

Public Document Pack



To: Councillor Boulton, Convener; Councillor Lumsden, Vice Convener; and Councillors Graham, Laing, Avril MacKenzie, McLellan, Alex Nicoll, Audrey Nicoll and Yuill.

Town House,
ABERDEEN 15 January 2020

CAPITAL PROGRAMME COMMITTEE

The Members of the **CAPITAL PROGRAMME COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **WEDNESDAY, 22 JANUARY 2020 at 2.00 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

NOTIFICATION OF URGENT BUSINESS

1.1 Notification of Urgent Business

DETERMINATION OF EXEMPT BUSINESS

2.1 Members are requested to determine that any exempt business be considered with the press and public excluded

DECLARATIONS OF INTEREST

3.1 Declarations of Interest (Pages 5 - 6)

DEPUTATIONS

4.1 Deputations where requested

MINUTES OF PREVIOUS MEETINGS

- 5.1 Minute of Previous Meeting of 14 November 2019 (Pages 7 - 10)

COMMITTEE BUSINESS PLANNER

- 6.1 Committee Planner (Pages 11 - 14)

NOTICES OF MOTION

- 7.1 Notices of Motion

COMMITTEE BUSINESS

Risk Management

- 8.1 Cluster Risk Registers - RES/20/033 (Pages 15 - 38)

Councils Capital Programme

- 8.2 NESS Energy Project - RES/19/197 (Pages 39 - 44)
- 8.3 Provost Skene's House - RES/19/275 (Pages 45 - 50)
- 8.4 Union Terrace Gardens - RES/19/259 (Pages 51 - 60)
- 8.5 ELC Projects Update - RES/20/104 (Pages 61 - 68)

EXEMPT / CONFIDENTIAL BUSINESS

- 9.1 Where Required

EHRIAs related to reports on this agenda can be viewed [here](#)

To access the Service Updates for this Committee please click [here](#)

Website Address: www.aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Karen Finch, tel 01224 522723 or email kfinch@aberdeencity.gov.uk

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DECLARATIONS OF INTEREST

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons

For example, I know the applicant / I am a member of the Board of X / I am employed by... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

- (a) a devolved public body as defined in Schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
- (d) a body being a company:-
 - i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
 - ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons.....and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval

- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority.... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

CAPITAL PROGRAMME COMMITTEE

ABERDEEN, 14 November 2019. Minute of Meeting of the CAPITAL PROGRAMME COMMITTEE. Present:- Councillor Boulton, Convener; Councillor Lumsden, Vice-Convener; and Councillors Flynn, Graham, Laing, Avril MacKenzie, McLellan, Nicoll and Yuill.

The agenda and reports associated with this minute can be found [here](#).

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

DECLARATIONS OF INTEREST

1. Members were requested to intimate any declarations of interest in respect of the items on the agenda.

The Committee resolved:-

to note that no declarations of interest were intimated.

MINUTE OF PREVIOUS MEETING OF 12 SEPTEMBER 2019

2. The Committee had before it the minute of their previous meeting of 12 September 2019.

The Committee resolved:-

- (i) in relation to the information circulated by email providing updates to previous decisions, to note that the Chief Officer Corporate Landlord would determine the timeframe for when pupils started attending Hazlewood School and send the information by email to the Committee; and
- (ii) to otherwise approve the minute as a correct record.

COMMITTEE PLANNER

3. The Committee had before it the Committee Business Planner as prepared by the Chief Officer Governance.

The Committee resolved:-

- (i) in relation to item 32 (Torry Primary School Including Community Hub) to note that the demolition of the former Torry Academy would commence in spring 2020 and that the Chief Officer Corporate Landlord would circulate by email a response regarding Business Rate costs for the former Academy building; and
- (ii) to otherwise note the content of the business planner.

CAPITAL PROGRAMME COMMITTEE
14 November 2019

HOUSING PROGRAMME STRATEGIC PLANNING PROGRESS REPORT - RES/19/417

4. The Committee had before it a report by the Director of Resources which provided an update on the progress of works being undertaken as part of Aberdeen City Council's directly delivered new build Council housing sites and developer led schemes.

The report recommended:-

that the Committee notes the progress achieved in the social housing programme.

The Committee resolved:-

to approve the recommendation contained in the report.

SUMMERHILL NEW BUILD HOUSING PROGRESS REPORT - RES/19/276

5. The Committee had before it a report by the Director of Resources which provided an update on the progress of works being undertaken at the Summerhill new build Council housing project.

The report recommended:-

that the Committee notes the progress achieved in the housing project at Summerhill.

The Committee resolved:-

to approve the recommendation contained in the report.

WELLHEADS ROAD NEW BUILD HOUSING PROGRESS REPORT - RES/19/367

6. The Committee had before it a report by the Director of Resources which provided an update on the progress of the Wellheads Road new build Council housing project.

The report recommended:-

that the Committee notes the progress achieved in the procurement of the new build Council housing project at Wellheads Road.

The Committee resolved:-

to approve the recommendation contained in the report.

CAPITAL PROGRAMME COMMITTEE
14 November 2019

THE EVENT COMPLEX ABERDEEN (TECA) PROJECT UPDATE - RES/19/277

7. The Committee had before it a report by the Director of Resources which provided an update on the progress of The Event Complex Aberdeen (TECA) project, including milestones achieved to date, next steps and summarised the risks associated with the project.

The report recommended:-

That the Committee -

- (a) notes the milestones achieved to date for the project;
- (b) notes the financial update for the project; and
- (c) notes the risks associated with the project.

The Committee resolved:-

to approve the recommendations contained in the report.

- **COUNCILLOR MARIE BOULTON, Convener.**

CAPITAL PROGRAMME COMMITTEE
14 November 2019

<p style="text-align: center;">CAPITAL PROGRAMME COMMITTEE BUSINESS PLANNER</p> <p style="text-align: center;">The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.</p>								
Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
		22 January 2020						
Torry Heat Network	To report on the progress of the delivery of the Torry Heat Network Project.		Bill Watson	Capital	Resources	Remit 1.1	D	A grant application has been submitted to the Scottish Government's Low Carbon Infrastructure Transition Programme, so as to increase the benefits that can be achieved from this project. The decision on this application is due early 2020. A report is to be presented to Committee once the results of this application are known
Energy From Waste	To report on the progress of the delivery of the Energy from Waste Project.	A report is on the agenda	John Wilson	Capital	Resources	Remit 1.1		
Union Terrace Gardens	to provide an update on progress on the delivery of the project.	A report is on the agenda	Tara Gavan	Capital	Resources	Remit 1.1		
Provost Skene's House	to provide an update on progress on the delivery of the project.	A report is on the agenda	Colin Doig	Capital	Resources	Remit 1.1		
ELC - Northfield Cummingspark Nursery	to provide an update on progress on the delivery of the project.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		
ELC - Seaton Nursery	to provide an update on progress on the delivery of the project.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		
ELC - Tillydrone Nursery	to provide an update on progress on the delivery of the project.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		
ELC - Kingsford School Nursery	to provide an update on progress on the delivery of the project.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		
ELC - Quarryhill School Nursery	to provide an update on progress on the delivery of the project.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		
ELC - Tullos School Nursery	to provide an update on progress on the delivery of the project.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		
ELC - Westpark School Nursery	to provide an update on progress on the delivery of the project.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		
ELC - Woodside School Nursery	to provide an update on progress on the delivery of the project.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		
ELC - Duthie Park	to update the committee on the progress of Duthie Park. This project will help meet Aberdeen City Council's Early Learning and Childcare Delivery Plan objectives by working with the Education Operations teams to help meet the Scottish Governments commitment to expand funded early learning and childcare from 600 hours to 1140 hours by 2020.	This is contained in the combined ELC Report	Colin Kemp	Capital	Resources	Remit 1.1		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
17	Risk Register	To report on the risk registers for Capital and Corporate Landlord clusters.	a report is on the agenda	John Wilson/ Stephen Booth	Capital/ Corporate Landlord	Resources	GD 7.4		
18			25 March 2020						
19	Wellheads Housing Development Progress Report	To provide an update to Committee in relation to the Wellheads Housing Development		John Wilson	Capital	Resources	Remit 1.1		
20	Summerhill New Build Housing Progress Report	To provide an update to Committee in relation to the Summerhill Housing Development		John Wilson	Capital	Resources	Remit 1.1		
21	South College Street	To report on the progress of the delivery of the South College Street Corridor Improvement Project.		Alan McKay	Capital	Resources	Remit 1.1		
22			14 May 2020						
23	Countesswells Primary School	to provide an update on the progress on the delivery of the school		Bill Watson	Capital	Resources	Remit 1.1		
24	Milltimber Primary School	to provide an update on the progress on the delivery of the school		Neil Esslemont	Capital	Resources	Remit 1.1		
25	Tillydrone (Riverbank Replacement) Primary School	to provide an update on the progress on the delivery of the school		Neil Esslemont	Capital	Resources	Remit 1.1		
26	Torry Primary School (including Community Hub)	to provide an update on the progress on the delivery of the school		Bill Watson	Capital	Resources	Remit 1.1		
27	ELC Expansion Update Report	to provide an update on the progress of all of the ELC projects		Colin Kemp	Capital	Resources	Remit 1.1		
28	Union Terrace Gardens	to provide an update on progress on the delivery of the project.		Tara Gavan	Capital	Resources	Remit 1.1		
29	Provost Skene's House	to provide an update on progress on the delivery of the project.		Colin Doig	Capital	Resources	Remit 1.1		
30	Aberdeen Art Gallery	Capital programme Cttee - 12/09/19 (iii) to instruct the Chief Officer Corporate Landlord in consultation with the Chief Officer Capital and Chief Officer City Growth to provide a post evaluation report to this Committee providing details on the delivery of the desired outcomes identified within the approved business case within 12 months of post opening	Originally scheduled for November 2020 but has been brought forward.	John Wilson	Capital	Resources	Remit 1.1		
31	Energy From Waste	To report on the progress of the delivery of the Energy from Waste Project.		John Wilson	Capital	Resources	Remit 1.1		
32			23 September 2020						
33									
34			18 November 2020						
35									
36			TBC						

