy – 19th November at 19:00
- Invergordon Academy – 20th November at 19:00

In addition, details of the emerging options and feedback to issues raised during public dialogue in June 2013 are now available on the Highland Council web-site and can be accessed via this link

<http://www.highland.gov.uk/learninghere/schools/sser/>

The review process comprises the following key stages:

1. Information gathering to establish options;
2. Test initial thoughts/options with local stakeholders;
3. Wider engagement to obtain further feedback and ideas;
4. Produce an option appraisal report with recommendations;
5. Consider this report at Adult & Children Services Committee (first quarter 2014);
6. Committee agrees (or not) to undertake a formal statutory consultation on the preferred option;
7. Statutory consultation undertaken re agreed option (duration 3 to 6 months);
8. Final report to Adult & Children Services Committee reporting outcomes of statutory consultation and including final recommendation;

Thereafter, Scottish Government Ministers may call-in the decision for review. In relation to the above timeline, the Council is currently at stage 3 and therefore there is a considerable time period before a final decision is agreed by Members.

6.3 Tain Royal Academy ASG

The potential sites for a new 3-18 campus building have been narrowed down to the existing Craighill Primary School and Tain Royal Academy Community Complex sites. Further investigations will be required to enable a final decision to be made but there may be an opportunity to acquire additional land adjacent to Craighill. It is recommended therefore that formal discussions take place with the owners to establish the extent of land that may be available and the likely cost of acquiring it in order that all necessary factors can be taken into account to establish the preferred site. Thereafter, a further report with a recommended preferred site will be brought back to this Committee for consideration by Members.

6.4 Plockton and Portree ASG's

The review of the Portree High School Associated School Group schools began on the 28th October with the pattern of activity following that used successfully in previous SSER reviews. Martin Finnigan and Frank Newall, from the Council's SSER partner, Caledonian Economics Limited, met with a range of local stakeholders including, Elected Members, Head Teachers, Parent Council and Community Council representatives to discuss a number of initial ideas. The initial ideas being explored to establish whether or not educational and community benefits can be realised include the following:

- There are capacity issues at Kilmuir and other problems with the facilities. There are very small numbers in the English Medium classes at Kilmuir and Staffin with the majority of pupils being educated through the medium of Gaelic. The review will explore ideas to adjust the school catchment areas to relieve the pressure, balance pupil numbers and to potentially enhance the existing provision;
- In North West Skye, total rolls for the four schools are forecast to remain stable or fall slightly. The four schools in question are Dunvegan, Knockbreck, Edinbane and Struan Primary Schools. There are potential educational and community benefits in exploring the possibility of creating a community hub in Dunvegan, encompassing some or all of the four schools and other community facilities. This initiative may involve reviewing the school catchment areas of other schools currently adjacent to the above;
- As a result of local initiatives involving the football pitch and the need to seek new accommodation for the Highland Council Service Point, further work will be undertaken with a view to improve the facilities at Broadford Primary School

It is anticipated that initial recommendations will be available during first quarter 2014. There will be on-going engagement with stakeholders throughout.

Initial engagement with the Ward 6 Elected Members has taken place re the scope of the review for schools in the Plockton High School Associated School Grouping. The review process for this ASG will progress by the end of the calendar year.

6.5 Inverness Royal Academy

The project is progressing well. The key milestone dates are as follows:

- Stage 1 approval – November 2013
- Full Planning Application – 25/11/13
- Planning Approval (indicative date) – 03/03/14
- Stage 2 approval – 25/04/14
- Construction start on site – 07/07/14
- Handover new school building – 06/05/16
- Handover existing building for demolition – 01/07/16
- Completion of all external works – 10/02/17

The Stage 1 submission is currently being evaluated by the Council's project team and their specialist advisers. The initial assessment is that the submission is within the Affordability Cap figure approved at the New Project Request stage (when adjusted for indexation). On this basis, and subject to a range of technical queries being clarified during the next stage, it is recommended that the project should progress to Stage 2.

6.6 Additional Support Needs Provision/Special Schools

There are recommendations in Section 5 to upgrade the accommodation at St Clement's and St Duthus Schools. This will result in additional capacity at both schools to help address known pressures. There is also a need to provide additional capacity at Drummond School and a review of the potential options is currently underway. However, these proposals are only likely to be sufficient to address the short to medium term pressures and there needs to be a review of provision across the whole of the estate in order to determine a longer term strategy.

