

Public Document Pack



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

Town House,
ABERDEEN 17 March 2021

CAPITAL PROGRAMME COMMITTEE

The Members of the **CAPITAL PROGRAMME COMMITTEE** are requested to meet remotely on **WEDNESDAY, 24 MARCH 2021 at 2.00 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

In accordance with UK and Scottish Government guidance, meetings of this Committee will be held remotely as required. In these circumstances the meetings will be recorded and available on the Committee page on the website.

BUSINESS

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 28 January 2021 (Pages 7 - 10)

COMMITTEE BUSINESS PLANNER

- 6.1 Committee Planner (Pages 11 - 12)

NOTICES OF MOTION

- 7.1 Notices of Motion

COMMITTEE BUSINESS

Councils Capital Programme

- 8.1 Union Terrace Gardens Project Update - RES/21/063 (Pages 13 - 20)
- 8.2 Provost Skene House Project Update - RES/21/073 (Pages 21 - 30)
- 8.3 Ness Energy Project - RES/21/070 (Pages 31 - 36)
- 8.4 Replacement Milltimber Primary School Progress Report - RES/21/068
(Pages 37 - 46)
- 8.5 Replacement Riverbank Primary School - Progress Report - RES/21/069
(Pages 47 - 52)
- 8.6 Torry Community Hub and Primary School - Progress Report - RES/21/074
(Pages 53 - 60)
- 8.7 ELC Programme Progress Report - RES/20/208 (Pages 61 - 84)

Risk Management

- 8.8 Cluster Risk Registers and Assurance Maps - RES/21/067 (Pages 85 - 108)

EXEMPT / CONFIDENTIAL BUSINESS

- 9.1 Aberdeen Art Gallery Progress Report - RES/21/066 (Pages 109 - 118)

9.2 Countesswells Primary School Progress Report - RES/21/072 (Pages 119 - 126)

EHRIAs related to reports on this agenda can be viewed [here](#)
To access the Service Updates for this Committee please click [here](#)

Website Address: 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

This page is intentionally left blank

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, 28 January 2021. Minute of Meeting of the CAPITAL PROGRAMME COMMITTEE. Present:- Councillor Boulton, Convener; Councillor Lumsden, Vice-Convener; and Councillors Graham, Laing, MacKenzie, McLellan, McRae, Audrey 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 18 NOVEMBER 2020

2. The Committee had before it the minute of its previous meeting of 18 November 2020.

The Committee resolved:-

- (i) in relation to article 2, resolution (i), to note that (1) the Director of Resources had written to all Local Authorities requesting details of all new build Council housing delivered or planned within their respective areas; (2) to date he had not received any responses; and (3) he would seek responses to his earlier correspondence in February 2021;
- (ii) in relation to article 5, resolution (i), to note that there would be a report relating to Scottish Government Bus Partnership Fund submitted to the City Growth and Resources Committee on 3 February 2021;
- (iii) in relation to article 11, resolution (ii), to note that the Chief Officer – Education had advised that the cluster were currently focusing on the impact of the Covid-19 pandemic on schools; and
- (iv) 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.

CAPITAL PROGRAMME COMMITTEE

28 January 2021

The Committee resolved:-

- (i) to note that an interim report on the Art Gallery would be included in the business planner for the March meeting; and
- (ii) to note the content of the business planner.

NEW HOUSING PROGRAMME DELIVERY UPDATE - RES/20/132

4. With reference to article 5 of the minute of its meeting of 23 September 2020, the Committee had before it a report by the Director of Resources which (1) 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 to meet the political commitment of 2000 new homes; and (2) outlined the progress for the Council led sites referred to throughout the report including Craighill, Kincorth, Tillydrone, Kaimhill, Greenferns and Greenferns Landward.

The report recommended:-

that the Committee note the progress to deliver the programme of social housing sites across the city.

The Committee resolved:-

to approve the recommendation contained in the report.

SUMMERHILL NEW BUILD HOUSING PROGRESS REPORT - RES/20/131

5. With reference to article 6 of the minute of its meeting of 23 September 2020, the Committee had before it a report by the Director of Resources which provided an update on the progress of works being undertaken at Summerhill new build Council housing project.

The report recommended:-

that the Committee note 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/20/130

6. With reference to article 7 of the minute of its meeting of 23 September 2020, 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.

CAPITAL PROGRAMME COMMITTEE

28 January 2021

The report recommended:-

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

The Committee resolved:-

to approve the recommendation contained in the report.

ELC PROGRAMME PROGRESS REPORT - RES/20/208

7. With reference to article 8 of the minute of its meeting of 23 September 2020, the Committee had before it a report by the Director of Resources which provided an update 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.

The report recommended:-

that the Committee -

- (a) note that the Early Learning and Childcare Expansion Programme of works formed part of the overall Aberdeen City Council Capital Plan; and
- (b) note the progress made with the overall delivery of projects in lieu of the Covid-19 pandemic impact.

The Committee resolved:-

- (i) to congratulate all staff involved with the project; and
- (ii) to otherwise approve the recommendations contained in the report.

- **MARIE BOULTON, Convener**

This page is intentionally left blank

	A	B	C	D	E	F	G	H	I
1	CAPITAL PROGRAMME COMMITTEE BUSINESS PLANNER								
	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									
3	24 March 2021								
4	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	1.1		
5	South College Street	To report on the progress of the delivery of the South College Street Corridor Improvement Project.	A Service Update will be provided.	Alan McKay	Capital	Resources	1.1		
6	Tillydrone (Riverbank Replacement) Primary School	to provide an update on the progress on the delivery of the school	a report is on the agenda	Neil Esslemont	Capital	Resources	1.1		
7	Torry Primary School (including Community Hub)	to provide an update on the progress on the delivery of the school	a report is on the agenda	Bill Watson	Capital	Resources	1.1		
8	Milltimber Primary School	to provide an update on the progress on the delivery of the school	a report is on the agenda	Neil Esslemont	Capital	Resources	1.1		
9	Countesswells Primary School	to provide an update on the progress on the delivery of the school	a report is on the agenda	Bill Watson	Capital	Resources	1.1		
10	ELC Expansion Update Report	to provide an update on the progress of all of the ELC projects	a report is on the agenda	Colin Kemp	Capital	Resources	1.1		
11	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	1.1		
12	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	1.1		
13	Cluster Risk Registers	to present the cluster risk registers and assurance maps.	a report is on the agenda	John Wilson/ Stephen Booth	Capital/ Corporate Landlord	Resources	GD8.4		
14	Art Gallery Interim Report	to present an interim report in relation to the Art Gallery	a report is on the agenda	John Wilson	Capital	Resources	1.1		
15	26 May 2021								
16	New Housing Programme Delivery	To provide an update to Committee in relation to th Housing Development Programme		John Wilson	Capital	Resources	1.1		
17	Summerhill New Build Housing Project Update	To provide an update to Committee in relation to the Summerhill Housing Development		John Wilson	Capital	Resources	1.1		
18	Wellheads New Build Housing Project Update	To provide an update to Committee in relation to the Wellheads Housing Development		John Wilson	Capital	Resources	1.1		
19	ELC Expansion Update Report	to provide an update on the progress of all of the ELC projects		Colin Kemp	Capital	Resources	1.1		
20	Countesswells Primary School?	to provide an update on the progress on the delivery of the school			Capital	Resources	1.1		
21	10 September 2021								
22	Energy From Waste	To report on the progress of the delivery of the Energy from Waste Project.		John Wilson	Capital	Resources	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									
23	South College Street	To report on the progress of the delivery of the South College Street Corridor Improvement Project.		Alan McKay	Capital	Resources	1.1		
24	Tillydrone (Riverbank Replacement) Primary School	to provide an update on the progress on the delivery of the school		Neil Esslemont	Capital	Resources	1.1		
25	Torry Primary School (including Community Hub)	to provide an update on the progress on the delivery of the school		Bill Watson	Capital	Resources	1.1		
26	Milltimber Primary School	to provide an update on the progress on the delivery of the school		Neil Esslemont	Capital	Resources	1.1		
27	ELC Expansion Update Report	to provide an update on the progress of all of the ELC projects		Colin Kemp	Capital	Resources	1.1		
28	Union Terrace Gardens	to provide an update on progress on the delivery of the project.		Tara Gavan	Capital	Resources	1.1		
29	Provost Skene's House`	to provide an update on progress on the delivery of the project.		Colin Doig	Capital	Resources	1.1		
30	Torry Heat Network	To report on the progress of the delivery of the Torry Heat Network Project.		Bill Watson	Capital	Resources	1.1		
31	1 December 2021								
32	New Housing Programme Delivery	To provide an update to Committee in relation to th Housing Development Programme		John Wilson	Capital	Resources	1.1		
33	Summerhill New Build Housing Project Update	To provide an update to Committee in relation to the Summerhill Housing Development		John Wilson	Capital	Resources	1.1		
34	Wellheads New Build Housing Project Update	To provide an update to Committee in relation to the Wellheads Housing Development		John Wilson	Capital	Resources	1.1		
35	ELC Expansion Update Report	to provide an update on the progress of all of the ELC projects		Colin Kemp	Capital	Resources	1.1		
36	Countesswells Primary School	to provide an update on the progress on the delivery of the school			Capital	Resources	1.1		
37	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	Capital Programme Committee 18/11/20 (i)in relation to the Aberdeen Art Gallery, to note the update provided in the business planner relating to the Post Project Evaluation being delayed until Autumn 2021 and that a report would be submitted to the first available meeting of this Committee	John Wilson	Capital	Resources	1.2		
38	TBC								

ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	24 March 21
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Union Terrace Gardens: Project Update
REPORT NUMBER	RES/21/063
DIRECTOR	Steve Whyte, Director Resources
CHIEF OFFICER	John Wilson, Chief Officer Capital
REPORT AUTHOR	Tara Gavan
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 project which has an anticipated completion date of Winter 2021.