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2	Review of Community Facilities in Garthdee - NOM Cllrs Yuill and Townson	<p>Council 15/03/17 referred the terms of the motion to Communities, Housing and Infrastructure Committee. " In light of the Administration's commitment to build 2,000 houses by 2022, to instruct the Interim Director of Communities, Housing and Infrastructure to bring forward to the earliest committee a further report on the feasibility of the Council investing in Council housing on the site of the Kaimhill Outdoor Sports Centre".</p> <p>Capital Programme Committee 12/09/18 The Committee agreed to separate the issues into two entries.</p> <p>The second report will be to address the use of the former outdoor centre for council houses. This will be addressed in the detailed proposals for 200 houses in due course.</p>		Stephen Booth	Corporate Landlord/ Early Intervention and Community Empowerment	Resources/ Customer	Remit 1.1		<p>The site has been put forward as a potential residential site to the local Development plan process. The intention is that if successful the site would be allocated for future affordable housing provision.</p> <p>It is the intention that instruction will be sought to invest in the site through the budget process.</p>
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ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	22 January 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Cluster Risk Registers
REPORT NUMBER	RES/20/033
DIRECTORS	Steve Whyte
CHIEF OFFICERS	John Wilson, Stephen Booth
REPORT AUTHOR	Chief Officers
TERMS OF REFERENCE	General 7.4

1. PURPOSE OF REPORT

To present the Cluster Risk Registers and Assurance Maps in accordance with Committee Terms of Reference and to provide assurance on the Council's system of risk management.

2. RECOMMENDATION(S)

That the Committee note the Cluster Risk Registers and Assurance Maps set out in Appendices A and B.

3. BACKGROUND

Committee Roles and Responsibilities

3.1 The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Corporate Management Team (CMT) are effectively identifying and managing risks. To this end, it reviews the Council's Corporate Risk Register annually, as well as an annual report on the system of risk management which is included in the Annual Governance Statement.

3.2 The Risk Management Framework states that all other committees should receive assurance on the risk management arrangements which fall within their terms of reference. This is provided through the risk registers for the relevant Clusters which fall within the remit for this Committee. These are:-

- Corporate Landlord
- Capital

Risk Registers

- 3.3 The Corporate Risk Register captures the risks which pose the most significant threat to the achievement of the Council's organisational outcomes and have the potential to cause failure of service delivery.
- 3.4 The Cluster Risk Registers set out in appendices A and B and reflect the risks which may prevent each Cluster area from delivering on strategic outcomes.
- 3.5 Chief Officers and Directors have sought to ensure that Cluster Risk Registers link to organisational outcomes as set out in the LOIP and (where applicable) commissioning intentions within the Corporate Delivery Plan.
- 3.6 Over the coming twelve months, further work will be done to:-
- Embed the Cluster Risk Register within the organisations risk management system which is currently being reviewed.
 - Reflect and implement internal audit recommendations on the risk management system.
 - Continue to review and improve the development of the Cluster Risk Registers and Assurance Maps.
 - Aim to demonstrate clear linkages with the Internal Audit Plan to ensure a risk-based approach to the Council's audit programme.
- 3.7 The Cluster Risk Register provides the organisation with the detailed information and assessment for each risk identified including;
- **Current risk assessment (score)** – this is initial assessment of the risk by the risk owner prior to the application of any controls, mitigating actions and activities.
 - **Residual risk assessment (score)** – this is the assessment of the risk by the risk owner after the application of the controls.
 - **Controls** – these are the activities and items that will mitigate the effect of the risk event on the organisation.
 - **Control Assessment** – assessment of the controls identified will determine the control assessment. There are three categories of assessment:
 1. Not effective – less than 50% effective
 2. Partially effective – between 50% and 99% effective
 3. Fully effective – 100% effective
 - **Risk score** – each risk is assessed using a 4x6 risk matrix as detailed below. The 4 scale represents the impact of the risk and the 6 scale represents the likelihood of the risk event occurring.

Impact	Score						
Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6

Likelihood

Impossible
 Almost
 Very Low
 Low
 Significant
 High
 Very High

3.8 Development and improvement of the Cluster Risk registers has continued since the Cluster Risk Registers were last reported to Committee:

- Cluster Risk Registers have been reviewed in conjunction with the LOIP and (where applicable) Commissioning Intentions within the Corporate Delivery Plan
- Cluster Risk Registers are regularly reviewed by Risk Owners and Managers
- Assurance Maps have been created and are incorporated into each Cluster Risk Register.

Assurance Maps

3.9 The Assurance Map provides a visual representation of the sources of assurance associated with each Cluster. This evidences the breadth and depth of assurance sources, so that the Committee and Senior Management Teams can determine where these are insufficient, whereas the Cluster Risk Register demonstrates how effectively risk is being managed through the controls which flow out of those sources of assurance.

3.10 The Assurance Map provides a breakdown of the “three lines of defence”, the different levels at which risk is managed. Within a large and complex organisation like the Council, risk management takes place in many ways. The Assurance Map is a way of capturing these and categorising them, thus ensuring that any gaps in sources of assurance are identified and addressed:

First Line of Defence “Do-ers”	Second Line of Defence “Helpers”	Third Line of Defence “Checkers”
The control environment; business operations performing day to day risk management activity; owning and managing risk as part of business as usual; these are the business owners, referred to as the “do-ers” of risk management.	Oversight of risk management and ensuring compliance with standards, in our case including ARSC as well as CMT and management teams; setting the policies and procedures against which risk is managed by the do-ers, referred to as the “helpers” of risk management.	Internal and external audit, inspection and regulation, thereby offering independent assurance of the first and second lines of defence, the “do-ers” and “helpers”, referred to as the “checkers” of risk management.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations of this report. The report deals with risk to the achievement of strategic outcomes and this process serves to identify controls and assurances that finances are being properly managed.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report. Cluster Risk Registers serve to manage many risks with implications for the legal position and statutory responsibilities of the Council.

6. MANAGEMENT OF RISK

- 6.1 The Committee is provided with assurance from the Cluster Risk Registers presented that there are effective controls identified to manage the risks which would present achievement of strategic outcomes relevant to its terms of reference. There are no risks arising from the recommendations in the report.

7. OUTCOMES

- 7.1 Each risk on the Cluster Risk Registers is aligned to one or more of the themes within Local Outcome Improvement Plan.

Design Principles of Target Operating Model	
	Impact of Report
Organisational Design	The completion of Cluster Risk Registers aligned to the interim transitional structure supports the principles of organisational design.
Governance	Reporting to Committees on the Corporate Risk Register and Cluster Risk Registers allows

	members to scrutinise the system of risk management to help ensure its effectiveness. The registers also provide a tool by which to better manage achievement of our strategic outcomes.
Process Design	In reviewing our risk management processes, there is an opportunity to make sure that the risk to the Council's achievement of the strategic objectives, including those which external organisations and other stakeholders contribute to, is appropriately managed and mitigated.
Technology	It is anticipated that risk registers will be updated using digital methods in the medium term and in the longer term they will become integrated within a wider Assurance Framework.
Partnerships and Alliances	Risks to the delivery of organisational objectives can at times be related to arms-length external organisations. These will be reflected in the appropriate risk register(s). Furthermore, risk is overseen by the Assurance Hub which reports to the Audit, Risk and Scrutiny Committee on a regular basis.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Full EHRIA not required
Privacy Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES

Appendix A Cluster Risk Register - Corporate Landlord

Appendix B Cluster Risk Register – Capital

Capital Assurance Map

Corporate Landlord Assurance Map

11. REPORT AUTHOR CONTACT DETAILS

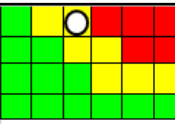
Steve Whyte
Director, Resources
swhyte@aberdeencity.gov.uk
Tel: 01224 523566

John Wilson
Chief Officer – Capital
johnw@aberdeencity.gov.uk
Tel: 01224 523629

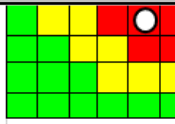
Stephen Booth
Chief Officer – Corporate Landlord
sbooth@aberdeencity.gov.uk
Tel: 01224 522675