6.7 Building Condition Surveys

All school buildings have now been surveyed and the results are currently being validated in conjunction with the consultants and colleagues in the Housing and Property Service. This is a relatively complex and detailed exercise and it is anticipated that the final outcomes will be available towards the end of March 2014 in time for the annual Core Facts Return to the Scottish Government.

7. PERFORMANCE IMPROVEMENT MEASURES

7.1 ECS Estates Issues – Ward Reports

A standard report for tracking ECS estates issues at Ward level is currently being introduced. **Appendix 6** summarises progress to date with agreeing the content of the initial draft reports for each Ward.

7.2 Project Reviews

A summary of the significant lessons to be learned from the Ben Wyvis Primary School project is included in **Appendix 7**. This demonstrates the need to improve communication and provide more clarity on roles and responsibilities. Various measures have been put in place to address these issues with immediate effect. With regard to a query raised at the previous meeting of the Committee, the review of projects is in line with normal project management procedures and is best carried out by those directly involved in the project. The Council's Internal Audit staff would only become involved where it was considered that there was a specific need to do so.

8. OTHER MATTERS

8.1 Former School House, Kinlochewe – this house has been unoccupied for

some time. It is proposed that it is declared surplus to operational requirements and disposed of on the open market.

9. IMPLICATIONS

- 9.1 Resource implications** - the resource implications are as outlined above; all refurbishment works consider energy saving and improving insulation of buildings.
- 9.2 Legal implications** – all projects are fully compliant with current statutory requirements.
- 9.3 Equality implications** – building projects provide the appropriate environment and facilities for individuals with specific needs where appropriate.
- 9.4 Climate change implications** – new and adapted buildings comply fully with current Highland Council policy requirements
- 9.5 Risks** – risk management is undertaken in accordance with recognised good project management practice; there are risks in ensuring that Health and Social Care buildings meet all fire regulations and that work is carried out within a short timescale.

Recommendations

The Committee is asked to:

- Note the status of the 2013/14 HSC capital programme at the end of September 2013 as detailed in Section 2 and Appendix 1;
- Note the status of the 2013/14 ECS capital programme at the end of September 2013 as detailed in Section 3 and Appendix 2;
- Note the status of the ECS major capital projects as detailed in Appendix 3;
- Note the issues affecting the expenditure profiles for several major ECS projects over the five-year period as detailed in Section 4 and approve the recommendation that the Lochaber High Phase 4 project is brought forward to run concurrently with Phase 3 subject to an appropriate cost being negotiated with the Phase 3 contractor and ensuring that the anticipated benefits will be achieved;
- Agree the new projects and amendments to existing budget allocations as detailed in Section 5 and Appendix 5;
- Note the status of the Sustainable School Estate Review as detailed in Section 6;
- Agree that the decision to allow the North of the River Primary School in Wick to progress to Stage 2 be delegated to the Directors of Education Culture and Sport, Finance and the Interim Director of Housing and Property Services on the basis that the Affordability Caps (adjusted for indexation) approved in the New Project Request document (approved by this Committee in January 2013) are not exceeded;
- Agree that the replacement Inverness Royal Academy project should progress to Stage 2 on the basis that the Council's project team has confirmed that the maximum predicted price figure (adjusted for indexation) contained within the Stage 1 submission is within the corresponding figure approved in the New Project Request document (approved by this Committee in January 2013);
- Agree that formal discussions take place with the owners of land adjacent to Craighill Primary School regarding its availability in order that all necessary factors can be taken into account to establish a preferred site for the proposed 3 to 18 campus in Tain ;
- Note the progress on measures to improve communication with Ward Members as detailed in Appendix 6;
- Agree that the lessons learnt re the Ben Wyvis Primary School project as detailed in Appendix 7 are adopted for all major ECS and HSC projects with immediate effect;
- Agree to recommend to the Finance, Housing and Resources Committee that the former school house at Kinlochewe be declared surplus to requirements and disposed of on the open market.