2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Notes the progress achieved to deliver the Union Terrace Gardens redevelopment.

3. BACKGROUND

- 3.1 Reference is made to report RES/20/206 submitted to the Capital Programme Committee November 2020, which considered the progress of the project's delivery at that time.
- 3.2 The construction timeline has been thoroughly assessed over the last quarter to allow officers to report an anticipated completion date. Impacts to the supply chain, resource and prospective unknowns (such as site closure), due to the impact of COVID-19, continue to create a risk to the project, with the programme remaining caveated at this time by the contractor.
- 3.3 The programme has a provisional completion date of Winter 2021, with landscaping potentially completing in 2022 as previously reported. Officers are continuing to work closely with the contractor and will continue to report any changes that may impact the target completion. The time lost from the closure of the site due to the first lockdown in Spring 2020 means seasonal planting originally scheduled for 2021 will have to wait until 2022 when the planting season resumes. Planting during the winter is not feasible.

- 3.4 The erection of the buildings started in Winter 2020. Good progress has been made to date, with the formation of the pavilions now at an advanced stage. As part of the construction works the existing jack arches along Union Terrace are on target for completion in Spring 2021 whereby, they will have been strengthened.
- 3.5 Works to the three walkways are on programme, with base structures to two of the walkways now complete. The final walkway requires temporary rail possessions from Network Rail, and these have now been agreed and should be completed by the Summer 2021.
- 3.6 On completion of the construction of the three walkways the final cladding works will be applied to finish the work packages for each walkway. This will include any necessary planning consents required and the Contractor is working closely with the Planning Authority on this.
- 3.7 The purification process in relation to the conditions associated to both the Planning and Listed Building Consents respectively continues to progress to ensure construction timelines can be achieved.
- 3.8 Finally, in relation to the works on Union Bridge the contractor has indicated that, subject to agreement with Network Rail, these works will be complete by early May 2021.
- 3.9 The hoarding surrounding the site will remain in place until practical completion although the exact location of them will hopefully be altered (that is they will cover a reduced footprint around the site) to allow better access around the gardens but this is wholly dependent on the delivery of the revised programme.
- 3.10 The road layout for Union Terrace has been agreed in principle with final design packages nearing completion. It is anticipated the Roads Construction Consent for Union Terrace will be submitted by the Contractor to the Council for approval imminently, along with the associated traffic regulation order (TRO).
- 3.11 The marketing of the new commercial units within the project will be undertaken by FG Burnett on behalf of the Council. It is anticipated that the formal marketing exercise will begin in Spring 2021, but soft market testing has already begun. Indeed, the Council has already been contacted by prospective businesses showing an interest in acquiring space within the gardens. The outcome of the marketing exercise will be reported in due course.
- 3.12 The look ahead for the programme is noted below within Table 1.

Table 1: Key Milestones 2021

Milestone	Anticipated Completion
Union Terrace Balustrades and Jack Arch Replacement	Spring 2021
Union Bridge	Spring 2021
Lighting Feature	Summer 2021

Burns Pavilion	Summer 2021
Rosemount Pavilion	Summer 2021
Union Terrace Improvements	Autumn 2021
Union Street Pavilion Inc Victorian Toilets	Autumn 2021
Arches	Autumn 2021
Site Wide Landscaping + Lighting	Winter 2021/ 2022*
Walkways	Autumn/ Winter 2021
Demobilisation + Handover	Autumn/ Winter 2021
Soft Landings Period	Autumn/ Winter 2021
Construction End	Autumn/ Winter 2021

* As noted previously due to the impacts of COVID-19, officers are continuing to assess the impact on the planting season for completing the landscaping. This is currently indicative; however the contractor may be required to return to site to complete aspects of the landscaping in 2022.

3.13 Communication & Community Engagement

The project e-newsletter is being updated regularly to include community updates for UTG – to view online please visit:

<https://spark.adobe.com/page/2d616dac-6ab8-4d25-884b-f52386322fe0>

3.14 Officers are aware that engagement with primary schools will need to commence in the coming months with regard to new tree planting.

3.15 A visual timeline has been displayed along the Union Street hoarding to represent the transformation of the gardens over the years.

4. FINANCIAL IMPLICATIONS

Capital Costs

4.1 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.

4.2 The capital cost for the construction phase of the scheme is £25.7m.

Gross Budget	Spend to date
£28.3m	£9.0m

5. LEGAL IMPLICATIONS

Network Rail

5.1 The legal agreements between Aberdeen City Council and Network Rail for a lease of the land concerning the Community Garden and air rights for the area above the existing turntable pit have progressed within the period. Approval in

principle was granted in December 2020, allowing for works to progress prior to the formal execution of the agreements.

- 5.2 The construction activities related to 3.7 are classified as high risk within Network Rail’s bridging agreement. Increased Public Indemnity Insurance is required to be in place for this activity, which is being finalised between project parties. It is important to note this is a standard requirement due to the proximity to the rail line.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		
Compliance	N/A		
Operational	Legal Challenge	L	The construction contractor tender has been undertaken with procurement and legal support.
	Failure to reach agreement with Network Rail in respect of land acquisition/ title boundary	M	The leasing agreement has been agreed in principle and in the process of formal execution.
	Failure to reach agreement in relation to the bridging agreement with Network Rail.	M	The bridging agreement has been agreed in principle and in the process of formal execution following implementation of required insurance.
	Failure to reach agreement with the planning authority in respect to Listed Building Consent conditions	M	The contractor has identified this work package and will be responsible for concluding listed building consent with support from the novated design team. A dedicated weekly workshop alongside additional resource from the contractor is currently supporting this process.
	COVID-19	M	The Construction Programme has been updated accordingly to

			<p>reflect the Extension of Time application pertaining to the period of suspension.</p> <p>This programme remains caveated at this time due to the current number of unknowns.</p>
Financial	Final cost of the project exceeds project budgets	M	<p>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. To mitigate cost to the council.</p>
	Revenue income assumptions are not achieved and there is a revenue cost pressure	M	<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. The commercial marketing of the buildings has now been awarded to mitigate the risk.</p>
Reputational	Poor communications with stakeholders and users of UTG	L	<p>A detailed communication protocol is established to keep stakeholders and users informed during the construction period.</p>
Environment / Climate	Unexpected site and ground conditions	L	<p>Following extensive site investigations, additional Pre-construction surveys were carried out by the contractor with no issues raised.</p>

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report

<p>Aberdeen City Council Policy Statement</p>	<p>Completion of the project will support increasing the city centre footfall through the delivery of the City Centre Masterplan / Union Terrace Gardens.</p>
<p>Aberdeen City Local Outcome Improvement Plan</p>	
<p>Prosperous Economy Stretch Outcomes</p>	<p>. 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> <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 Stretch Outcomes</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</p>

	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.
Prosperous Place Stretch Outcomes	<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> <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.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	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

N/A

11. REPORT AUTHOR CONTACT DETAILS

Name	Tara Gavan
Title	Senior Project Officer
Email Address	Tgavan@aberdeencity.gov.uk
Tel	01224522806

ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme
DATE	24 March 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Provost Skene's House progress report
REPORT NUMBER	RES/21/073
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 last update report of 18 November 2020.

2. RECOMMENDATION(S)

That the Committee:

- 2.1 Notes the progress achieved in the delivery of Provost Skene's House refurbishment and that the internal fit-out works are now underway.

3. BACKGROUND

- 3.1 Council approved the budget of £3.8 million on the upgrade/ refurbishment of Provost Skene's House which is inclusive of design and construction (including fit-out). 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'. The new displays will be a new attraction highlighting the life and achievements of inspirational people from Aberdeen and North East Scotland. It will offer ways to explore the rich history, international connections and amazing ingenuity of the city and region.

- 3.2 Listed Building Consent was granted on 24 December 2018

- 3.3 Building Warrant was granted on 10 September 2018

Current Status

- 3.4 Works commenced on the 22 July 2019 for the building works to be undertaken and provide the historic and iconic building with a necessary refurbishment. The

works were progressing extremely well until works had to be halted in late March 2020 due to the COVID-19 pandemic and were not restarted until the end of June 2020.

- 3.5 Due to the necessity for additional cleansing and social distancing caused by the COVID-19 pandemic the site is currently running at reduced productivity but despite these challenges the Council's Building Services will have completed the majority of the building works by the end of February 2021. Refer to Appendix 1 to see the some of the detailed work which has been carried out.
- 3.6 There are still some outstanding additional external drainage works which will be carried out following removal of the scaffolding. The scaffolding will begin to be taken down over the coming weeks.
- 3.7 Having the internal and external main building works virtually complete the internal 'Hall for Heroes' fit-out commenced on 15 February 2021, and depending on COVID-19 restrictions related to working in restricted space for physical distancing, it is expected that these works will be complete by late spring/early summer 2021.
- 3.8 Early communication has commenced with the City Growth team with regard to potential opening dates, but this will be subject to COVID-19 operating restrictions.