Code	CorpLan 01	Risk of non-compliance with Statutory Compliance with Council properties.		
Definition	The Council is required by law to safeguard its employees and members of the public to ensure their health and safety through effective implementation statutory maintenance and compliance checks such as asbestos management plans, gas safety certification legionella testing etc.			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<p>No effective management of building and property management leading to:</p> <ul style="list-style-type: none"> • Risks not identified or controlled; • Fatality or serious injury to employee or member of the public; • Prosecution for failings (criminal) - material breach of health and safety legislation; • Compensation claims (civil); • Enforcement action – cost recovery of regulator time; • Reputational damage; 	<ul style="list-style-type: none"> •Lack of visible active health and safety leadership; •Lack of ownership and accountability for statutory compliance. •Lack of appropriate controls; •Lack of access to (and following) competent advice. •Lack of upward and downward communication; •Lack of identification of and completion of suitable training to ensure competent employees; •Inadequate statutory compliance management system; •Compliance with statutory compliance is not monitored, reported or actively reviewed; •Poor health and safety culture of organisation; •Budget pressures around maintenance may increase risk of failure, in some areas. 	Statutory compliance policy in place which defines roles and responsibilities and arrangements;	Partially Effective	<p>Impact</p> <p>Likelihood</p>
		Sufficient resource in place across the Council to fulfil legal requirements	Partially Effective	
		Regular management meetings to discuss compliance	Partially effective	
		Regular Monthly meetings with contractors to review compliance with contract.	Partially Effective	
		Suite of KPI's in some areas	Partially Effective	
				Very serious
				High
Risk Owner	Stephen Booth	Risk Manager		Residual Risk Assessment

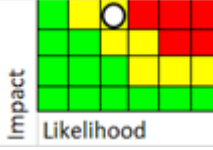
Appendix A – Corporate Landlord Risk Register


Latest Note	A full review of statutory compliance and procedures has been undertaken and a revised systems has been implemented identifying work required against each property type, responsible manager, contractor and where information is held for verification purposes.	January 2020.		
	Service redesign proposals will create further level of assurance although with some resource implication. Further investment is required around ICT systems to create a dashboard around works.			Very serious
	Chief Officer – Corporate Landlord to revisit in 2nd Quarter 2020 following Service Redesign.			Low

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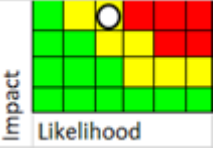
Code	CL02	Risk to the delivery of Capital and Revenue Income		
Definition	The Cluster has income targets around capital and revenue income.			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Effectiveness	
<p>Poor management of income will create financial pressure within service and across the council. The cluster has 5 yearly income targets for capital sales.</p> <p>The cluster collects over £6 million per annum in commercial rents and further £3million from Common Good.</p> <p>The Council have a number of new commercial property ventures which require to be managed and generate sufficient income. Reputational risk around realising rental incomes.</p>	<ul style="list-style-type: none"> Income influenced by macro and micro economic conditions. Timing to conclude transactions Lack of information and understanding of management requirements at project initiation and development stage Lack of process around assets being declared surplus. Lack of staff resource to manage properties and income streams. A number of senior staff have left during last 2 years. Lack of appropriately skilled resource 	Staff have appropriate training, qualifications and engage with market and like professionals.	Fully effective	
		Regular marketing and income meetings.	Partially effective	
		Use of external property consultants, , management agreements and managing agents as appropriate	Partially effective	
		Revised surplus procedure to streamline process	Fully effective	
		Partnership arrangements in a number of areas to reduce risk, introduce experience.	Partially effective	
				Very serious
				High

Appendix A – Corporate Landlord Risk Register

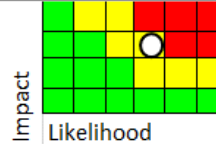
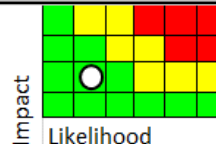
Risk Owner	Stephen Booth	Risk Manager		Residual Risk Assessment
Latest Note	Chief Officer – Corporate Landlord to revisit in 2nd Quarter 2020 following Service Redesign. A number of new posts have been identified in the service redesign which may be difficult to fill when the market is tested..		January 2020	 Very Serious Low

Code	CL03	Risk around delivery of asset valuation		
Definition	Risk of failure to complete the asset valuation which is required for the council financial accounts purposes.			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Effectiveness	
Council accounts are not signed off Reputational Damage Significant costs in outsourcing works	<ul style="list-style-type: none"> •Inadequate resource around project delivery •Lack of management of process and reporting. •Maintain RICS, Valuer Registration status for sign off •Failure to recruit and retain staff 	Resource plan developed on annual basis although there are vacant posts	Partially effective	 Likelihood Very serious Low
		Regular meetings with finance team	Fully effective	
		Staff CPD and training	Fully effective	
		Options around alternative delivery models being considered in 2020/21	Partially effective.	
Risk Owner	Stephen Booth	Risk Manager		Residual Risk Assessment

Appendix A – Corporate Landlord Risk Register

<p>Latest Note</p>	<p>Chief Officer – Corporate Landlord to revisit in 2nd Quarter 2020 following Service Redesign</p>	<p>January 2020</p>	 <p>Very serious</p> <p>Low</p>
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Appendix A – Corporate Landlord Risk Register

Code	CL04	Risk of inadequate Asset management planning		
Definition	The cluster has a risk that resources have not been allocated appropriately and efficiently if asset management plan are not in place and robust			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Effectiveness	
<ul style="list-style-type: none"> Asset unable to meet service and customer requirements. Assets unable to meet statutory responsibilities. Asset unable to match with legal and other agreements. Resources directed in wrong areas Reputational damage. Unable to meet Housing Revenue Account regulatory requirements. Poor policy and decision making. Unable to deliver transformational savings and service improvements. 	<ul style="list-style-type: none"> Lack of up to date asset management plans Assets managed differently in a number of areas (ALEO'S, third sector, education estates etc. Lack of co-ordination with other public sector providers. Lack of resource and appropriate skills. Lack of strategic direction. Lack of forward planning by clusters. Lack of good quality information on stock. 	Better engagement with public sector partners and ALEO's.	Partially effective	
		Asset management teams pulled together under corporate landlord in 2019.	Partially effective	
		Business cases around asset rationalisation.	Fully effective	
		Programme being managed through transformation group.	Fully effective	
		Engagement with other Chief Officers on future and current requirements.	Partially effective.	
				Serious
				Significant
Risk Owner	Stephen Booth	Risk Manager		Residual Risk Assessment
Latest Note	Chief Officer – Corporate Landlord to revisit in 2nd Quarter 2020 following Service Redesign.		January 2020	
				Material
				Very low

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Assurance Map – Corporate Landlord

Risk Reference	Risk Description	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
(Grouped ICFS 009/015/09)	<p>Systems Failures</p> <p>Secure, well-functioning IT systems are critical to carrying out statutory Children’s Social Work and Education functions. Fraud risk</p>	<ul style="list-style-type: none"> Operational Test Schedules for Business Continuity Plans Operational procedures and guidance including those set out in the Business Continuity Plans in the event of a system or process failure. Risk Assessments Staff training and development on business continuity arrangements. Analysis following activation of 	<ul style="list-style-type: none"> Customer Experience Cluster Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register Customer Function Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register Assurance Team Business Continuity Group Sub-Group 	<ul style="list-style-type: none"> Annual reporting of Function / Cluster Risk Register to Operational Delivery Committee. Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee

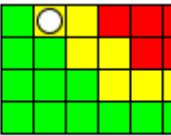
		business continuity arrangements / tests and improvement plans identified.		
Risk Reference	Risk Description	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
Corp Lan 02	<p>Risk to the delivery of Capital and Revenue Income</p> <p>Poor management of income will create financial pressure within service and across the council</p>	<p>-Staff have appropriate training, qualifications and engage with market and like professionals.</p> <p>-Regular marketing and income meetings.</p> <p>- Use of external property consultants, ,</p>	<ul style="list-style-type: none"> Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register Regular meetings with finance contacts with third tier officers and alert system in place to escalate risks 	<ul style="list-style-type: none"> Annual reporting of risk register to Capital Committee Monthly budget print outs Annual Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee
Risk Reference	Risk Description	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
CL03 and CL04	<p>Risk around delivery of asset valuation</p> <p>Risk around adequate asset management Planning</p>	<ul style="list-style-type: none"> Staff have appropriate training, qualifications and engage with market and like professionals. Resource plan developed Use of external advisors in specialised areas. 	<ul style="list-style-type: none"> Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register Regular meeting with Finance Cluster. 	<ul style="list-style-type: none"> Annual reporting of risk register to Capital Committee Annual Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee
	<p>generate sufficient income.</p> <p>Reputational risk around realising rental incomes.</p>			