Signature: Hugh Fraser/Bill Alexander

Designation: Directors of Education, Culture and Sport and Health and Social Care

Date: 4th November 2013

Joint Authors: Ron MacKenzie, Head of Support Services
Robert Campbell, Estate Strategy Manager
Mike Dolan, Project Manager

Background Papers

Appendix 1 – Monitoring of Capital Expenditure 2013/14 - September 2013 (Health and Social Care)

Appendix 2 – Monitoring of Capital Expenditure 2013/14 - September 2013 (Education Culture and Sport)

Appendix 3 – Status of Major ECS Capital Projects

Appendix 4 – Approved Funding for Various Major Capital Projects

Appendix 5 – Other Proposed New Projects/Amendments to Existing Budgets

Appendix 6 – ECS Estates Issues – Ward Reports Summary

Appendix 7 – Significant Lessons from Ben Wyvis Primary School

HEALTH & SOCIAL CARE CAPITAL MONITORING REPORT

Appendix 1

September 2013

Project Description	BUDGET			ACTUAL		VARIANCE
	A	B	C	D	E	F
	Gross Expenditure £(000)	Income £(000)	Net Expenditure £(000)	Net Expenditure to date £(000)	Net Estimated Outturn £(000)	Col. E minus Col. C £(000)
Children's Services						
Residential unit, Caithness, Sutherland & East Ross	704		704	25	704	-
Fostering Adaptations	4		4	4	4	-
Childrens Services (HSC) Investment	100		100	4	100	-
Avoiding out of area Children's Placements	80		80		80	-
Total for Childrens Services	888		888	33	888	-
Older People						
Care of the Elderly Investment - Ach An Eas	626		626	303	626	-
Care of the Elderly Investment - Duthac House	3		3	3	3	-
Care of the Elderly Investment - Grant House	28		28	42	28	-
Care of the Elderly Investment - Invermevis House	1,369		1,369	726	1,369	-
Adult Services (NHS) (Baseline Bid)	1,000		1,000	3	650	(350)
Total for Older People	3,026		3,026	1,076	2,676	(350)
OVERALL TOTAL	3,914		3,914	1,109	3,564	(350)

SERVICE: EDUCATION, CULTURE & SPORT

Project Description	BUDGET			ACTUAL			VARIANCE
	A	B	C	D	E		F
	Gross Expenditure £(000)	Income £(000)	Net Expenditure £(000)	Net Expenditure to date £(000)	Net Estimated Outturn £(000)	+/- To Date to Outturn £(000)	Col E minus Col. C £(000)
COMMUNITY LEARNING AND LEISURE							
Community and Leisure Facilities							
Am Fasgadh (Highland Folk Museum)	2,855	0	2,855	2,086	2,855	769	0
Community and Leisure Facilities	233	0	233	()	333	333	100
Culduthel Park	0	0	0			0	0
Culloden Pitches	1	0	1	0	1	1	0
Fraser Park - Refurbishment of Pavilion	6	0	6	(1)	6	7	0
Highland Archive and Registration Centre	15	0	15	0	15	15	0
Invergordon Leisure	500	300	200	(300)	(100)	200	(300)
Inverness Leisure Facility	503	0	503	200	603	403	100
Leisure Facilities	74	40	34	38	134	96	100
Lochaber Leisure Centre	0	0	0			0	0
Muck Community Hall	2	0	2	0	2	2	0
Slackbuie Park	2	0	2	2	2	0	0
Thurso Library	300	0	300	0	150	150	(150)
Thurso Swimming Pool	860	492	368	(433)	(182)	251	(550)
EDUCATION							
Secondary Schools Programme							
Golspie High - Re-Roofing/Replacement Windows	85	0	85	48	85	37	0
Grantown Grammar - Extension	47	0	47	0	47	47	0
Inverness Royal Academy	419	0	419	15	419	404	0
Kingussie High - Extension	1,826	0	1,826	909	1,826	917	0
Kingussie High - Rail Footbridge	3	0	3	5	3	(2)	0
Lochaber High - Refurbishment Phase 1	29	0	29	36	36	0	7
Lochaber High - Refurbishment Phase 2	1	0	1	1	1	0	0
Lochaber High - Refurbishment Phase 3	4,888	0	4,888	1,307	5,881	4,574	993
Nairn Academy - Extension	64	0	64	0	64	64	0
Plockton High - Extension	68	0	68	3	68	65	0
Portree High School Hostel	350	0	350	0	350	350	0