4. FINANCIAL IMPLICATIONS

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

Budget	Spend to date
£3.8m	£2.48m

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 There is still the risk of programme over-run from supply and work constraints related to the COVID-19 pandemic.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Credibility of delivery within the city centre setting, disruption to Marischal Square development and any impact on supplier contractors for fit out.	L	Extensive procurement work undertaken to select proven and financially stable contractor. Discussions and agreements with CBRE on access/egress, site area.
Compliance	Health and Safety breaches during construction	L	Strong contractual obligations to use best Health and Safety practice. Follow Government guidelines in dealing with the COVID-19 pandemic
Operational	Delay in Construction Programme	L	Consequences of delay managed through contract conditions. Effective communication between contract to manage consequences should they arise
Financial	Project costs increase as a result of Contractor Claims	L	Contract conditions define claims management processes
Reputational	Overrun of project, disruption to stake holders	L	Manage communications effectively with reasons.
Environment / Climate	Noise/dust during the construction phase	L	Keep use of power tools to a minimum/use suitable dust suppression systems as necessary

7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	We will increase city centre footfall through delivery of the City Centre Masterplan, Complete the refurbished Provost Skene's House
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The proposals within this report support the delivery of LOIP Stretch Outcome 1 – 10% increase in

	<p>employment across priority and volume growth sectors by 2026.</p> <p>Greater than 90% employed on the project will be paid the Living Wage as a minimum.</p> <p>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.</p>
Prosperous People Stretch Outcomes	<p>2.1 Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.</p> <p>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.</p>
Prosperous Place Stretch Outcomes	<p>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.</p>
Regional and City Strategies	<p>The delivery of the refurbished Provost Skene's house aligns with the City Centre Masterplan and delivery programme by creating a cleaner, greener, better-connected, more vibrant and dynamic city centre, one that conserves heritage while embracing the new.</p>
UK and Scottish Legislative and Policy Programmes	<p>Compliance with all current construction legislation and policy related to the construction industry.</p>

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)

Appendix 1 Building Works.

11. REPORT AUTHOR CONTACT DETAILS

Name Colin Doig

Title Senior Architect

Email Address CoDoig@aberdeencity.gov.uk

Tel 01224 346267

Appendix 1: Building Detail Works.











ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	24 March 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Ness Energy Project
REPORT NUMBER	RES/21/070
DIRECTOR	Steve Whyte
CHIEF OFFICER	John Wilson
REPORT AUTHOR	Pete Lawrence
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Committee on progress made with regards to the construction of the Ness Energy Project. This requirement was a recommendation approved at Full Council on the 4 March 2019.

2. RECOMMENDATION(S)

That the Committee:

- 2.1 Notes the progress achieved to date; and
 2.2 Notes the financial position for the project.

3. BACKGROUND

- 3.1 On 4 March 2019, the Council approved the award of the Ness Energy Project Residual Waste Treatment contract for the implementation of the Project to a consortium led by Acciona Industrial and Acciona Servicios Urbanos and an Inter-Authority Agreement, IAA3. Similar approvals were given by Moray Council and Aberdeenshire Council on 4 March 2019 and 7 March 2019 respectively.
- 3.2 The contract was signed on 8 August 2019 with work starting immediately to prepare the site, activate the planning permission and commence engineering design and procurement.
- 3.3 An update on progress with the project was provided to committee in November 2020.

Update Since November 2020

COVID-19

- 3.4 Since the November committee meeting, the Contractor has maintained operations at the site by following additional COVID-19 related working practices in line with government and other relevant guidance. There has been minimal impact on project delivery albeit that two separate positive COVID-19 tests in sub-contractor teams has resulted in staff self-isolating in line with COVID-19 regulations. At date of report finalisation, all staff have returned to work. At this stage, there is no indication that there will be budget implications arising from COVID-19 impacts.

Engineering, Design and Procurement

- 3.5 The large majority of engineering and design work is now successfully concluded and procurement of sub-contractors to undertake the construction, manufacture and installation of plant components is also progressing well. All significant design elements are reviewed and subject to the approval of the Authority's Technical Advisors. Overall progress in this area is satisfactory.

Off-site Manufacturing

- 3.6 Manufacture of many components of the boiler, turbine, generator and flue gas treatment systems continued largely unaffected during the worst of the COVID-19 pandemic. As a result, significant quantities of components have been delivered to storage areas in Aberdeen ahead of the revised installation dates meaning that additional storage areas have been required. The Contractor has reported some minor issues relating to transport of components from mainland Europe prior to the end of the Transition Agreement, however, since January 2021, there has been no reported impact on the project relating to cross-border transport.

On Site Works

- 3.7 Progress on site has continued, broadly in line with the revised programme. All concrete piling has now been completed and the main foundations for the boiler, turbine, flue gas treatment and ancillary equipment have been completed. The formation of the waste bunker superstructure, the first major above ground structure is now complete. Similarly the excavation of the sub-structure is also largely complete. Installation of the foundations for the waste reception hall on the northern boundary of the site is now underway. The next major phase of construction, the erection of the steel framework for the boiler and its subsequent installation has commenced. There has been a short delay in commencing this work as a result of new work permit/visa arrangements coming into force on 1 January 2021, the same time that the Spanish sub-contractor for the mechanical erection was mobilising its staff.

Pollution Prevention and Control (PPC) Permit

- 3.8 The contractor reports that most issues relating to the PPC Permit application have been resolved with SEPA and a draft permit is imminent. The cyber-attack suffered by SEPA prevented progress in January 2021, however there is no indication that the application will not be successful or that delay will hinder project completion.

Programme

- 3.9 Current indications are that commissioning is anticipated to commence as planned in Spring 2022 with the facility fully operational by the end of 2022.

Inter-Authority activity

- 3.10 The Project Board continues to meet in accordance with the Inter Authority Agreement. The three-authority Officer Working Group also meets on a monthly basis and is currently establishing arrangements for delivery of commissioning waste and the handling of bulky waste that, untreated, is outwith the dimensions defined in the Waste Acceptance Criteria for the facility.

Community Liaison

- 3.11 The contractor has established a Community Liaison Group including south of the River Dee Community Councils and elected representatives. This group met via Microsoft Teams in January 2021. COVID-19 restrictions have prevented in-person meetings. The contractor has continued to update the project website and provided updates to 'Torry Vision'. Additional electronic means of communication are being investigated to ensure community engagement is enhanced.

Community Benefits

- 3.12 COVID-19 has hampered efforts to develop community benefits, however, engagement with local schools and community groups has now restarted and work is underway to fulfil requirements to provide apprenticeships, work placements and training as set out within the contract. The Contract has achieved Real Living Wage Accreditation; all sub-contracts require Living Wage rates as a minimum. Some of the Community Benefits that the Contractor has successfully achieved include a "Meet the Buyer" event which was held online on 6 November 2020. The event was aimed at local businesses and was attended by representatives from 50 companies. The procurement team gave a presentation covering areas of supply and work-scope procurement, and details of supplier registration process. Acciona have continued recruit into the "New Entrants Scheme" which sees employment of those who were previously out of work, including an Office Manager, Logistics Manager, two Site Support Coordinators and an Administration Assistant, many who had been made redundant from the Oil & Gas industry. Acciona have also recruited a student for a 28-week minimum placement who will work in their QS department. The contractor has also hosted a presentation to Robert Gordon's College - National 5 Environmental Science Course Class. This presentation can be tailored for differing age groups so that it can be presented at other schools across North East.

4. FINANCIAL IMPLICATIONS

- 4.1 Payments are being made to the contractor in line with Milestones set out in the contract.
- 4.2 The table below shows the project budget share for the Aberdeen City Council.

Gross Budget	Spend to date
£70.0m	£ 29.45m

5. LEGAL IMPLICATIONS

5.1 There are no significant legal issues to report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Contractor termination	L	Extensive procurement work undertaken to select proven and financially stable contractor. Strong contractual controls in place
Compliance	Health and Safety breaches during construction	L	Strong contractual obligations to use best Health and Safety practice monitored on site daily by Authority Technical representative
	Failure to obtain Permit to operate from SEPA	L	Proven technology already consented elsewhere in Scotland
Operational	Delay in Construction Programme	M	Consequences of delay managed through contract conditions. Effective communication with three authorities' waste teams to manage consequences should they arise
Financial	Project costs increase as a result of Contractor Claims	M	Contract conditions define claims management processes
Reputational	Construction delay and cost overspend	L	Contract obligations deemed sufficient to minimise risk to the Authority
Environment / Climate	Failure to operate facility within authorised emission levels	L	EfW is best available technology for management of mixed municipal waste. Established and proven process selected during procurement provides strong confidence that plant will operate well within acceptable standards. Low carbon heat and power from this facility will displace fossil fuel thereby reducing net carbon emissions

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Council Policy Statement	<p>Unleashing the non-oil and gas economic potential of the city: The construction of the energy from waste facility will create over 200 jobs many using skills transferable from the oil and gas sector. Furthermore, during the 20 years of operation, highly skilled, engineering based staff will be required, again utilising skills common in the oil and gas sector.</p> <p>Maximising community benefit from major developments: There are numerous community benefit obligations built into the contract including the establishment of apprenticeships, placements and training. Links are being established with schools in the region to support environmental education.</p>
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	<p>The proposals within this report support the delivery of LOIP Stretch Outcome 1 – 10% increase in employment across priority and volume growth sectors by 2026. The construction of the energy from waste facility will create over 200 jobs. Furthermore, during the 20 years of operation, highly skilled, engineering based staff will be required.</p> <p>The Contractor has obtained Real Living Wage accreditation and this applies to all sub-contracts.</p>
Prosperous People Stretch Outcomes	<p>2.1 Promoting inclusive economic growth for our most disadvantaged communities. There are numerous community benefit obligations built into the contract including the establishment of apprenticeships, placements and training. Links are being established with schools in the region to support environmental education. The facility is being developed close to one of the disadvantaged areas of the city.</p>
Prosperous Place Stretch Outcomes	<p>14.1 Reducing emissions across the city through delivery of Aberdeen’s Sustainable Energy Action Plan ‘Powering Aberdeen’. Construction of the Ness Energy EfW facility will significantly reduce carbon impact from the disposal of non-recyclable waste. The facility also provides the opportunity to</p>

	develop low carbon heat supplies to local housing and businesses thereby offsetting fuel poverty.
Regional and City Strategies	Strategic Development Plan: Sustainable Development and Climate Change. This facility will increase the supply of renewable energy in the region and diversify the mix of renewable sources. The facility enables the objective to meet our waste management needs locally and promote the development of the Circular Economy. The facility is specifically identified at paragraph 6.18 as an objective of the Plan.
UK and Scottish Legislative and Policy Programmes	The Waste (Scotland) Regulations 2012 introduced a ban on the landfilling of biodegradable waste. This ban will now come into force in 2025. The facility enables the three authorities in the Northeast to comply with that regulation 3 years in advance.