Appendix B – Capital Risk Register

Capital Cluster Risk Register

Code	CP001	Risk that management failures / slippage in the delivery of capital projects /failure to secure and or retain funding from external sources, impacts negatively on the Council’s financial stewardship.		
Definition	In lieu of the wide portfolio of projects within the Capital Plan, failure to deliver a particular project could have an adverse impact on the LOIP expectations, and could have an adverse impact on any external funding opportunities.			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> . Investment opportunities missed. . Inability to deliver balanced budget. . Inability to fund planned projects . Reputational damage. . Litigation. 	<ul style="list-style-type: none"> . Disconnect between project management and corporate financial management . Poor project management skills base . Project risk escalations not notified to corporate financial management . Understatement of project risk . “Optimism Bias” . Poor communication channels . Key financial decision making at project level not aligned with corporate financial management . Inability of Developers to make payment to Council in relation to s75 Contributions or require reimbursement of said funds including interest 	Alignment of risk at project and directorate levels with specific regard to allocated budgets	Effective	<p>Impact</p> <p>Likelihood</p>
		Effective project management with risk management training for key managers in relation to the Capital Programme	Partially Effective	
		Project delivery reviews	Partially Effective	
		Have open communication channels and effective sharing of information within the Cluster	Effective	
		Effective communication channels maintained with contractors/developers to minimise disruption	Partially Effective	
		Regular reporting to Director and wider CMT	Effective	
		Very serious		
		Significant		
Mitigating Actions				Residual Risk Assessment

Appendix B – Capital Risk Register

<ul style="list-style-type: none"> . Ensure project/programme risk register review meetings include consideration of any financial impact on the wider capital portfolio and any implications this may have across the Council. . Review risk management training programme for key staff, following Service Re-Design . Ensure key/sensitive projects allocated to managers with appropriate skills . Ensure Project Execution Plans are prepared for key projects . Hold regular meetings with Comms staff to ensure aligned communications related to key projects. . Hold regular meeting with Officer within Place to manage s75 contributions. 		 <p>Impact</p> <p>Likelihood</p> <p>Very serious</p> <p>Very Low</p>	
Risk Owner	Steve Whyte		Risk Manager
Latest Note	Chief Officer – Capital to revisit in 2 nd Quarter 2020 following Service Redesign		

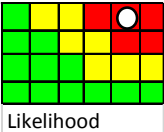
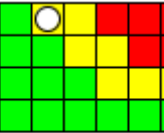
Appendix B – Capital Risk Register

Code	CP002	Lack of staff resources which impacts on the delivery of capital projects.		
Definition	<p>The Council is committed to the delivery of its strategic and capital planning priorities. Failure to deliver these priorities within time scale is a highly significant risk to the expectations as set out within the LOIP.</p> <p>In lieu of the wide portfolio of projects within the Capital Plan, failure to deliver a particular project due to staff resource issues will have an adverse impact on the LOIP expectations, whether that project is directly related to Place, People, Economy or Technology.</p>			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> . late delivery of project . Inability to deliver balanced budget. . risk of interdependencies with other projects . Reputational damage. 	<ul style="list-style-type: none"> . lack of professional resources for design, contract documentation, site supervision and contract management . Poor project management skills base 	Key projects to have their own risk register	Effective	<p>Impact</p> <p>Likelihood</p>
		Regular risk register reviews for key projects	Effective	
		Regular progress meetings for key projects	Effective	
		Regular reporting to key Chief Officers	Effective	
		Regular reporting to Director of Resources and wider CMT for key projects	Effective	
		Significant risks reported to Capital Programme Committee for key projects	Effective	
				Very serious
				High
Mitigating Actions				Residual Risk Assessment
<ul style="list-style-type: none"> . Ensure project management good practice is applied with regard to maintaining risk registers (where appropriate) . Hold regular meetings with other key Chief Officers (Finance, Corporate Landlord etc) to review any specific project's delivery . Ensure key projects allocated to managers with appropriate skills . Hold regular meetings with Comms staff to ensure aligned communications related to key projects. . Review staff resources to align with project delivery. This will include <ul style="list-style-type: none"> • An independent review of external staff resources out with the Capital team and internal to the Aberdeen City Council to deliver the capital programme of projects • A review of available consultant/contractor frameworks to facilitate the delivery of the capital programme of projects • Consultation with the Chief Officer - Commissioning to consider options taking cognisance of the LOIP. • Consultation with the Chief Officer – Corporate Landlord at feasibility stage and project close. • Consultation with the Chief Officer - Finance taking cognisance of the wider cost pressures. 				<p>Impact</p> <p>Likelihood</p>
				Very serious
				Very Low

Appendix B – Capital Risk Register

Risk Owner	Steve Whyte	Risk Manager	John Wilson
Latest Note	Chief Officer – Capital to revisit in 2 nd Quarter 2020 following Service Redesign		

Appendix B – Capital Risk Register

Code	CP003	Budget allocations within approved Outline Business Cases of projects are insufficient for project development/construction and any associated future maintenance obligations.			
Definition	<p>The Council is committed to the delivery of its strategic and capital planning priorities. Strategic Outline Business Case / Outline Business Case for capital projects which are still at feasibility or detailed design stage shall be reviewed to ensure that they include an updated cost estimate for the full life-cycle of the project.</p> <p>In lieu of the wide portfolio of projects within the Capital Plan, any significant changes following the review of a project may have an adverse impact on the LOIP expectations. For example, any forecast increase in costs may impact on the funding allocation of other projects across the whole portfolio.</p>				
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment	
		Control	Control Assessment		
<ul style="list-style-type: none"> . increase in project cost estimate . impact on Revenue budget . Inability to deliver balanced budget. . late delivery of projects . risk of interdependencies with other projects . Reputational damage. 	<ul style="list-style-type: none"> . capital cost estimates not updated . Full life cycle cost estimate not prepared . Design Creep . Poor Change Control . lack of awareness of interdependencies . unrealistic timescale for delivery 	. Cost estimates for key projects to be reviewed at key stages of delivery.	Effective	 <p>Very serious</p>	
		. Regular progress meetings.	Effective		<p>High</p>
		. Regular reporting to other Chief Officers	Effective		
		. Close collaboration with Chief Officer-Corporate Landlord or other Project Sponsor.	Effective		
		. Regular reporting to Chief Officer - Finance	Effective		
		. Regular reporting to Director of Resources	Effective		
Mitigating Actions				Residual Risk Assessment	
<ul style="list-style-type: none"> . Prepare Strategic Outline Case at the outset . Review Outline Business Cases for key projects within the Capital Plan . Ensure independent cost estimate review check is carried out, prior to approving OBC . Regular reporting to Finance Officers, monthly . Monthly meeting with Resources CMT to raise any issues . Maintain overview of protocol for OBC preparation and approval with other Chief Officers – Corporate Landlord, Place, Commissioning, Legal, City Growth. . Depending on outcomes, consultation with the Chief Officer - Finance taking cognisance of the wider cost pressures. 				 <p>Very low</p>	

Appendix B – Capital Risk Register

Risk Owner	Steve Whyte	Risk Manager	John Wilson
Latest Note	Chief Officer – Capital to revisit in 2 nd Quarter 2020 following Service Redesign		

Capital Assurance Map

Risk Reference	Risk Description	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
CP001	<p>Risk that management failures / slippage in the delivery of capital projects /failure to secure and or retain funding from external sources, impacts negatively on the Council's financial stewardship.</p> <p>In lieu of the wide portfolio of projects within the Capital Plan, failure to deliver a particular project could have an adverse impact on the LOIP expectations, and could have an adverse impact on any external funding opportunities.</p>	<ul style="list-style-type: none"> Follow Project Management protocols for project delivery. Ensure project/programme risk register review meetings include consideration of any financial impact on the wider capital portfolio and any implications this may have across the Council. Ensure key/sensitive projects allocated to managers with appropriate skills. Review risk management training programme for key staff. Seek guidance from Project Management Office. Plan for good communication across clusters. 	<ul style="list-style-type: none"> Resources Function Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register. Review by Chief Officer Capital and provide any key updates to Director of Resources and other Chief Officers. Review by Capital Board Review by CMT 	<ul style="list-style-type: none"> Annual reporting of Function / Cluster Risk Register to Capital Programme Committee Committee. Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee

Risk Reference	Risk Description		First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
	<p>delivery of capital projects.</p> <p>The Council is committed to the delivery of its strategic and capital planning priorities. Failure to deliver these priorities within time scale is a highly significant risk to the expectations as set out within the LOIP. In lieu of the wide portfolio of projects within the Capital Plan, failure to deliver a particular project due to staff resource issues will have an adverse impact on the LOIP expectations, whether that project is directly related to Place, People, Economy or Technology.</p>	<p>to maintaining risk registers</p> <ul style="list-style-type: none"> • Ensure key projects allocated to managers with appropriate skills • Review of external staff resources out with the Capital team and internal to the Aberdeen City Council to deliver the capital programme of projects. • Review of available consultant/contractor frameworks to facilitate the delivery of the capital programme of projects • Ensure consultation with other key Chief Officers 	<p>Cluster Operational Risk Register.</p> <ul style="list-style-type: none"> • Review by Chief Officer Capital and provide any key updates to Director of Resources and other Chief Officers. • Review by Capital Board • Review by CMT 	<p>Committee.</p> <p>Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee</p>	