SERVICE: EDUCATION, CULTURE & SPORT

Project Description	BUDGET			ACTUAL			VARIANCE
	A	B	C	D	E		F
	Gross Expenditure £(000)	Income £(000)	Net Expenditure £(000)	Net Expenditure to date £(000)	Net Estimated Outturn £(000)	+/- To Date to Outturn £(000)	Col E minus Col. C £(000)
Ullapool High - New Hostel	10	0	10	1	10	9	0
Wick High - New School	4,445	0	4,445	287	4,445	4,158	0
Primary Schools Programme							
Acharacle Primary - New School	10	0	10	2	10	8	0
Aldourie Primary - Extension/Refurbishment	36	0	36	0	36	36	0
Aviemore Primary - New School	500	0	500	15	500	485	0
Ben Wyvis Primary - New School	892	0	892	113	892	779	0
Central Primary Refurbishment	1,138	0	1,138	92	388	296	(750)
Cromarty Primary - Extension/Refurbishment	425	0	425	12	225	213	(200)
Farr Primary - Extension	0	0	0			0	0
Fort William - Caol/RC Joint Campus	1,200	0	1,200	756	1,200	444	0
Fort William - Gaelic Primary	548	0	548	343	548	205	0
Fort William - New School at Lundavra	1,500	0	1,500	1,172	1,500	328	0
Glenurquhart Primary - Gaelic Medium Unit	91	0	91		91	91	0
Inverness Primaries - Ph 1 - Holm Childcare Unit	195	0	195	195	195		0
Inverness Primaries - Ph 1 - Lochardil Additional Accommodation	153	0	153	83	153	70	0
Inverness Primaries - Ph 2 - Raigmore Replacement Accommodation	1,914	0	1,914	852	1,914	1,062	0
Inverness Primaries - Ph 2 - Smithton Additional Accommodation	687	0	687	139	687	548	0
Lochaline Primary - New School	72	0	72	28	72	44	0
Milton of Leys Primary - New School	1	0	1	13	1	(12)	0
Portree Gaelic Primary	254	250	4	0	4	4	0
Roybridge - Modular unit	23	0	23	25	25	0	2
Roybridge - MUGA	13	13	0	56	0	(56)	0
Special Schools Programme							
Black Isle Education Centre - Replacement	350	0	350	0	50	50	(300)
St Clements Special School	0	0	0	1	200	199	200

SERVICE: EDUCATION, CULTURE & SPORT

Project Description	BUDGET			ACTUAL			VARIANCE
	A	B	C	D	E		F
	Gross Expenditure £(000)	Income £(000)	Net Expenditure £(000)	Net Expenditure to date £(000)	Net Estimated Outturn £(000)	+/- To Date to Outturn £(000)	Col E minus Col. C £(000)
St Duthus Special School	0	0	0	0	5	5	5
Estate Management							
Catering, Cleaning and Facilities Management	500	0	500	170	500	330	0
Estate Strategy - Life Cycle Investment	2,523	0	2,523	740	2,454	1,714	(69)
Estate Strategy - Roll Pressures	451	0	451	323	751	428	300
Former Achintore School	73	0	73	85	85	()	12
ICT Investment	285	0	285	2	285	283	0
Musical Instruments	50	0	50	0	50	50	0
Office Accommodation	50	0	50	7	50	43	0
Retentions	0	0	0	0	0	0	0
Sustainable School Estate Review	300	0	300	58	300	242	0
Vehicles	121	0	121	121	121		0
OVERALL TOTAL	31,942	1,095	30,847	9,609	30,348	20,740	(500)