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

9. BACKGROUND PAPERS

None.

10. REPORT AUTHOR CONTACT DETAILS

Name	Pete Lawrence
Title	Northeast Waste Contracts Manager
Email Address	plawrence@aberdeencity.gov.uk
Tel	01224 346083

ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	24 March 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Replacement Milltimber Primary School– Progress Report
REPORT NUMBER	RES/21/068
DIRECTOR	Steve Whyte
CHIEF OFFICER	John Wilson
REPORT AUTHOR	Neil Esslemont
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Committee on the progress of the Milltimber Replacement School.

2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Note that this project forms part of the Education New Build Programme presented to the Capital Programme, Strategic Commissioning and City Growth and Resources Committees in September 2018. The project will also contribute to the delivery of Aberdeen City Council’s Early Learning and Childcare Expansion Programme of works.
- 2.2 Note the current on-going work leading to completion of the construction of the replacement Milltimber School in Spring 2022.

3. BACKGROUND

- 3.1 The existing Milltimber School currently has a capacity of 267 pupils (including the onsite modular accommodation) and 40 part time nursery places and is operating almost at capacity. The current Milltimber school does not have the capacity to accommodate the additional children generated by the ongoing development, so demand for available places is likely to be exceeded by 2022.
- 3.2 The new school will provide:
- A two-stream primary school with a capacity for 434 pupils
 - Early Learning & Childcare (ELC) provision for 60 pupils
 - 3G, 7 a-side-pitch
 - External outdoor play and learning spaces
- 3.3 Decisions were made by the Capital Programme, Strategic Commissioning and City Growth and Resources Committees in September 2018 to progress with the design, development and procurement of a replacement school in Milltimber.

TIMESCALE

- 3.4 Four tenders were returned on 27 March 2020, 4 days after the UK Government announced Covid-19 lockdown measures. The assessment of the quality submissions was completed on 14 April 2020 and the commercial assessment a week later. Due to the lockdown, consultants, contractors, sub-contractors and supplier's staff had placed staff on furlough meaning that the evaluation and clarification of the submitted tenders proved challenging. This meant that the period to evaluate the tenders was longer than would normally be the case.
- 3.5 The letter awarding the contract to Robertsons Construction Tayside Ltd. was issued on 24 July 2020.
- 3.6 Works commenced on site on 24 August 2020 and good progress has been made. Reduced level excavations have been completed and a stone capping layer laid over the site to stabilise the ground and to minimise the amount of mud and dirt that is deposited on Bingham Road by vehicles leaving the site. The below ground drainage is substantially complete with both main foul and surface water lines fully installed. Downpipe connections have been installed which will allow rainwater to be disposed of when the installation of roof sheeting commences. Drainage works to the sports pitch are also substantially complete with filter drainage installed to all areas. The reinforced concrete floor slab has been cast and the erection of composite laminated timber wall panels commenced in early February.

Despite high winds, sub-zero temperatures and snow falls the site has continued to remain operational and works have continued with wall panels fully installed around changing room areas.

Scottish Water have completed the diversion a water main and CALA are progressing with the construction of the access road to the south of the school site.

There has been some overall delay to the project due to a number of matters such as, but not limited to, COVID-19 working practices and restrictions, adverse weather conditions and utility diversions.

A selection of progress photographs are included in Appendix 1.

Milestone	Indicative Timescale
Contract Award	24 July 2020
Contractor took possession of the site	24 August 2020
Construction Complete	Spring 2022
School Operational	Post Summer recess 2022

4. FINANCIAL IMPLICATIONS

- 4.1 The Replacement Milltimber Primary School forms part of the General Fund Capital Programme approved by Council on 3 March 2020.

Budget	
General Fund Capital Programme 2018/19 – 2023/24	£25m
Developer Contributions	£2.42m
Developers Contributions utilised by the project to date	£0.55m
Spend to date	
Total to end of Q3 2020/21	£6.42m

The cost of the purchase of the required land has been factored into the overall capital development cost of the project.

5. LEGAL IMPLICATIONS

- 5.1 Within the Section 75 agreement (see item 3.4 above), an area of land was identified for the provision of a new Milltimber school. Negotiations with the landowners and developers were concluded and the land transferred to the City Council to meet the overall project timescales.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Late delivery will impact on the level of learning provision which can be provided.	L	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council.
Compliance	Late delivery will impact on the level of learning provision which can be provided.	L	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council.
Operational	COVID-19 pandemic restrictions impacting on work practices.	M	All teams are working towards delivering the projects as soon as possible taking cognisance of work restrictions regarding the Covid-19 pandemic.
Financial	Inability to deliver the Council's desired outcomes within the approved budget.	L	The estimated spend profile was constantly updated as the design of the project progressed and has been further updated

			following the issue of the letter of contract award. Take immediate action if the anticipated final cost exceeds the approved budget.
Reputational	The reputational risk of not being in a position to provide sufficient pupil places to support a growing school population.	M	This is being mitigated through early planning and close working between teams across Aberdeen City Council.
Environment / Climate	That the design of the proposed building increases the Council's carbon footprint and has an adverse effect on the environment.	L	Design proposals have been developed in accordance with Aberdeen City Council's Building Performance Policy ensuring that environmental risks remain low.
	That the activities of the contractor will have a negative impact on local residents	M	In response to the invitation to tender documents the contractor has provided detailed proposals showing how they intend to engage with local residents and the wider community. Constant liaison with the contractor to ensure that appropriate measures are in place and constantly monitored to ensure inconvenience and disruption is kept to an absolute minimum.

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
<p>Aberdeen City Council Policy Statement</p> <p>Programmes in the Policy Statement include working with our partners to ensure the city has the required infrastructure; completion of school estate review (P1) and development of estate strategy for next 5-10 years (P2); work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes; commit to closing the attainment gap in education while working with partners across the city;</p>	<p>The project outlined in this report is part of Aberdeen City Council's Education New Build Programme and supports the Early Learning and Childcare (ELC) Expansion Programme. The Education New Build Programme and expansion of ELC requires an investment in our Education 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 childcare education learning targets.</p>

Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	<p>The delivery of the new Milltimber School will help to grow Aberdeen as a city of learning that will empower local residents to put lifelong learning at the heart of the community.</p> <p>The Early Learning and Childcare Programme, which this project is part of, 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.</p> <p>This project supports 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 Stretch Outcomes	<p>This project 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 will be designed to support outdoor learning and the free flow of direct access to the outside environment. Outdoor learning, exercise and play benefits 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. Outdoor learning will significantly contribute to a child’s development and wellbeing.</p>
Prosperous Place Stretch Outcomes	<p>The Council is committed to ensuring that Aberdeen is a welcoming place to invest, live and visit and operate to the highest environmental standards. The new replacement Milltimber School contributes to this objective.</p> <p>This project supports the delivery of LOIP Stretch Outcome 13 – No one in Aberdeen will go without food due to poverty by 2026. Increasing the accessibility of nursery provision will contribute to transforming the lives of families. Every child attending a funded early learning and childcare session will receive a healthy meal. The accessibility of provision will lead to an increase in the uptake of the Early Learning and Childcare funded offer and help ensure that no child in Early Learning and Childcare will go hungry.</p>
Regional and City Strategies Strategic Development Plan; Local Development Plan	<p>The proposals in this report will impact on the consideration of future regional and city strategies with respect to education and learning.</p>

<p>UK and Scottish Legislative and Policy Programmes Legislation which places a range of statutory duties on the Council, the Children and Young People (Scotland) Act 2014.</p>	<p>The statutory duty for local authorities to provide 1140 hours by August 2020 has been revoked by the Scottish Parliament. The new timescale for delivery is August 2021.</p>
---	--

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

Item 7 Statutory Consultation Reports: Proposed New School at Countesswells and Proposed Relocation of Milltimber School and St Peter's RC School – RES/19/339; 17th September 2012

Item 8 Education New Build Programme 2018; Capital Programme Committee; 12th September 2018

Item 14 New Schools Development Programme 2018; Strategic Commissioning Committee; 13th September 2018

Item 21 New Schools Development Programme 2018; City Growth and Resources Committee; 18th September 2018

Item 3 General Fund Revenue Budget 2019/20 to 2023/24; and General Fund Capital Programme 2019/20 to 2023/24; Council Meeting; 5th March 2019

Item 9 Milltimber Primary School – RES/19/361; Capital Programme Committee; 12th September 2019

Item 9 Replacement Milltimber School – Progress Report – RES/20/205; Capital Programme Committee; 18th November 2020

10. APPENDICES

Appendix 1 – Progress Photographs

11. REPORT AUTHOR CONTACT DETAILS

Name	Neil Esslemont
-------------	----------------

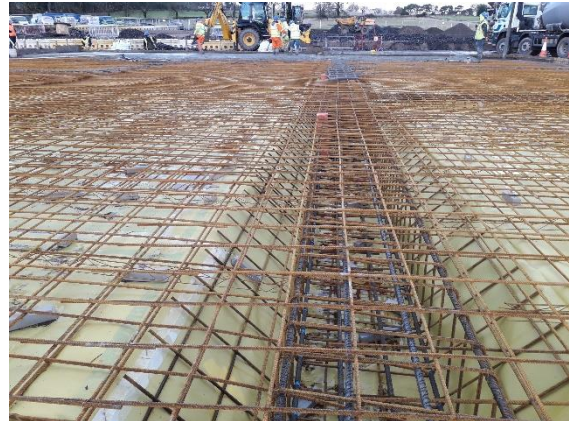
Title	Design Team Manager
Email Address	nesslemont@aberdeencity.gov.uk
Tel	01224 523895

Appendix 1 – Progress Photographs

Week Commencing 2nd November 2020



Week Commencing 14th December 2020



Week Commencing 18th January 2021



Week Commencing 8th February 2021



This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	24 March 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Replacement Riverbank Primary School – Progress Report
REPORT NUMBER	RES/21/069
DIRECTOR	Steve Whyte
CHIEF OFFICER	John Wilson
REPORT AUTHOR	Neil Esslemont
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Committee on the progress of the Replacement Riverbank Primary School.