<p>CP003</p>	<p>Budget allocations within approved Outline Business Cases of projects are insufficient for project development/construction and any associated future maintenance obligations.</p> <p>The Council is committed to the delivery of its strategic and capital planning priorities. Strategic Outline Business Case / Outline Business Case for capital projects which are still at feasibility or detailed design stage shall be reviewed to ensure that they include an updated cost estimate for the full life-cycle of the project.</p> <p>In lieu of the wide portfolio of projects within the Capital Plan, any significant changes following the review of a project may have an adverse impact on the LOIP expectations. For example, any forecast increase in costs may impact on the funding allocation of other projects across the whole portfolio</p>	<ul style="list-style-type: none"> • Cost estimates for key projects to be reviewed at key stages of delivery. • Regular progress meetings. • Close collaboration with other Chief Officers. • Ensure independent cost estimate review check is carried out, prior to approving OBC. • Regular reporting to Finance Officers, monthly. 	<ul style="list-style-type: none"> • Resources Function Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register. • Review by Chief Officer Capital and provide any key updates to Director of Resources and other Chief Officers. • Review by Capital Board • Review by CMT 	<ul style="list-style-type: none"> • Annual reporting of Function / Cluster Risk Register to Capital Programme Committee. <p>Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee</p>
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ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	22 January 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Ness Energy Project
REPORT NUMBER	RES/19/197
DIRECTOR	Steve Whyte
CHIEF OFFICER	John Wilson
REPORT AUTHOR	Linda Ovens
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

The purpose of this report is to update the Committee on progress made with regards to the procurement/construction/operation of the Energy from Waste Facility at East Tullos Industrial Estate, as instructed by Council on 4 March 2019. The Contract was formally signed with Acciona on the 9 August 2019.

2. RECOMMENDATION(S)

It is recommended that the Committee:-

- 2.1 Note the milestones achieved to date for the project and those that remain, to ensure successful operation of the facility; and
- 2.2 Note the financial position for the project.

3. WORKS PROGRESS

Update since September 2019

- 3.1 Since the Contract was signed with Acciona on the 9th August 2019, Acciona has been progressing with appointments of key personnel and securing the remainder of the supply chain, a task which will continue well into 2020. The Environmental Permit required to operate the Facility was submitted on 7th

October 2019 and this is now being assessed by SEPA. This process takes a minimum of 4 months but may take longer depending on SEPA's time and the number of queries SEPA has on the application. It is not required to be in place until January 2022 but the Councils' are keen to ensure there are no issues that will result in design changes during the build. This is considered a low risk.

- 3.2 Construction began on site early October 2019 ahead of the Planning expiry date of 10th October 2019. All pre-commencement conditions were discharged prior to this and agreement given by Planning that the works undertaken constituted a formal start. The main site activity Oct 2019 - Dec 2019 was sheet piling works to stabilise the site and allow formal levels to be established. This was a particularly noisy activity which attracted attention but was undertaken in accordance with the Noise Management Plan agreed with the Planners and monitored by the Environmental Health Officers (EHO's). This activity was completed w/c 5th December 2019. The site was closed over Christmas with foundation piling scheduled for January 2020 with concrete works planned to follow from March 2020. The build is on schedule.
- 3.3 Community Liaison will recommence on 27th January 2020 led by Acciona. The intention for this first meeting is that Community Councils and south of the river Councillors are invited to attend. This meeting will set the agenda and timetable for further meetings.
- 3.4 In accordance with IAA3, the Council has now recruited the Project Management team approved in March 2019. The first North East Waste Projects Co-ordinator started on 23rd December 2019 and the North East Waste Projects Manager will start on 24th February 2020. The Projects Manager will become the Council's Authority's Representative with continued support from existing financial, legal and administrative staff. The Procurement Project Director will provide a formal handover for up to 6 months and be available to assist the team throughout the construction period.

4. FINANCIAL IMPLICATIONS

- 4.1 In March 2019, the three Councils approved a budget for the Works Price which included allowances for items such as:
 - movement in the foreign exchange rate between Submission of Final Tenders and Financial Close which would impact on the Works Price;
 - Brexit consequences – tariffs, border delay, labour access;
 - Increased grid connection costs; and
 - other unforeseen costs.
- 4.2 The total Works Price of the contract at Financial Close, which incorporates pound sterling: euro exchange rates, was £156,099,860. Under the terms of IAA3 between the Councils, Aberdeen City Council will fund 38.09% of the Works Price.

4.3 The table below shows the project budget share for the Aberdeen City Council.

Gross Budget	Spend to date
£70.0m	£ 10.9m

5. LEGAL IMPLICATIONS

5.1 The Project has access to technical and financial external support via the existing contracts with Ramboll (technical) and PricewaterhouseCoopers (financial) and a new contract under the existing legal services framework for legal support has been set up with DWF, all on a call-off basis.

6. MANAGEMENT OF RISK

A detailed risk register will be developed for IAA3 following a similar format to that developed and maintained for IAA2.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	Increased Capital Cost	M	Project contingency budget is available to cover such events and is considered to be set at an appropriate level.
	Delay in construction programme	L	Compensation events are built into the Contract and there is a requirement to take waste at the Planned date regardless of whether the new facility is ready.
Legal	None		
Employee	None		
Customer	None		
Environment	Environmental Permit	L	The Contractor submitted the environmental permit on the 7 th October 2019. The likelihood of rejection is considered to be low at this stage following review of the draft documents.

Technology	None		
Reputational	None		

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	These policies allow the council to mitigate the actions of the 2021 ban on biodegradable waste to landfill (Waste (Scotland) Regulations 2012) with a known and regulated cost, avoiding the unknown and changeable costs involved in shipping and selling RDF. Ability to recover value from the Council's waste.
Prosperous Place	This will act as an enabler for the Torry Heat Network, working to help those households in fuel poverty.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	None
Organisational Design	None
Governance	None
Workforce	None
Process Design	None
Technology	None
Partnerships and Alliances	This is an exemplary project that demonstrates partnership working between Aberdeen City, Aberdeenshire and Moray.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Full EHRIA not required. Evidence submitted to Equalities Team.

Data Protection Impact Assessment	Screening questions completed – not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable (Strategic decision making predated this duty).

9. BACKGROUND PAPERS

RES/19/197- Council, 4 March 2019 Joint Energy from Waste Project Contract Award (and IAA3)

CHI/16/320 – Communities Housing and Infrastructure, 24 January 2017 Progress Report for Torry Phase 1 District Heating Network

CHI/16/257 – Council, 24 October 2016 Inter Authority Agreement on Energy from Waste (IAA2)

CHI/15/337 – Council, 16 December 2015 Energy from Waste Inter Authority Agreement (IAA1)

H&E/14/023 – Housing & Environment, 11 March 2014 Revision of the Aberdeen City Waste Strategy

10. APPENDICES (if applicable)

None

11. REPORT AUTHOR CONTACT DETAILS

Name: Linda Ovens
Title: Project Director
Email Address: lovens@aberdeencity.gov.uk
Tel: 07464 882288

Name: John Wilson
Title: Chief Officer - Capital
Email Address: johnw@aberdeencity.gov.uk
Tel: 01224 523629

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ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme
DATE	22 January 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Provost Skene's House progress report
REPORT NUMBER	RES/19/275
DIRECTOR	Steven Whyte, Director of Resources
CHIEF OFFICER	John Wilson, Chief Officer, Capital
REPORT AUTHOR	Colin Doig, Senior Architect
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

To update the Committee on the progress of works to refurbish Provost Skene's House following the earlier report of 12th September 2019.

2. RECOMMENDATION(S)

That the Committee:

- 2.1 Notes the progress achieved in the procurement of Provost Skene's House refurbishment.

3. BACKGROUND

- 3.1 Council approved the expenditure of £2.3 million on the upgrade/ refurbishment of Provost Skene's House. The works include repairs to the building fabric to ensure it is wind and watertight, repair/replace roofs as necessary, carry out structural repairs, and install new mechanical and electrical systems for the proposed fit-out of the 'Hall for Heroes'.

- 3.2 Listed Building Consent was granted on 24th December 2018

3.3 Building Warrant was granted on 10th September 2018

Current Status

3.5 Works commenced on the 22nd July 2019.

3.6 The main contractor is Aberdeen City Councils Building Services with specialist sub-contractors appointed as necessary.

Programme Milestones

3.7 Commencement of works on 22nd July 2019

3.8 Hard and soft strip/ downtakings completed (internal to the building).

3.8 Erection of scaffolding commenced 8th August 2019.

3.9 Structural works are complete.

3.10 Specialist masonry contractors are re-pointing the house with lime-based mortar and stone pinning's.

3.11 Rot works are complete.

3.12 Turrets have been stripped and are in the process of being re-slated.

3.13 Lead roof is currently being replaced.

3.14 New lead gutter to West tower complete.

3.15 Internal works progressing.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report.

Budget	Spend to date
£3.8m	£1.15m

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

- 6.1 Financial risks, project overspend: additional unforeseen issues.
- 6.2 Legal risk, statutory requirement to maintain grade A listed building. Carry out works as necessary.
- 6.3 Fire in historic building: reduce temperature slowly in order to negate the requirement for temporary heaters during the construction phase, reduces the risk of fire. Adequate fire precautions and fire plan put in place during the construction period. along with hot works permits being in place.
- 6.4 Programme over-run: There have been a number of factors impacting on the construction works, such as;
1. Additional rot works (An original floor which was infested was discovered beneath a newer floor)
 2. Additional pointing generally (Large pockets of mortar have been discovered in the walls)
 3. The condition of the East gable is in a poor condition compared to other elevations.
 4. Additional stonework to the chimney's is required.
- 6.5 As reported previously this was always going to be a risk when carrying out improvement works to an old building. Whilst the above works are causing delay, the Contractor is looking to mitigate this impact and the overall programme delivery date remains Autumn 2020.