APPENDIX 3 - STATUS OF MAJOR CAPITAL PROJECTS AS AT 4 NOVEMBER 2013

Project	Progress Report	Start Date		Completion Date		Total Project Cost		
		Programmed	Actual/ Estimated	Programmed	Actual/ Estimated	Approved	Estimated Final	
AT POST-CONTRACT STAGE								
1	Kingussie High - Extension	Practical completion achieved as of 20 Sept. Project now in defects period.	June 2012	October 2012	March 2013	September 2013	£4,000,000	To be reported to next Committee meeting
2	Am Fasgadh (Highland Folk Museum Store)	Handover meeting scheduled for 4 Nov. Practical completion expected to be achieved then.	September 2012	January 2013	December 2013	November 2013	£3,700,000	£3,700,000
3	Lochaber High Phase 3	Works progressing well on site.	June 2013	June 2013	June 2015	April 2015	£11,000,000	£11,000,000
4	Raigmore Primary - Replacement of Modular Accommodation	Works progressing well on site.	March 2013	August 2013	Phase 1 Aug 2013 Phase 2 Oct 2013 Phase 3 Nov 2013	Phase 1 Nov 2013 Phase 2 Oct 2013 Phase 3 Dec 2013	£1,700,000	£1,700,000
5	Smithton Primary - Early Education Unit	Works progressing well on site.	May 2013	August 2013	October 2013	January 2014	£750,000	£750,000
AT DESIGN STAGE								
6	Invergordon Leisure Centre - Extension/Internal Alterations	Reduced scope of work to be agreed by HLH.	July 2013	To be determined	November 2013	To be determined	£850,000	
7	Central Primary - Kitchen/Dining, Nursery and Doorways	Bill of reductions being finalised for issue early November.	September 2013	February 2014	January 2014	August 2014	£1,200,000	
8	Milton of Leys Primary - Extension	Planning application has been submitted.	March 2014	March 2014	First 2 bays - August 2014; 3rd bay - Oct 2014	First 2 bays - August 2014; 3rd bay - Oct 2014	£650,000	
9	Thurso Library - Refurbishment	Design work underway.	March 2014	March 2014	December 2014	December 2014	£1,200,000	
10	Thurso Swimming Pool - Extension and Refurbishment	Stage D sign off meeting being arranged.	January 2013	March 2014	December 2013	March 2015	£2,000,000	
11	Inverness Leisure - Refurbishment	Stage D sign off meeting arranged for main refurbishment. Enabling works being procured separately.	June 2013	July 2014	January 2014	April 2015	£3,500,000	
12	Cromarty Primary - Extension and Refurbishment	Negotiations regarding land purchase nearing conclusion.	July 2013	August 2014	May 2014	April 2015	£2,000,000	

APPENDIX 3 - STATUS OF MAJOR CAPITAL PROJECTS AS AT 4 NOVEMBER 2013

Project	Progress Report	Start Date		Completion Date		Total Project Cost	
		Programmed	Actual/ Estimated	Programmed	Actual/ Estimated	Approved	Estimated Final
13	Fort William Gaelic Primary	Tenders returned and evaluations taking place.	May 2014	Mar 2014	July 2015	July 2015	£36,500,000
14	Fort William/Upper Achintore - New Primary School	Tenders returned and evaluations taking place.	January 2014	Feb 2014	April 2015	July 2015	
15	Caol/Fort William RC/Lochyside RC - New Joint Campus	Tenders returned and evaluations taking place.	October 2013	Mar 2014	July 2015	Feb 2016, MUGA/car park June 2016	
16	Hillhead/North Wick - New Primary School	Planning submitted, enabling works start 20/01/14	May 2014	April 2014	June 2015	Aug 2015	£46,000,000 (Council contribution)
17	Pulteneytown/South Wick - New Primary School	Planning permission granted on 12th Aug 2013. Hubco is progressing with stage 2 information	May 2014	March 2014	June 2015	April 2016	
18	Wick High - New School	Planning permission granted on 12th Aug 2013. Hubco is progressing with stage 2 information	September 2012	March 2014	July 2014	April 2016	
19	Inverness Royal Academy	PAN exhibition 10/11 Sept. Ongoing design development by HubCo. Awaiting Stage 1 sign off (Oct).	May 2014	July 2014	May 2016	July 2016	£18,000,000 (Council contribution)
20	Portree Hostel	Project initiated.	To be determined	To be determined	To be determined	To be determined	£3,500,000
21	Portree Gaelic Primary School	Project initiated.	To be determined	To be determined	To be determined	To be determined	£8,000,000

Appendix 4

ECS Capital Programme - Approved Funding for Various Major Projects							
Project Name	Previous	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Wick Schools	1,555,000	4,445,000	17,000,000	23,000,000	0	0	46,000,000
Fort William Primary Schools	942,000	3,248,000	20,000,000	11,560,000	750,000	0	36,500,000
Inverness Royal Academy	81,000	419,000	1,500,000	16,000,000	0	0	18,000,000
Lochaber High Phase 3	1,442,000	4,888,000	4,450,000	0	220,000	0	11,000,000
Lochaber High Phase 4	0	0	0	0	4,500,000	500,000	5,000,000
Portree Gaelic Primary	0	0	0	5,940,000	1,650,000	412,000	8,002,000
Portree Hostel	0	350,000	1,600,000	1,570,000	0	0	3,520,000
Totals	4,020,000	13,350,000	44,550,000	58,070,000	7,120,000	912,000	128,022,000