2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Note that this project forms part of the Education New Build Programme presented to the Capital Programme, Strategic Commissioning and City Growth and Resources Committees in September 2018. The project will also contribute to the delivery of Aberdeen City Council's Early Learning and Childcare Expansion Programme of works.
- 2.2 Note the current on-going work leading to completion of the construction of the Replacement Riverbank Primary School in Summer 2023.

3. BACKGROUND

- 3.1 Following a special Committee meeting of Education & Children's Services on 1 March 2017, a decision to implement the proposal for a new 3 stream non-denominational school building with early learning and childcare provision and to relocate Riverbank School to this new building was ratified by Members.
- 3.2 The new school will provide:
- A capacity for 650 pupils
 - Early Learning & Childcare (ELC) provision for 100 pupils
 - 3G 7 a-side-pitch
 - External outdoor play and learning

The new primary school has been designed to ensure connections with the newly constructed Tillydrone Community Campus are formed and allows access by the community out with school core times

- 3.3 Decisions were made by the Capital Programme, Strategic Commissioning and City Growth and Resources Committees in September 2018 to progress with the design, development, and procurement of a new school to replace the existing Riverbank School.

TIMESCALE

- 3.4 Due to the lockdown instructed by the UK Government on 23 March 2020, consultants and suppliers placed staff on furlough meaning that the development of the design has been challenging. This has meant that the period to produce the tender documentation has taken longer than would normally be the case.

Milestone	Indicative Timescale
Tender Documentation	Winter 2020/Spring 2021
Tender Period	Summer 2021
Tender Award	Summer 2021
Contractor to take possession of the site	Autumn 2021
Construction Complete	Summer 2023
School Operational	Post Summer recess 2023

4. FINANCIAL IMPLICATIONS

- 4.1 The Riverbank Replacement School forms part of the General Fund Capital Programme approved by Council on 3 March 2020.
- 4.2 The cost of the purchase of the required land has been factored into the overall capital development cost of the project.

Gross Budget	Spend to date
£25.0m	£1.29m

5. LEGAL IMPLICATIONS

- 5.1 None.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Late delivery will impact on the level of learning provision which can be provided.	L	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council.
Compliance	Late delivery will impact on the level of learning provision which can be provided.	L	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council.
Operational	Covid-19 pandemic restrictions impacting on work practices.	M	All teams are working towards delivering the projects as soon as possible taking cognisance of work restrictions regarding the Covid-19 pandemic.
Financial	Inability to deliver the Council's desired outcomes within the approved budget.	L	The estimated spend profile has been constantly updated as the design of the project has progressed. Take immediate action if the anticipated final cost exceeds the approved budget.
Reputational	The reputational risk of not being in a position to provide sufficient pupil places to support a growing school population.	M	This is being mitigated through early planning and close working between teams across Aberdeen City Council.
Environment / Climate	That the design of the proposed building increases the Council's carbon footprint and has an adverse effect on the environment.	L	Design proposals have been developed in accordance with Aberdeen City Council's Building Performance Policy ensuring that environmental risks remain low.
	That the activities of the contractor will have a negative impact on local residents	M	In response to the invitation to tender documents the contractor will be required to provide detailed proposals showing how they intend to engage with local residents and the wider community. Post contract award there will be constant liaison with the contractor to ensure that appropriate measures are in place and constantly monitored to ensure inconvenience and disruption is kept to an absolute minimum.

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
<p>Aberdeen City Council Policy Statement</p> <p>Programmes in the Policy Statement include working with our partners to ensure the city has the required infrastructure; completion of school estate review (P1) and development of estate strategy for next 5-10 years (P2); work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes; commit to closing the attainment gap in education while working with partners across the city;</p>	<p>The project outlined in this report is part of Aberdeen City Council's Education New Build Programme and supports the Early Learning and Childcare (ELC) Expansion Programme. The Education New Build Programme and expansion of ELC requires an investment in our Education 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 childcare education learning targets.</p>
Aberdeen City Local Outcome Improvement Plan	
<p>Prosperous Economy Stretch Outcomes</p>	<p>The delivery of the new Riverbank School will help to grow Aberdeen as a city of learning that will empower local residents to put lifelong learning at the heart of the community.</p> <p>The Early Learning and Childcare Programme, which this project is part of, 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.</p> <p>This project supports 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>
<p>Prosperous People Stretch Outcomes</p>	<p>This project 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 will be designed to support outdoor learning and the free flow of direct access to the outside environment. Outdoor learning, exercise and play benefits 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</p>

	outdoor play in a natural environment. Outdoor learning will significantly contribute to a child's development and wellbeing.
Prosperous Place Stretch Outcomes	The Council is committed to ensuring that Aberdeen is a welcoming place to invest, live and visit and operate to the highest environmental standards. The new replacement Riverbank School contributes to this objective. This project supports the delivery of LOIP Stretch Outcome 13 – No one in Aberdeen will go without food due to poverty by 2026. Increasing the accessibility of nursery provision will contribute to transforming the lives of families. Every child attending a funded early learning and childcare session will receive a healthy meal. The accessibility of provision will lead to an increase in the uptake of the Early Learning and Childcare funded offer and help ensure that no child in Early Learning and Childcare will go hungry.
Regional and City Strategies Strategic Development Plan; Local Development Plan	The proposals in this report will impact on the consideration of future regional and city strategies with respect to education and learning.
UK and Scottish Legislative and Policy Programmes Legislation which places a range of statutory duties on the Council, the Children and Young People (Scotland) Act 2014.	The statutory duty for local authorities to provide 1140 hours by August 2020 has been revoked by the Scottish Parliament. The new timescale for delivery is August 2021.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

Item 4 Statutory Consultation – Consultation Report on the Proposals to Develop New Primary School Provision with Early Education and Childcare Facilities in Tillydrone – ECS/17/015; Education and Children's Services Committee; 1st March 2017

Item 8 Education New Build Programme 2018; Capital Programme Committee; 12th September 2018

Item 14 New Schools Development Programme 2018; Strategic Commissioning Committee; 13th September 2018

Item 21 New Schools Development Programme 2018; City Growth and Resources Committee; 18th September 2018

Item 3 General Fund Revenue Budget 2019/20 to 2023/24; and General Fund Capital Programme 2019/20 to 2023/24; Council Meeting; 5th March 2019

Item 10 Tillydrone Primary School – RES/19/362; Capital Programme Committee; 12th September 2019

Item 8 Replacement Riverbank Primary School – RES/20/202; Capital Programme Committee; 18th November 2020

10. APPENDICES

None

11. REPORT AUTHOR CONTACT DETAILS

Name	Neil Esslemont
Title	Design Team Manager
Email Address	nesslemont@aberdeencity.gov.uk
Tel	01224 523895

ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	24 March 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Torry Community Hub and Primary School – Progress Report
REPORT NUMBER	RES/21/074
DIRECTOR	Steve Whyte
CHIEF OFFICER	John Wilson
REPORT AUTHOR	Bill Watson
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

The purpose of this report is to update the Committee on the progress of the Torry Community Hub and Primary School.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Note that this project forms part of the Education New Build Programme presented to the Capital Programme, Strategic Commissioning and City Growth and Resources Committees in September 2018. The project will also contribute to the delivery of Aberdeen City Council's Early Learning and Childcare Expansion Programme of works.
- 2.2 Note the current on-going work leading to the anticipated completion of the construction of the Torry Community Hub and Primary School in Spring 2023.

3. BACKGROUND

- 3.1 The Education & Children's Services Committee, on 1 March 2017, decided that the Council would construct a new primary school for Torry, to include early learning and childcare provision and a Community Hub, on the site of the existing Old Torry Academy.
- 3.2 The new Torry Hub will bring together in one place a range of services which will create synergies and a shared purpose to provide an environment where social, economic, educational, recreational and cultural activities can occur, service provision gaps can be closed and new opportunities to address system failures can be designed and implemented.
- 3.3 The new Community Hub will provide:

- A two-stream primary school with a capacity for 434 pupils
- Early Learning & Childcare (ELC) provision for 100 pupils
- A community cafe, library, multi-purpose rooms
- Offices and meeting spaces for service providers
- Recording facilities
- Performance and rehearsal facilities
- 3G, 7 a-side-pitch
- External outdoor play and learning spaces

- 3.4 The government's Early Learning and Childcare Programme is to expand the current offer of 600 hours to 1,140 hours for vulnerable two year olds, three and four year olds, by August 2021. The policy intention is to ensure we deliver high quality Early Learning and Childcare services to improve outcomes for children and to remove barriers for working parents to support economic growth in Scotland.

Design Team Procurement

- 3.5 The Council have appointed Hub North Scotland to develop the detail and construction costs for this project. Hub North Scotland are due to have completed this commercial proposals by April 2021.