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Overspend	M	Have contingencies in place.
Legal	Statutory maintenance	L	Carry out necessary works.
Employee	Health and Safety	L	Appropriate Health and Safety measures put in place.
Customer	Disruption to Marischal Square development	M	Discussions and agreements with CBRE on access/egress, site area.
Environment	Noise/dust during the construction phase	L	Keep use of power tools to a minimum/use suitable dust suppression systems as necessary

Technology	Lack of connectivity within Provost Skene's House	L	Introduce interactive displays and allow for new technology/connectivity within the building
Reputational	Overrun of project, disruption to stake holders	M	Manage communications effectively with reasons.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The refurbishment of Provost Skene's House shall provide another City Centre visitor attraction which shall increase footfall of the City Centre thereby supporting the local economy.
Prosperous People	The Council is committed to improving the key life outcomes of all people in Aberdeen City. The re-opening of Provost Skene's House shall provide Aberdeen with another important, historical and educational facility.
Prosperous Place	The Council is committed to ensuring Aberdeen is a welcoming place to invest, live and visit. The re-opening of Provost Skene's House contributes to this objective.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Community consultation does align to networking, communication and learning opportunities that support customer service design e.g. early intervention and prevention and are aligned to good customer service.
Organisational Design	This promotes quality relationships between the citizens of Aberdeen and the Council. This is a core aspect of the interim structure of the Early Intervention and Community Empowerment structure and culture.
Governance	This continues robust management of the assets of Aberdeen City Council.
Workforce	This development should align with workforce principles e.g. flexibility and empowerment.
Process Design	The works to preserve Provost Skene's House shall safeguard the future of this historic building.
Technology	The use of new technology shall achieve future longevity of the fabric of Provost Skene's House.

Partnerships and Alliances	Building Services, Roads, Police Scotland, CBRE, Historic Environment Scotland, Building Standards, Design Team (Public Buildings), MUSE Developments along with specialist design team members have all partnered to bring this project to fruition.
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8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	An Equality and Human Rights Impact Assessment (EHRIA) screening has been carried out and an EHRIA is not required.
Data Protection Impact Assessment	Privacy impact assessment (PIA) screening has been undertaken and a PIA is not necessary.
Duty of Due Regard / Fairer Scotland Duty	The refurbishment of Provost Skene's House shall increase the viability of Aberdeen as a vibrant, prosperous place to live, work, visit and invest.

9. BACKGROUND PAPERS

9.1 Council 20 September 2016: Finance, policy and resource committee: report ECS/16/058.

10. APPENDICES (if applicable)

None.

11. REPORT AUTHOR CONTACT DETAILS

Name	Colin Doig
Title	Senior Architect
Email Address	CoDoig@aberdeencity.gov.uk
Tel	01224 346267

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ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme
DATE	22 January 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Union Terrace Gardens: Project Update
REPORT NUMBER	RES/19/259
DIRECTOR	Steve Whyte- Head of Resources
CHIEF OFFICER	John Wilson- Chief Officer Capital
REPORT AUTHOR	Tara Gavan- Senior Project Officer
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the committee on progress of the delivery of Union Terrace Gardens (UTG) project which has an anticipated completion date of Summer 2021. The regeneration of Union Terrace Gardens is a key project within the City Centre Masterplan.

2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Notes the progress achieved in the Union Terrace Gardens redevelopment.

3. BACKGROUND

- 3.1 Reference is made to report RES/19/259 submitted to the Capital Programme Committee September, which considered the progress of the project's delivery at that time.
- 3.2 The UTG project will see the development of three new buildings and walkway structures, path network, improved events space and landscaping and restoration of Union Terrace arches and Victorian toilets. One of the key desires for the project was to enhance the park by including new planting and better tree management aims to strike a balance between retaining green space and the historic features of the gardens.

Key Milestones

3.3 The contractor's work programme is outlined below

Table 1: Key Milestones

<u>Milestone</u>	<u>Indicative Timescale for Completion</u>
Contract Signed	Completed July 2019
Design Team novation to contractor	Completed July 2019
Closing of slip road	Completed August 2019
Stakeholder Engagement	Completed August 2019
Pre-Construction Surveys	Completed August 2019
Site Possession	Completed September 2019
Erect Hoarding & Signage	Completed September 2019
Initial Site Survey & Setting Out	Completed September 2019
Form Contractors Compound	Completed September 2019
Union Street Bridge	Spring 2020
Union Terrace Balustrades & Jack arching	Winter 2020/21
Lighting Feature	Winter 2020/21
Union Street Pavilion Inc. Victorian Toilets	Spring 2021
Burns Pavilion	Spring 2021
Site Wide Landscaping & Lighting	Spring 2021
Rosemount Pavilion	Spring 2021
Arches	Spring 2021
Walkways	Spring 2021
Demobilisation & Handover	Spring 2021
Soft Landings Period	Summer 2021
Construction End	Summer 2021

Progress Update

3.4 Balfour Beatty is continuing to develop the technical design in collaboration with the Design Team (LDA, Stellan Brand and Arup). Design workshops are currently held bi-weekly in Glasgow, led by Balfour Beatty's Design Manager.

- 3.5 Improvement works are now underway through the design for Union Bridge which is intended to improve the suicide deterrent measures with the current barriers providing such mitigation until this element of the project is complete.
- 3.6 The contractor has carried out a number of trial holes on Union Terrace to establish the extent of works required for the jack arch slab replacement and to confirm the position of the SGN gas main.
- 3.7 Sanitisation of the Victorian Toilets has been completed, prior to conducting further investigative works within the building.
- 3.8 It should be noted that to facilitate the construction works Union Terrace will be one-way (half-road width) from Union Street to Rosemount Viaduct from the end of January 2020.
- 3.9 It is important to note that within the planning approvals, the car parking located on Union Terrace is being removed. This however excludes disabled parking which is being relocated to the east side of Union Terrace next to the park. A section 56 will be submitted 6-9 months prior to project completion.
- 3.10 Community engagement is continuing to take place, particularly with schools. Contractor Balfour Beatty recently conducted modelling workshops at Harlaw Academy and Aberdeen Grammar School. Part of the goal was to encourage youngsters to develop new skills and to consider potential career paths. Plans for more school projects are being developed.

4. FINANCIAL IMPLICATIONS

Capital Costs

- 4.1 The capital cost for the construction phase of the scheme is £25.7m.
- 4.2 As agreed by Council in March 2019, the project will be funded by the City Centre Masterplan within the General Fund Capital Programme
- 4.3 There is the opportunity to collaborate with Sustrans to create active travel links around UTG and apply for further funding towards the capital costs of the paths and walkways. The project team are currently awaiting the outcome of the 2019 submission for the creation of the public realm space at the Rosemount pavilion.
- 4.4 Funding opportunities have also been identified for other elements of the project, including preservation of the listed Victorian Toilets and installation of art works. Due to time restrictions associated with external funding bodies – such as projects being completed with 12 months – it is intended that these applications will be developed in 2020.

Gross Budget	Spend to date
£28.3m	£ 3.7m

5. LEGAL IMPLICATIONS

Network Rail

- 5.1 Aberdeen City Council (ACC) entered into a Basic Asset Protection Agreement (BAPA) with Network Rail in October 2017 to allow ACC to carry out the proposed development of Union Terrace Gardens with Network Rails resource. Balfour Beatty have now been granted permission to act on ACC's behalf in relation to the BAPA.
- 5.2 Site possessions are scheduled with Network Rail in January 2020.

Insurance

- 5.3 In order to purify one of the conditions of the contract, Aberdeen City Council have insured the arches.

6. MANAGEMENT OF RISK

- 6.1 There is reputational risk to the Council, and wider city centre, of not delivering the key elements of the CCMP, and specifically not responding to the demand for a regenerated UTG.
- 6.2 The table below provides a summary of the key risks to the project.

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Final cost of the project exceeds project budgets	M	A detailed cost plan with bill of quantities has been prepared by the project's quantity surveyors (McLeod & Aitken). Development costs have been tested with key suppliers for robustness and confirmed through the tender process. External funding will be sought to support any overspend.

	Revenue income assumptions are not achieved and there is a revenue cost pressure	M	<p>To mitigate cost to the council.</p> <p>Cautious assumptions have been made to date and a further market testing on the commercial space was undertaken by CBRE in March 2018 to get an independent assessment of the leisure, restaurant and cafe market and potential rental income in Aberdeen.</p>
Legal	<p>Legal Challenge</p> <p>Failure to reach agreement with Network Rail in respect of land acquisition/ title boundary</p> <p>Failure to reach agreement with the planning authority in respect to Listed Building Consent</p>	<p>L</p> <p>L</p>	<p>The construction contractor tender has been undertaken with procurement and legal support.</p> <p>Regular meetings have been held with Network Rail and a draft agreement has been prepared. The site possession dates are agreed with NWR for January 2020.</p> <p>The contractor has identified this work package and will be responsible for concluding listed building consent with support from the novated design team. The contractor has appointed a conservation architect to support the process.</p>
Employee	None	L	Not Applicable
Customer	Poor communications with stakeholders and users of UTG	L	A detailed communication protocol will be established to keep stakeholders and users informed during the construction period.