Inverness Royal Academy	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Totals
Contractual Payments	0	0	1,500,000	5,000,000	20,750,000	3,650,000	131,000	31,031,000
HAPS Stage A/B Fees	27,369	24,141						450,000
HAPS Fees			298,868	39,849	0	39,849	19,924	
Other Costs		30,125	119,497	460,151	750,000	1,960,151	199,076	3,519,000
Inflation								
ICT								
Transition to New								
Playing Fields								
Council Contingency								
	27,369	54,266	1,918,365	5,500,000	21,500,000	5,650,000	350,000	35,000,000

HC 14,358,000
 SG 16,673,000
DBFM 31,031,000

Wick Joint Campus	2011/12	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Totals
Contribution to DBFM			0	0	0	0	7,000,000	1,000,000	0	8,000,000
HAPS Stage A/B Fees	37,686	84,847	67,901	0	0	0	0	0	0	1,522,533
HAPS Fees			645,344	46,096	307,634	133,210	0	199,815	0	
HAPS Fees - Primary			113,876	89,474	96,650	40,000	0	60,000	0	400,000
Site Acquisition			265,028	91,577	884,716	1,076,790	1,500,000	240,185	0	4,097,123
Other Costs			12,153	26,674						
ICT			0	0						
SRTS			0	0						
Transition to New			0	0						
Council Contingency			0	0						
Totals	37,686	84,847	1,104,302	253,821	1,289,000	1,250,000	8,500,000	1,500,000	0	14,019,656

DBFM Contract	25,521,331	25,521,331
HC	11,726,531	11,726,531
SG	13,794,800	13,794,800

Hillhead/North Primary	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Totals
Contractual Payments	0	0	627,039	8,734,448	4,440,256	275,220	38,538	14,115,501
HAPS Fees	0	91,900	147,650	46,800	0	70,200	0	356,550
Site Acquisition	0	0	886,593	1,119,990	1,700,000	29,985	0	3,738,505
Other Costs	0	1,937						
ICT	0	0						
Transition to New	0	0						
Demolition	0	0						
Council Contingency	0	0						
Totals	0	93,837	1,661,282	9,901,238	6,140,256	375,405	38,538	18,210,556

APPENDIX 5 - OTHER PROPOSED NEW PROJECTS/AMENDMENTS TO EXISTING BUDGETS				
PROJECT		BUDGET	FUNDING	COMMENTS
1	Achiltibuie Primary - Various Works	£50,000	Life Cycle Investment	Refurbishment of toilets and work to classrooms
2	Badaguish Centre - Fire Safety Works	£25,000	Community and Leisure Facilities	Work to Lodge 3
3	Brora Primary - Refurbishment of Toilets	£50,000	Life Cycle Investment	Currently in poor condition
4	Charleston Academy - Albert Roux Kitchen	£200,000	Roll Pressures/ Other Sources	Increase in ECS contribution from £100,000 to £115,000
5	Dingwall Primary - Various Works	£25,000	Life Cycle Investment	Replacement of external doors and upgrading security
6	Grantown Primary - Refurbishment of Toilets	£50,000	Life Cycle Investment	Currently in poor condition
7	Halkirk Primary - Upgrading Heating System	£100,000	Life Cycle Investment	Urgently requires to be replaced
8	Holm Primary - Internal Alterations Phase 2	£175,000	Life Cycle Investment	Next phase of ongoing improvements to toilets and ASN accommodation
9	Inverness High - Pilot Window Replacement	£275,000	Life Cycle Investment	Scope increased to include upgrade of electrical and mechanical installations in all four classrooms
10	Lochardil Primary - Refurbishment of Toilets	£150,000	Life Cycle Investment	Currently in poor condition
11	Nairn Academy - Internal Alterations Phase 4	£150,000	Life Cycle Investment	Final phase of ongoing improvements
12	Scourie Primary - Conversion of House	£150,000	Life Cycle Investment	Formation of nursery classroom and additional ancillary accommodation for school
13	Tarradale Primary - Refurbishment of Toilets Phase 2	£125,000	Life Cycle Investment	Currently in poor condition