Timescale

- 3.6 The current programme envisages that the construction of this project will commence Summer 2021 and be completed Spring 2023.
- 3.7 This programme has met the requirements of the Regeneration Capital Grant Fund.
- 3.8 Planning approval for this project was granted on 27th February 2020.
- 3.9 The Council appointed contractors to undertake the removal of materials containing asbestos and the demolition of the former Torry Academy. These works are now due to be completed in Summer 2021. As has been verbally reported to Committee previously these works have been significantly delayed as a result of the discovery of additional materials containing asbestos and have also been further delayed as a result of the COVID-19 pandemic and its impact on the construction industry.
- 3.10 Due to the lockdown instructed by the UK Government on 23rd March 2020, a wide variety of construction works were put on hold. This included the asbestos removal and demolition works at the former Academy. This delay was then further compounded by a reluctance, by the appointed asbestos contractor, to resume works due to difficulty in sourcing suitable accommodation and following the discovery that the required works will take longer than was first predicted. The Council has, as a result, instructed the demolition contractor to remove the remaining asbestos with these works resuming in the last quarter of 2020. The remaining asbestos is in challenging locations resulting in an extended project duration.

3.11 Once the programme to complete the asbestos removal and demolition works is certain, the Council will be in a position to appoint Hub North Scotland to deliver this project. It is anticipated that this appointment will be undertaken in Spring 2021, with works commencing on site in Summer 2021, and with completion anticipated in Spring of 2023.

Milestone	Indicative Timescale
Commercial close	Spring 2021
Contractor to take possession of the site	Summer 2021
Construction Complete	Spring 2023
School Operational	Post Summer recess 2023

4. FINANCIAL IMPLICATIONS

4.1 The Torry Community Hub and Primary School forms part of the General Fund Capital Programme approved by Council on 3rd March 2020.

Budget	
General Fund Capital Programme	£25m
Scottish Government's Regeneration Capital Grant Fund	£2m
Spend to date	
Total to end of Q3 2020/21	£2.5m

The cost of the asbestos removal and demolition of the existing building have been factored into the overall capital development cost of the project.

5. LEGAL IMPLICATIONS

5.1 None at this time.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Late delivery will impact on the level of learning provision which can be provided.	L	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council.
Compliance	Late delivery will impact on the level	L	This is being mitigated through early planning, clear governance

	of learning provision which can be provided.		arrangements and close working between teams across Aberdeen City Council.
Operational	Covid-19 pandemic restrictions impacting on work practices.	M	All teams are working towards delivering the projects as soon as possible taking cognisance of work restrictions regarding the Covid-19 pandemic.
Financial	Inability to deliver the Council's desired outcomes within the approved budget.	L	The estimated spend profile was constantly updated as the design of the project progressed and has been further updated following the issue of the letter of contract award. Take immediate action if the anticipated final cost exceeds the approved budget.
Reputational	The reputational risk of not being in a position to provide sufficient pupil places to support a growing school population.	M	This is being mitigated through early planning and close working between teams across Aberdeen City Council.
Environment / Climate	That the design of the proposed building increases the Council's carbon footprint and has an adverse effect on the environment.	L	Design proposals have been developed in accordance with Aberdeen City Council's Building Performance Policy ensuring that environmental risks remain low.
	That the activities of the contractor will have a negative impact on local residents	M	Constant liaison with the contractor to ensure that appropriate measures are in place and constantly monitored to ensure inconvenience and disruption is kept to an absolute minimum.

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
Impact of Report	
Aberdeen City Council Policy Statement	The project outlined in this report is part of Aberdeen City Council's Education New Build Programme and supports the Early Learning and Childcare (ELC) Expansion Programme. The Education New Build Programme and

<p>Programmes in the Policy Statement include working with our partners to ensure the city has the required infrastructure; completion of school estate review (P1) and development of estate strategy for next 5-10 years (P2); work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes; commit to closing the attainment gap in education while working with partners across the city;</p>	<p>expansion of ELC requires an investment in our Education 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 childcare education learning targets.</p>
<p>Aberdeen City Local Outcome Improvement Plan</p>	
<p>Prosperous Economy Stretch Outcomes</p>	<p>The delivery of Torry Community Hub will help to grow Aberdeen as a city of learning that will empower local residents to put lifelong learning at the heart of the community.</p> <p>The Early Learning and Childcare Programme, which this project is part of, 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.</p> <p>This project supports 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>
<p>Prosperous People Stretch Outcomes</p>	<p>This project 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 will be designed to support outdoor learning and the free flow of direct access to the outside environment. Outdoor learning, exercise and play benefits 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. Outdoor learning will significantly contribute to a child’s development and wellbeing.</p>
<p>Prosperous Place Stretch Outcomes</p>	<p>The Council is committed to ensuring that Aberdeen is a welcoming place to invest, live and visit and operate to the</p>

	<p>highest environmental standards. Torry Community Hub contributes to this objective.</p> <p>This project supports the delivery of LOIP Stretch Outcome 13 – No one in Aberdeen will go without food due to poverty by 2026. Increasing the accessibility of nursery provision will contribute to transforming the lives of families. Every child attending a funded early learning and childcare session will receive a healthy meal. The accessibility of provision will lead to an increase in the uptake of the Early Learning and Childcare funded offer and help ensure that no child in Early Learning and Childcare will go hungry.</p>
<p>Regional and City Strategies Strategic Development Plan; Local Development Plan</p>	<p>The proposals in this report will impact on the consideration of future regional and city strategies with respect to education and learning.</p>
<p>UK and Scottish Legislative and Policy Programmes Legislation which places a range of statutory duties on the Council, the Children and Young People (Scotland) Act 2014.</p>	<p>The statutory duty for local authorities to provide 1140 hours by August 2020 has been revoked by the Scottish Parliament. The new timescale for delivery is August 2021.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

Item 8 - Education New Build Programme 2018; Capital Programme Committee; 12th September 2018

Item 14 - New Schools Development Programme 2018; Strategic Commissioning Committee; 13th September 2018

Item 21 - New Schools Development Programme 2018; City Growth and Resources Committee; 18th September 2018

Item 3 - General Fund Revenue Budget 2019/20 to 2023/24; and General Fund Capital Programme 2019/20 to 2023/24; Council Meeting; 5th March 2019

10. APPENDICES (if applicable)

None

11. REPORT AUTHOR CONTACT DETAILS

Name	Bill Watson
Title	Principal Architect
Email Address	williamwatson@aberdeencity.gov.uk
Tel	07801 129455

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	24 March 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	ELC Programme Progress Report
REPORT NUMBER	RES/20/208
DIRECTOR	Steve Whyte
CHIEF OFFICER	John Wilson
REPORT AUTHOR	Colin Kemp
TERMS OF REFERENCE	1.1

1. PURPOSE OF REPORT

- 1.1 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 the Early Learning and Childcare Expansion Programme of works forms part of the overall Aberdeen City Council Capital Plan.
- 2.2 Note the progress made with the overall delivery of projects in lieu of the Covid-19 pandemic impact.

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.

Revised Timeline: ELC Joint Delivery Board Recommendation

- 3.2 The implementation of ELC expansion is overseen by the ELC Joint Delivery Board. The ELC Joint Delivery Board met on 4 December 2020 to consider a report on the revised date for full implementation of the expansion to 1140 hours. The Joint Delivery Board has recommended to Scottish Ministers and COSLA leaders that August 2021 should be the date to reinstate the 1140 hours

duty. On 14 December 2020, this recommendation was agreed by Scottish Ministers and COSLA Leaders.

Further recommendations by the ELC Joint Delivery Board are the following:

- Agree that where there is potential to deliver expanded hours ahead of that date, this will be delivered to families;
- Agree the end goal of the expansion is “That all eligible children whose families wish to access up to 1140 hours should be able to do so, in a way which meets the national standard and the principles of funding follows the child”;
- Agree that from August 2021 the eligibility for the 2-year-old ELC offer is extended to include children with a parent with care experience. Legislation for this commitment will be developed by the Scottish Government in due course.

Programme

- 3.3 Since Aberdeen City Council moved into the COVID-19 pandemic Tier 4 restrictions, works onsite have continued following a review of health and safety measures and in compliance with Scottish Government guidance.
- 3.4 The design team and main contractor continue to evaluate the impact on the programme with regard to Scottish Government guidance and the requirement to comply with physical distancing measures.
- 3.5 Since the update to the committee on 28 January 2021 no further projects have been handed over but three are nearing completion. Appendix 2 summarises the current projected programme dates of all 27 No. projects, these are subject to Scottish Government exercising their statutory authority and understanding that there could be further lockdowns or restrictions. Appendix 3 contains progress photographs of the various projects.

4. FINANCIAL IMPLICATIONS

- 4.1 The Aberdeen City Council Early Learning and Childcare Expansion Programme of works forms part of the Aberdeen City Councils Capital Programme.
- 4.2 All staffing and other support costs associated with the ELC Delivery Plan are being funded from the Early Learning and Childcare revenue grant funding allocation.
- 4.3 The introduction of, and the requirement to comply with, Government guidance and statutes has added significant additional costs to both legally committed and future projects. The impact on these were reviewed by the design team and main contractor in June 2020 and a report was submitted to the ELC Project Board at the end of June 2020.

The report highlighted the potential financial impact and made recommendations to keep the overall programme within the approved budget. The recommendations re-profiled the individual projects and suggested potential savings that did not require projects to be cancelled and maintain the additional capacity requested by Education.

4.4 Since the update to the committee on 28 January 2021 the Duthie Park Outdoor Nursery tender has been accepted. Appendix 1 has a breakdown of the latest project allocations and current estimated final account figure. The current estimated costs reflect ongoing design development and discussions with the design teams and main contractor to reduce the COVID-19 impact costs and potential delays while maintaining the quality of the finished designs.