Environment	Unexpected site and ground conditions	M	Detailed site investigations have been undertaken in advance of construction works. The ground risk lies with the contractor, however any delay incurred will impact the timeline.
Technology	None	L	NA
Reputational	Delay in construction	M	This will be managed through external construction project management as well as contract management structures within the Council's capital cluster. However, it is key to note the project spans over 2 winters which may impact the project with adverse weather conditions.

7. OUTCOMES

- 7.1 The potential impact of the UTG project has been considered in relation to its alignment to the Local Outcomes Improvement Plan process.

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	By providing a more pleasant environment, this could have a commensurate benefit on footfall and spend in the city centre. The Council has a key role in delivering specific projects that will deliver economic impacts in their own right; and the Council's corporate role in delivering wider 'business facing' activity in supporting the competitiveness of the business environment. Supporting the implementation of the City Centre Masterplan and tourism, events and culture support are key elements of the Regional Economic Strategy.

	<p>The project will also have a positive impact on city centre employers themselves, and those operating in the retail, tourism and leisure sector. Developers and subsequent occupants / employers base their location decisions on being able to attract the best talent and skills to work in their businesses, and they recognise the positive correlation between their business competitiveness and the quality of the public realm.</p> <p>Through the investment in UTG, School hill and the Art Gallery, as well as considering the HMT and the Music Hall, the city centre will have a vibrant cultural quarter that will promote footfall and spend within the city centre.</p>
<p>Prosperous People</p>	<p>The project will create a safer and attractive environment for all people living in and visiting Aberdeen. Residents, workers and visitors increasingly demand a high standard for the places they are in. Under the proposals, they could feel more content in a more attractive and vibrant environment; as reported in other competing cities with similar projects.</p> <p>With more people walking and cycling in the area there could be a reduction in inactivity-related illness.</p> <p>Through the community benefit requirements of the Council's procurement process, the Council has established improved supplier access to public contracts, particularly for SMEs; maximising efficiency and collaboration; and placing the local, social and economic aspects of sustainability for the UTG project.</p>
<p>Prosperous Place</p>	<p>For Aberdeen to be globally competitive, the quality of the 'place', the commercial space and the public realm around it all have a role. Stakeholder engagement revealed that the 'poor state' of the City Centre is one of a number of issues identified as a common theme 'In terms of the attractiveness and marketing of the city to attract workers, visitors and investment...' and 'A high quality of life is integral to attracting and retaining the talent and investment needed to grow the economy. This sense of place, with a key emphasis on the city centre, is crucial in underpinning economic growth and essential in underpinning the necessary infrastructure requirements.'</p>

	One of the key goals of the project is to contribute to the improvement of the city centre and improved safety, access and atmosphere.
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Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	None
Organisational Design	None
Governance	None
Workforce	None
Process Design	None
Technology	None
Partnerships and Alliances	Positive

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Full EHRIA undertaken in June 2019 Not required for this report
Privacy Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not required

9. BACKGROUND PAPERS

CHI/17/048 - City Centre Masterplan Project EN10: Union Terrace Gardens – Outline Design, Business Case, Development Costs and Procurement Strategy

OCE/15/021 - Aberdeen City Centre Masterplan and Delivery Programme

CCMP and Delivery Plan

http://www.aberdeencity.gov.uk/council_government/shaping_aberdeen/City_Centre_Masterplan.asp

10. APPENDICES (if applicable)

None

11. REPORT AUTHOR CONTACT DETAILS

Tara Gavan
Senior Project Officer
Tgavan@aberdeencity.gov.uk
01224522806

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ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	22 January 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	ELC Programme Progress Report
REPORT NUMBER	RES/20/104
DIRECTOR	Steve Whyte
CHIEF OFFICER	John Wilson
REPORT AUTHOR	Colin Kemp
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

The purpose of this report is to update the committee on the progress of ELC Capital Projects. These projects will help meet Aberdeen City Council's Early Learning and Childcare Delivery Plan objectives by working with the Education Operations teams to help meet the Council's commitment to expand funded early learning and childcare from 600 hours to 1,140 hours by 2020.

2. RECOMMENDATION(S)

That the Committee: -

- 2.1 Note that this project forms part of the overall Aberdeen City Council's Early Learning and Childcare Expansion Programme of works.

3. BACKGROUND

- 3.1 The Council is committed to expanding the provision of funded early learning and childcare from 600 hours to 1140 hours by 2020. The expansion should prioritise a high-quality experience for the child to capitalise on the significant contribution that Early Learning and Childcare can make to a child's development and to closing the poverty related attainment gap.
- 3.2 All Local Authorities were asked to develop an Early Learning and Childcare (ELC) Delivery Plan to guide expansion plans. The Aberdeen City Plan

highlights a focus on the provision of outdoor learning to support wellbeing, on accessibility to increase uptake, on delivery of Family Learning to fully capitalise on the expansion programme and on the provision of a 'localised offer' to meet the needs of families within each community.

- 3.3 In September 2017 the Education & Children's Services Committee endorsed a provisional ELC Delivery Plan which detailed three proposed phases of work.

Site Assessments

- 3.4 Following approval of the delivery plan a review of capacity and demand across the city was carryout and several properties were identified with the potential to deliver the projects objectives and included in the grant submission for ELC funding.
- 3.5 Following confirmation of the Early Learning and Childcare Capital Allocation to Aberdeen City Council the Capital Section were appointed to carry out feasibility studies to determine the options available at each site. On completion these were submitted to the Corporate Landlord and Operations for consultation.
- 3.6 Following a review of the options, including a further review of demand and capacity, the preferred option was presented to the ELC Programme Board for discussion and approval.

Committee Approvals

- 3.7 Following the ELC Programme Board approval of the preferred options these were referred to elected members for approval at the following meetings:
- Council Budget Meeting 05 March 2019 (Phase 1 projects)
 - City Growth and Resources Committee 26 September 2019 (Phase 2 Projects)
 - City Growth and Resources Committee 05 December 2019 (Phase 3 Projects)

Consultation

- 3.8 Prior to the reports being prepared for the committee meetings consultations were held with stakeholders, as part of the design development further consultation will be carried out with stakeholders.

Programme Milestones

- 3.9 See Appendix A

4. FINANCIAL IMPLICATIONS

- 4.1 The Aberdeen City Council's Early Learning and Childcare Expansion Programme of works forms part of the Aberdeen City Councils Capital Plan
- 4.2 All staffing and other support costs associated with the ELC Delivery Plan will be funded from the Early Learning and Childcare revenue grant funding allocation for 2019-20 to 2021-22.
- 4.3 Currently tender returns across the public sector have had variances of up to 30%

Project	Initial Allocation from the Capital Grant	Cost Variation	Current Estimated Final Account
Duthie Park	£ 0.65m	£ 0.00m	£ 0.65m
Seaton Nursery	£ 2.10m	-£ 0.54m	£ 1.56m
Tillydrone Nursery	£ 1.25m	£ 0.55m	£ 1.80m
Northfield Cummings Park Nursery	£ 2.40m	- £ 0.20m	£ 2.20m
Quarryhill Nursery	£0.47m	£ 0.05m	£ 0.52m
Westpark Nursery	£ 0.50m	£ 0.00m	£ 0.50m
Kingsford Nursery	£ 1.75m	£ 0.00m	£ 1.75m
Woodside Nursery	£ 2.00m	£ 0.00m	£ 2.00m
Tullos Nursery	£ 0.65m	£0.09m	£ 0.74m
Culter Nursery	£ 1.40m	£ 0.00m	£ 1.40m
Cults Nursery	£ 1.82m	£ 0.00m	£ 1.82m
Hazlehead Park	£ 0.25m	£ 0.00m	£ 0.25m
Kingswells Nursery	£ 0.05m	£ 0.00m	£ 0.05m
Kirkhill Nursery	£ 1.75m	£ 0.00m	£ 1.75m
Broomhill Nursery	£ 1.61m	£ 0.00m	£ 1.61m
Charleston Nursery	£ 0.87m	£ 0.00m	£ 0.87m
Gilcomstoun Nursery	£ 2.00m	£ 0.00m	£2.00m
Loirston Nursery	£ 0.13m	£ 0.00m	£ 0.13m
Danestone Nursery	£ 1.67m	£ 0.00m	£ 1.67m

Dyce Nursery	£ 0.07m	£ 0.00m	£ 0.07m
Glashieburn Nursery	£ 0.07m	£ 0.00m	£ 0.07m
Forehill Nursery	£ 0.07m	£ 0.00m	£ 0.07m
Fernilea Nursery	£ 0.07m	£ 0.00m	£ 0.07m
Scotstown Nursery	£ 0.07m	£ 0.00m	£ 0.07m
Kittybrewster Nursery	£ 0.07m	£ 0.00m	£ 0.07m
Greenbrae Nursery	£5k	£ 0.00m	£5k
Walker Road Nursery	£5k	£ 0.00m	£5k

5. CONTINGENCY PLANNING

- 5.1 There are ongoing discussions with the Early Learning, Corporate Landlord and Capital teams to development options to ensure the 1140 hour entitlement is available in the event a project is delayed or programmed to be completed beyond the August 2020.