Appendix 6 - Education, Culture and Sport Estates Team
Ward Reports - Summary
Position as at 04/11/13

Ward Nos.	Ward Names	Initial Draft Report Status	Attend Yes/No	Meeting Date
12 and 22	Caol and Mallaig/Fort William and Ardnamurchan	Updated following joint business meeting	Yes	07/10/13
18	Culloiden and Ardersier	Updated following business meeting	Yes	16/10/13
2, 3 and 4	Thurso/Wick/Landward Caithness	Updated following joint business meeting	No	21/10/13
9	Dingwall and Seaforth	Updated following business meeting	Yes	21/10/13
8	Tain and Easter Ross	Updated following business meeting	Yes	04/11/13
10	Black Isle	Meeting postponed but draft report circulated to Members	No	04/11/13
13	Aird and Loch Ness	To be presented at business meeting	Yes	11/11/13
21	Badenoch and Strathspey	To be considered at business meeting	No	11/11/13
1	North, West and Central Sutherland	To be considered at business meeting	No	18/11/13
6	Wester Ross, Strathpeffer and Lochalsh	To be presented at business meeting	Yes	18/11/13
14	Inverness West	To be considered at business meeting	No	25/11/13
5	East Sutherland and Edderton	To be considered at business meeting	No	25/11/13
20	Inverness South	To be presented at business meeting	Yes	29/11/13
11	Eilean a' Cheò	To be considered at business meeting	No	02/12/13
19	Nairn	To be presented at business meeting	Yes	02/12/13
16	Inverness Ness-Side	To be presented at business meeting	Yes	03/12/13
7	Cromarty Firth	To be presented at business meeting	No	09/12/13
21	Badenoch and Strathspey	To be considered at business meeting	Yes	09/12/13
15	Inverness Central	To be arranged		
17	Inverness Millburn	To be arranged		

Appendix 7 - Lessons Report - Ben Wyvis Primary School

Significant Lessons

The following table summarises the most significant lessons to be learned from this project under the main themes of PRINCE2.

Issue	Effect	Causes/Trigger	Recommendations
Business Case Theme			
None			
Organisation Theme			
Resources	Delays in dealing with issues or responding to queries	Resources in ECS and HAPS were stretched at times	<ul style="list-style-type: none"> Both services to ensure that adequate resources are in place at the start of a project and are maintained at the required level throughout; continuity to be maintained wherever possible
Roles and responsibilities	Communication problems	Lack of clarity over certain roles and responsibilities	<ul style="list-style-type: none"> In future, these should be in line with revised procedures (ECS – PRINCE2, as agreed at ACS Committee; HAPS – Consultancy/Project Management procedures)
Stakeholder engagement	Community kitchen had to be re-designed	Layout did not meet the expectations of users	<ul style="list-style-type: none"> Formally log all types of communication with external stakeholders Identify all existing users at the outset and consult where necessary Continue stakeholder group meetings beyond handover
Quality Theme			
Quality management	Handover of building with extensive snagging issues	Contractor performance	<ul style="list-style-type: none"> Work with contractors to achieve zero defects at handover Do not agree to handover of building until it is completed to an acceptable standard Allow more time for handover, commissioning and occupation stages
Plans Theme			
Planning generally	Ambiguity over expectations and communication	Communication and control issues	<ul style="list-style-type: none"> Review all project activities, assess dependencies and allocate resources Formal communication management strategy to be implemented Ensure programme is clear and has been shared with all parties Ensure that the boundaries and extent of the project scope are clear
Risk Theme			
Risk management	Uncertainty over impact on project objectives	Significant events	<ul style="list-style-type: none"> Formal risk management procedure to be fully implemented on all projects from the outset and actively managed throughout
Change Theme			
Issue and change control	Uncertainty over impact on project performance targets	Significant issues and changes	<ul style="list-style-type: none"> Formal issue and change control procedure to be fully implemented on all projects from the outset and actively managed throughout
Progress Theme			
Assessment of potential problems	Late escalation meant that corrective action not achieved earlier	Communication and reporting issues	<ul style="list-style-type: none"> Clear reporting structures to be adopted along with escalation routes Project Boards to be established for all major projects to review progress