4.5 The current budget spend is as follows;

Gross Budget	Spend to date
£23.04m	£ 13.50m

Contingency Planning

4.6 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 completed beyond any new date the Scottish Government set for Local Authorities to deliver 1140 hours of early learning and childcare.

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

5. LEGAL IMPLICATIONS

5.1 The legal implications arising out of the recommendations are referred to within the body of the report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Late delivery will impact on the level of learning provision which can be provided. The statutory duty for local authorities to	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

	<p>provide 1140 hours is now August 2021.</p> <p>The risk is that the time limit introduced is not met</p>		planned for across all teams.
Compliance	Not meeting the statutory date for delivery.	M	All teams are working towards delivering the projects as soon as possible taking cognisance of work restrictions regarding the Covid-19 pandemic.
Operational	Covid-19 pandemic restrictions impacting on work practices.	M	All teams are working towards delivering the projects as soon as possible taking cognisance of work restrictions regarding the Covid-19 pandemic.
Financial	<p>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.</p> <p>Government exercising their statutory powers to manage their Covid-19 health response including future lock downs</p>	M	<p>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.</p> <p>Costs reviewed and adjusted to cover potential costs associated with compliance with current Government guidance. VE engineering exercise carried out to keep costs within the approved budget.</p>
Reputational	The reputational risk of not being in a position to offer sufficient 1140 hours places to meet demand from August 2021.	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.
Environment / Climate	Environmental assessments will be considered prior to confirming any sites	L	This level of scrutiny and by following of Aberdeen City Council's Building Performance Policy will

	for expansion or extension and feasibility studies will be undertaken where appropriate		ensure that environmental risks remain low.
--	---	--	---

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
<p>Aberdeen City Council Policy Statement Programmes in the Policy Statement include working with our partners to ensure the city has the required infrastructure; completion of school estate review (P1) and development of estate strategy for next 5-10 years (P2); work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes; commit to closing the attainment gap in education while working with partners across the city;</p>	<p>The projects outlined in this report is part of Aberdeen City Council's Early Learning and Childcare (ELC) Expansion 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 childcare education learning targets.</p>
<p>Aberdeen City Local Outcome Improvement Plan</p>	
<p>Prosperous Economy Stretch Outcomes</p>	<p>The project outlined in this report is part of Aberdeen City Council's Early Learning and Childcare (ELC) Expansion 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>

<p>Prosperous People Stretch Outcomes</p>	<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>
<p>Prosperous Place Stretch Outcomes</p>	<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>
<p>Regional and City Strategies Strategic Development Plan; Local Development Plan</p>	<p>The proposals in this report will impact on the consideration of future regional and city strategies with respect to education and learning.</p>
<p>UK and Scottish Legislative and Policy Programmes Legislation which places a range of statutory duties on the Council, the Children and Young People (Scotland) Act 2014.</p>	<p>The statutory duty for local authorities to provide 1140 hours by August 2020 has been revoked and the new date is August 2021.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required.
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

- 9.1 Item 10.02 Early Learning and Childcare Delivery Plan; Education and Children's Services Committee 14th September 2017
- 9.2 Item 4(b) General Fund Revenue Budget - 2.1.3; Council Budget Meeting 5th March 2019

10. APPENDICES

Appendix 1 – Project Estimated Final Accounts
Appendix 2 – Project Milestones
Appendix 3 – Progress Photographs

11. REPORT AUTHOR CONTACT DETAILS

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

Appendix 1 – Project Estimated Final Accounts

Project	Initial Allocation from the Capital Grant	Re-profiled project costs	Budget Variation **	Current Estimated Final Account
Duthie Park	£ 0.65m	£1.51m	£ 0.00m	£1.51m
Seaton Nursery	£ 2.10m	£1.73m	-£ 0.04m	£1.69m
Tillydrone Nursery	£ 1.25m	£2.35m	£ 0.07m	£2.42m
Northfield Cummings Park Nursery	£ 2.40m	£2.65m	£ 0.14m	£2.79m
Quarryhill Nursery	£0.47m	£0.63m	-£ 0.06m	£0.57m
Westpark Nursery	£ 0.50m	£0.03m	£ 0.00m	£0.03m
Kingsford Nursery	£ 1.75m	£1.95m	-£ 0.06m	£1.89m
Woodside Nursery	£ 2.00m	£2.17m	£ 0.21m	£2.38m
Tullos Nursery	£ 0.65m	£0.82m	£ 0.28m	£1.10m
Culter Nursery	£ 1.40m	£1.73m	£ 0.04m	£1.77m
Cults Nursery	£ 1.82m	£1.85m	-£ 0.06m	£1.79m
Hazlehead Park	£ 0.25m	£0.53m	£ 0.00m	£0.53m
Kingswells Nursery	£ 0.05m	£0.06m	£ 0.00m	£0.06m
Kirkhill Nursery	£ 1.75m	£0.44m	£ 0.00m	£0.44m
Broomhill Nursery	£ 1.61m	£1.85m	£ 0.09m	£1.94m
Charleston Nursery	£ 0.12m	£0.07m	£ 0.00m	£0.07m
Gilcomstoun Nursery	£ 2.00m	£2.38m	£ 0.03m	£2.41m
Loirston Nursery	£ 0.13m	£0.10m	£ 0.00m	£0.10m
Danestone Nursery	£ 1.67m	£0.44m	£ 0.00m	£0.44m
Dyce Nursery	£ 0.07m	£0.12m	£ 0.00m	£0.12m
Glashieburn Nursery	£ 0.07m	£0.08m	£ 0.00m	£0.08m
Forehill Nursery	£ 0.07m	£0.09m	£ 0.00m	£0.09m
Fernilea Nursery	£ 0.07m	£0.06m	£ 0.00m	£0.06m
Scotstown Nursery	£ 0.07m	£0.09m	£ 0.00m	£0.09m
Kittybrewster Nursery	£ 0.07m	£0.05m	£ 0.00m	£0.05m
Greenbrae Nursery	£5k	£6.4k	£ 0.00m	£6.4k
Walker Road Nursery	£5k	£11.2k	£ 0.00m	£11.2k

Note

1. The above figures includes an allowance for contingencies
2. The above figures do not include £1.1m of revenue grant allocation for staffing and support costs
3. The Budget variation is the difference between the current estimated final account and the re-profiled project cost

Appendix 2 – Project Status and Progress

Project Status : February 2021									
			Estimated Site Start	Estimated Practical Completion	Estimated Handover	Tendering Status	Accepted	Works Completed	Comments
Phase 1	7969	Duthie Park	Spring 21	Summer 21	Summer 21	Complete	Yes	No	Tender accepted, start date to be agreed
	7974	Seaton Nursery	Winter19/20	Winter 20	Winter 20	Complete	Yes	Yes	Project Complete
	7975	Tillydrone Nursery	Spring 20	Spring 21	Spring 21	Complete	Yes	No	Works progressing onsite
	7990	Northfield Cummings Park	Spring 20	Spring 21	Spring 21	Complete	Yes	No	Works progressing onsite
	7991	Quarryhill School	Winter19/20	Autumn 20	Autumn 20	Complete	Yes	Yes	Project Completed
	7992	Westpark School	Summer 21	Summer 21	Summer 21	Not Started	No	No	Project scope of work agreed, work planned for Summer 2021
	7993	Kingsfords School	Spring 20	Spring 21	Spring 21	Complete	Yes	No	Works progressing onsite
	7996	Woodside School	Spring 20	Spring 21	Spring 21	Complete	Yes	No	Works progressing onsite
	7997	Tullos School	Winter19/20	Autumn 20	Autumn 20	Complete	Yes	Yes	Project Completed
Phase 2	8000	Culter School	Autumn 20	Summer 21	Summer 21	Complete	Yes	No	Works progressing onsite
	8001	Cults School	Autumn 20	Summer 21	Summer 21	Complete	Yes	No	Works progressing onsite
	8004	Hazlehead Park	Spring 21	Summer 21	Summer 21	Not Started	No	No	Planning Application submitted
	8006	Kingswells School	Summer 21	Summer 21	Summer 21	In progress	No	No	Project scope of work agreed, work planned for Summer 2021
	8007	Kirkhill School	Spring 21	Summer 21	Summer 21	Not Started	No	No	Planning Application submitted
	8017	Broomhill School	Winter 20	Summer 21	Summer 21	Complete	Yes	No	Works progressing onsite
	8018	Charleston School	Summer 21	Summer 21	Summer 21	In progress	No	No	New proposals agreed and being developed
	8019	Gilcomstoun School	Autumn 20	Summer 21	Summer 21	Complete	Yes	No	Works progressing onsite
	8020	Loirston School	Summer 21	Summer 21	Summer 21	In progress	No	No	New proposals agreed and being developed
Phase 3	8022	Danestone	Spring 21	Summer 21	Summer 21	In progress	No	No	New proposals agreed and being developed
	8002	Dyce	Summer 21	Summer 21	Summer 21	In progress	No	No	Project scope of work agreed, work planned for Summer 2021
	8014	Glasheburn	Summer 21	Summer 21	Summer 21	In progress	No	No	Project scope of work agreed, work planned for Summer 2021
	8015	Forehill	Summer 21	Summer 21	Summer 21	In progress	No	No	Project scope of work agreed, work planned for Summer 2021
	8016	Fernielea	Summer 21	Summer 21	Summer 21	In progress	No	No	Project scope of work agreed, work planned for Summer 2021
	8023	Scotsown	Summer 21	Summer 21	Summer 21	In progress	No	No	Project scope of work agreed, work planned for Summer 2021
	8024	Kittybrewster	Summer 21	Summer 21	Summer 21	In progress	No	No	Project scope of work agreed, work planned for Summer 2021
	8003	Greenbrae	Summer 20	Summer 20	Summer 20	Complete	Yes	Yes	Project Completed
	8026	Walker Road	Summer 20	Summer 20	Summer 20	Complete	Yes	Yes	Project Completed
	Colour Legend								
		Design Complete							
		Legally Committed							
		VE re-design ongoing							
		Completed							