Where appropriate contingency planning has been included in the current estimated final account.

6. LEGAL IMPLICATIONS

- 6.1 All Local Authorities will have a duty to provide 1140 hours of Early Learning and Childcare for eligible two-year olds and all three and four year olds by 2020. This project forms part of the ELC Delivery Plan that will help Aberdeen City Council manage the transformational change necessary to deliver expanded services by 2020.

7. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The expansion of funded Early Learning and Childcare will require very careful budget monitoring and financial planning to mitigate the risk of funding being insufficient to realise the expansion.	M	Cost checks will be carried out throughout the design stage to monitored estimates against the allocated budget. These will also be reported monthly to the ELC Programme Board.
Legal	The risk of not being in a position to offer sufficient 1140 hours places from August 2020 as require by the Children and Young People	M	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council to ensure that the

	(Scotland) Act 2014.		expansion of Early Learning and Childcare is being planned for across all teams
Employee	Not being able to recruit sufficient numbers of Practitioners to support the delivery of the Expansion is a high risk.	M	A detailed workforce development plan has been included within the Delivery Plan. This plan includes the establishment of an Early Learning and Childcare Academy to increase the number of practitioners and also increase the number of routes into the profession to ensure that the risk remains low.
Customer	There are significant benefits for families who will be able to use the extended hours to enable them to return to employment or access training. There is a need to undertake research to determine how best to design services that will have the greatest impact on children and families to ensure that we maximise the reach of the expansion.	L	The Education Service will support this work to identify the features of expanded provision most likely to improve outcomes for vulnerable families to ensure that we capitalise on the opportunities offered through this expansion to directly improve outcomes for children and families. Intergenerational approaches will be supported wherever possible due to the significantly positive impact this has on all parties. This approach will ensure that the risk remains low.
Environment	Environmental assessments will be considered prior to confirming any sites for expansion or extension and feasibility studies will be undertaken where appropriate	L	This level of scrutiny and by following of Aberdeen City Council's Building Performance Policy will ensure that environmental risks remain low.
Technology	There is a risk that technology is not in place to support the transformation and particularly the 'funding follows the child' model being advocated.	L	Work is on-going across The Scottish Government and The Northern Alliance to mitigate this risk to ensure it remains low.
Reputational	The reputational risk of not being in a position to offer sufficient 1140 hours places to meet demand from August 2020.	M	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council to ensure that the expansion of Early Learning and Childcare is being planned for across all teams.

8. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The project outlined in this report is part of Aberdeen City Council's Early Learning and Childcare (ELC) Expansion

	<p>Programme. The expansion of ELC requires an investment in our Early Years Estate as well as an investment in staffing to ensure we are providing high quality provision that meets the needs of children and families in all localities. To this end, the proposals within the report support the delivery of LOIP Stretch Outcome 1 – 10% increase in employment across priority and volume growth sectors by 2026. The investment in our estate is interlinked with the investment in our workforce. To staff the expanding estate the Early Years team will contribute to the diversification of the local economy by offering flexible pathways into the Early Years Sector and increasing the number of people employed in this growth sector.</p>
Prosperous People	<p>The proposal within this report supports the LOIP Stretch Outcome 3 – 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026. The project(s) outlined in this report will be designed to support outdoor learning and the free flow of direct access to the outside environment. Outdoor learning, exercise and play benefits pre-school children by encouraging them to be physically active. This will help address many of the health challenges outlined in the LOIP. Children will have daily access to outdoor play and will regularly experience outdoor play in a natural environment as part of their ELC funded offer. Outdoor learning will significantly contribute to a child's development and wellbeing.</p>
Prosperous Place	<p>The proposals within this report support the delivery of LOIP Stretch Outcome 13 – No one in Aberdeen will go without food due to poverty by 2026. To deliver the 1140 funded hours necessitates the building of several new ELC settings and a reconfiguration and extension of current provision. Increasing the accessibility of provision will contribute to transforming the lives of families across Aberdeen City. There are gaps in the provision in our three Priority Areas, which are home to the highest proportion of pre-school children and the highest concentration of families living in poverty. Every child attending a funded early learning and childcare (ELC) session will receive a healthy meal. The accessibility of provision will lead to an increase in the uptake of the ELC funded offer and help ensure that no child in ELC will go hungry.</p>
Enabling Technology	

9. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	
Data Protection Impact Assessment	

Duty of Due Regard / Fairer Scotland Duty	<p>The Duty of Due Regard applies to all pupils in receipt of early learning and childcare provided under section 47 of the Children and Young People (Scotland) Act 2014</p> <p>The proposals have considered inequalities of outcomes for those pupils experiencing them and plans to address them and comply with the Education (Additional Support for Learning) (Scotland) Act 2004 Section 3B.</p>
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10. BACKGROUND PAPERS

Item 10.02 Early Learning and Childcare Delivery Plan; Education and Children's Services Committee 14th September 2017

Item 4(b) General Fund Revenue Budget - 2.1.3; Council Budget Meeting 5th March 2019

11. APPENDICES (if applicable)

Appendix 1 – Project Status Report

12. REPORT AUTHOR CONTACT DETAILS

Name	Colin Kemp
Title	Principal Architectural Officer
Email Address	ckemp@aberdeencity.gov.uk
Tel	01224 523861

Appendix 1 – Project Milestones

Project Status December 2019								
			Estimated Site Start	Estimated Practical Completion	Estimated Handover	Tendering Status	Accepted	Comments
Phase 1	7969	Duthie Park	Spring 20	Summer 20	Summer 20	Not Started	No	Design progressing towards developed designed
	7974	Seaton Nursery	Winter19/20	Summer 20	Summer 20	Complete	Yes	Start date agreed with contractor
	7975	Tillydrone Nursery	Spring 20	Summer 20	Summer 20	Complete	Progressing	Tender report being prepared
	7990	Northfield Cummings Park	Spring 20	Summer 20	Summer 20	Progressing	No	Tender due to be returned before Christmas
	7991	Quarryhill School	Winter19/20	Spring 20	Spring 20	Complete	Yes	Start date agreed with contractor
	7992	Westpark School	Spring 20	Summer 20	Summer 20	Progressing	No	Tender due to be returned before Christmas
	7993	Kingsfords School	Winter19/20	Summer 20	Summer 20	Progressing	No	Tender due to be returned the early January
	7996	Woodside School	Winter19/20	Summer 20	Autumn 20	Progressing	No	Tender due to be returned the early January
	7997	Tullos School	Winter19/20	Summer 20	Summer 20	Complete	Progressing	Tender report being prepared
Phase 2	8000	Culter School	Spring 20	Autumn 20	Autumn 20	Not Started	No	Design progressing towards pre tender
	8001	Cults School	Winter19/20	Summer 20	Summer 20	Not Started	No	Design progressing towards pre tender
	8004	Hazlehead Park	Summer 20	Summer 20	Summer 20	Not Started	No	Option appraisal due to be returned before Christmas
	8006	Kingswells School	Spring 20	Spring 20	Spring 20	Not Started	No	Design progressing towards pre tender
	8007	Kirkhill School	Spring 20	Autumn 20	Autumn 20	Not Started	No	Design progressing, based on Kingsford design.
	8017	Broomhill School	Spring 20	Autumn 20	Autumn 20	Not Started	No	Design progressing towards pre tender
	8018	Charleston School	Summer 20	Summer 20	Summer 20	Not Started	No	Design progressing towards pre tender
	8019	Gilcomstoun School	Spring 20	Winter 20	Winter 20	Not Started	No	Design progressing towards pre tender
	8020	Loirston School	Summer 20	Summer 20	Summer 20	Not Started	No	Design progressing towards pre tender
Phase 3	8022	Danestone	Spring 20	Autumn 20	Autumn 20	Not Started	No	Design progressing, based on Tillydrone design.
	8002	Dyce	Summer 20	Summer 20	Summer 20	Not Started	No	Design progressing. Minor works contract
	8014	Glasheburn	Summer 20	Summer 20	Summer 20	Not Started	No	Design progressing. Minor works contract
	8015	Forehill	Summer 20	Summer 20	Summer 20	Not Started	No	Design progressing. Minor works contract
	8016	Fernielea	Summer 20	Summer 20	Summer 20	Not Started	No	Design progressing. Minor works contract
	8023	Scotsown	Summer 20	Summer 20	Summer 20	Not Started	No	Design progressing. Minor works contract
	8024	Kittybrewster	Summer 20	Summer 20	Summer 20	Not Started	No	Design progressing. Minor works contract
	8003	Greenbrae	Very short duration work to be planned around school			Not Started	No	Design progressing. Minor works contract
8026	Walker Road	Very short duration work to be planned around school			Not Started	No	Design progressing. Minor works contract	