Appendix 3 – Progress Photographs

Quarryhill Nursery – Completed



Tullos Nursery – Completed



Seaton Nursery – Completed



Kingsford Nursery – Nearing Completion – Internal



Kingsford Nursery – Nearing Completion – External



Tillydrone Nursery – Nearing Completion – Internal



Tillydrone Nursery – Nearing Completion – Internal



Tillydrone Nursery – Nearing Completion – External



Northfield Nursery – Nearing Completion – Internal



Northfield Nursery – Nearing Completion – External



Culter Nursery – General Progress



Cults Nursery – General Progress



Broomhill Nursery – General Progress



Gilcomstoun Nursery – General Progress



Woodside Nursery – General Progress



ABERDEEN CITY COUNCIL

COMMITTEE	Capital Programme Committee
DATE	24 March 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Cluster Risk Registers and Assurance Maps
REPORT NUMBER	RES/21/067
CHIEF OFFICER	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 Capital Programme 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

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 review and improve the development of the Cluster Risk Registers and Assurance Maps.
- 3.7 The Cluster Risk Register provides the organisation with the detailed information and assessment for each risk identified including;
- **Current risk score** – this is current assessment of the risk by the risk owner and reflects the progress percentage of control actions required in order to achieve the target risk score.
 - **Target risk score** – this is the assessment of the risk by the risk owner after the application of the control actions
 - **Control Actions** – these are the activities and items that will mitigate the effect of the risk event on the organisation.
 - **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.

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 Register and associated processes has continued since the Cluster Risk Registers were last reported to the Committee:
- The Cluster Risk Registers have been reviewed and updated in accordance with the Council's Risk Management Policy and Supporting Documentation.
 - The format of the Council's risk registers has been reviewed and updated. This has created a single register, including Corporate, Cluster and Operational level risks, which can be escalated and de-escalated as

appropriate. Risks are also categorised in accordance with the Risk Management Policy (compliance, operational, strategic, financial, reputational, climate/environmental, EU Exit, COVID-19) and are each also defined as risks relating to the Place, the Institution or Strategy. This alignment allows for whole system review of our risks, using live data, and provides a sophisticated risk profile for the organisation.

Assurance Maps

- 3.9 The Assurance Maps 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 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 Maps 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 the highest level of risk 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. The Council’s 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 that the risks presented within the Cluster Risk Register affecting the strategic priorities and service delivery for each Cluster are identified and that the risks are appropriately managed and are compliant with the Council's duties under the Equalities Act. There are no risks arising from the recommendations in the report.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	The council is required to have a management system in place to identify and mitigate its risks	L	The council's risk management system requires that risks are identified, listed and managed via risk registers
Compliance	As above	L	As above
Operational	As above	L	As above
Financial	As above	L	As above
Reputational	As above	L	As above
Environment/Climate	As above	L	As above

7. OUTCOMES

- 7.1 The recommendations within this report have no direct impact on the Council Delivery Plan however, the risks contained within the Council's risk registers could impact on the delivery of organisational objectives.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Full IIA not required

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

Appendix A Cluster Risk Register - Corporate Landlord
Appendix B Cluster Risk Register – Capital
Corporate Landlord Assurance Map
Capital Assurance Map

11. REPORT AUTHOR CONTACT DETAILS

Name Steve Whyte
Title Director, Resources
Email Address swhyte@aberdeencity.gov.uk
Tel: 01224 523566

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

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

This page is intentionally left blank

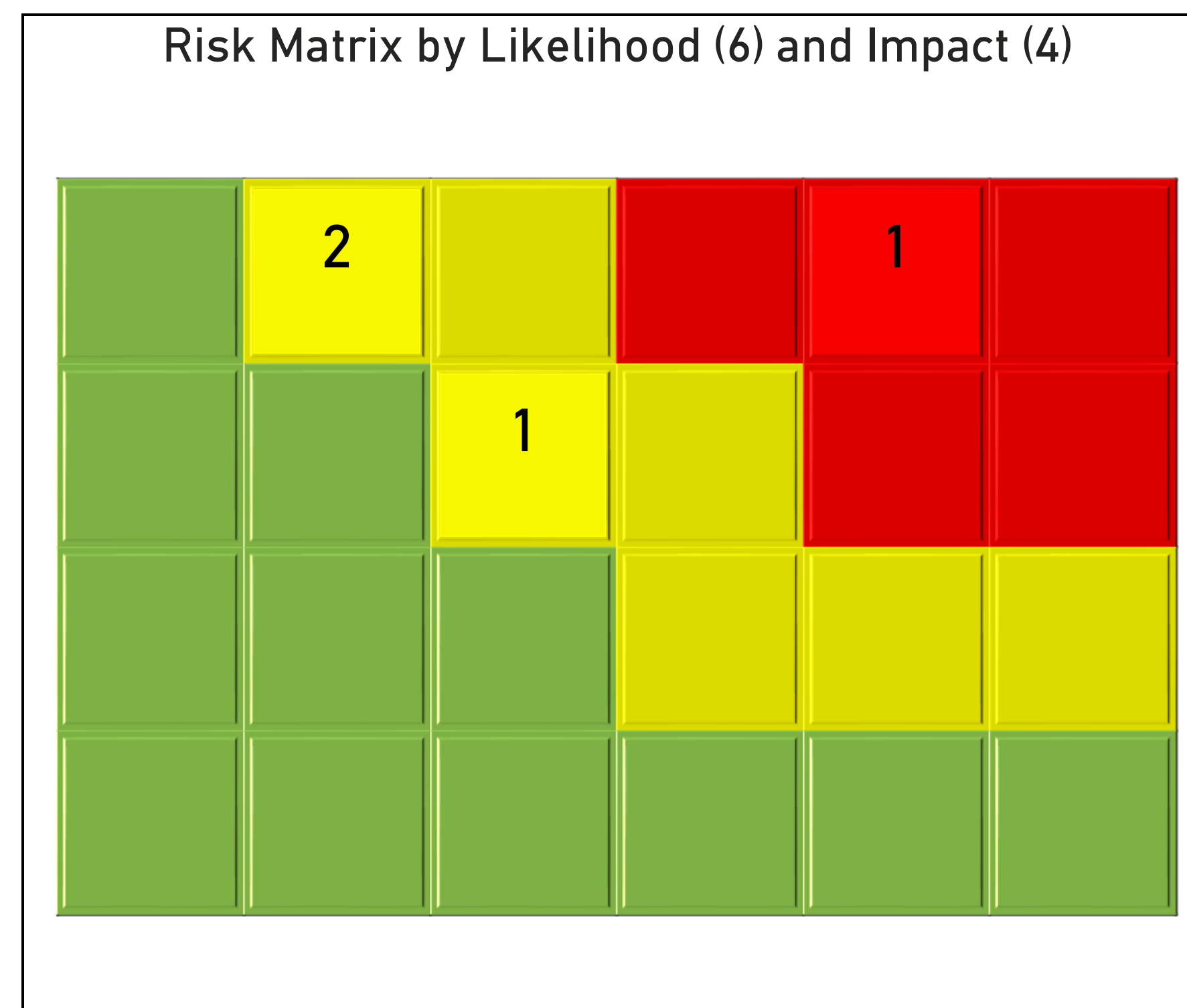


Corporate Landlord Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Risk to the delivery of Capital and Revenue Income	20
Risk of non compliance with Statutory Compliance with Council Properties	8
Inadequate Asset Management Planning	9
Failure to deliver asset valuations	8

Number of Cluster Risks

4



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	David Marshall

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Risk to the delivery of Capital and Revenue Income	The Cluster has income targets for capital and revenue income.	<p>Staff have appropriate training, qualifications and engage with market and like professionals.</p> <p>Regular contract management, marketing and income meetings.</p> <p>Use of external property and other consultants, management agreements and managing agents as appropriate.</p> <p>Revised surplus procedure to streamline process.</p> <p>Partnership arrangements in a number of areas to reduce risk, introduce experience.</p>	50	12	20	5	4	

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	David Marshall

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Risk of non compliance with Statutory Compliance with Council Properties	The Council is required to safeguard its employees and members of the public to ensure their health and safety through effective implementation of statutory maintenance and compliance checks such as asbestos management plans, gas safety certification, legionella testing etc.	<p>Statutory compliance policy in place which defines roles, responsibilities and arrangements.</p> <p>Sufficient resource in place across the Council to fulfill legal requirements.</p> <p>Regular management meetings to discuss compliance.</p> <p>Regular monthly meetings with contractors to review compliance with contract.</p> <p>Suite of KPI's in some areas.</p>	75	12	8	2	4	

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	David Marshall

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Inadequate Asset Management Planning	Risk that resources will not be allocated appropriately and efficiently if asset management plan is not in place and is not robust.	<p>Better engagement with public sector partners and ALEO's.</p> <p>Asset Management Teams pulled together under Corporate Landlord in 2019.</p> <p>Business cases around asset rationalisation.</p> <p>Programme being managed through Transformation Group.</p> <p>Engagement with other Chief Officers on future and current requirements.</p>	70	2	9	3	3	

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	David Marshall

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Failure to deliver asset valuations	Risk of failure to complete the asset valuation which is required for the council financial accounts.	<p>Resource plan developed on annual basis although there are vacant posts.</p> <p>Regular meetings with Finance Team.</p> <p>Staff CPD and training.</p> <p>Options around alternative delivery models regularly reviewed.</p>	75	12	8	2	4	

This page is intentionally left blank

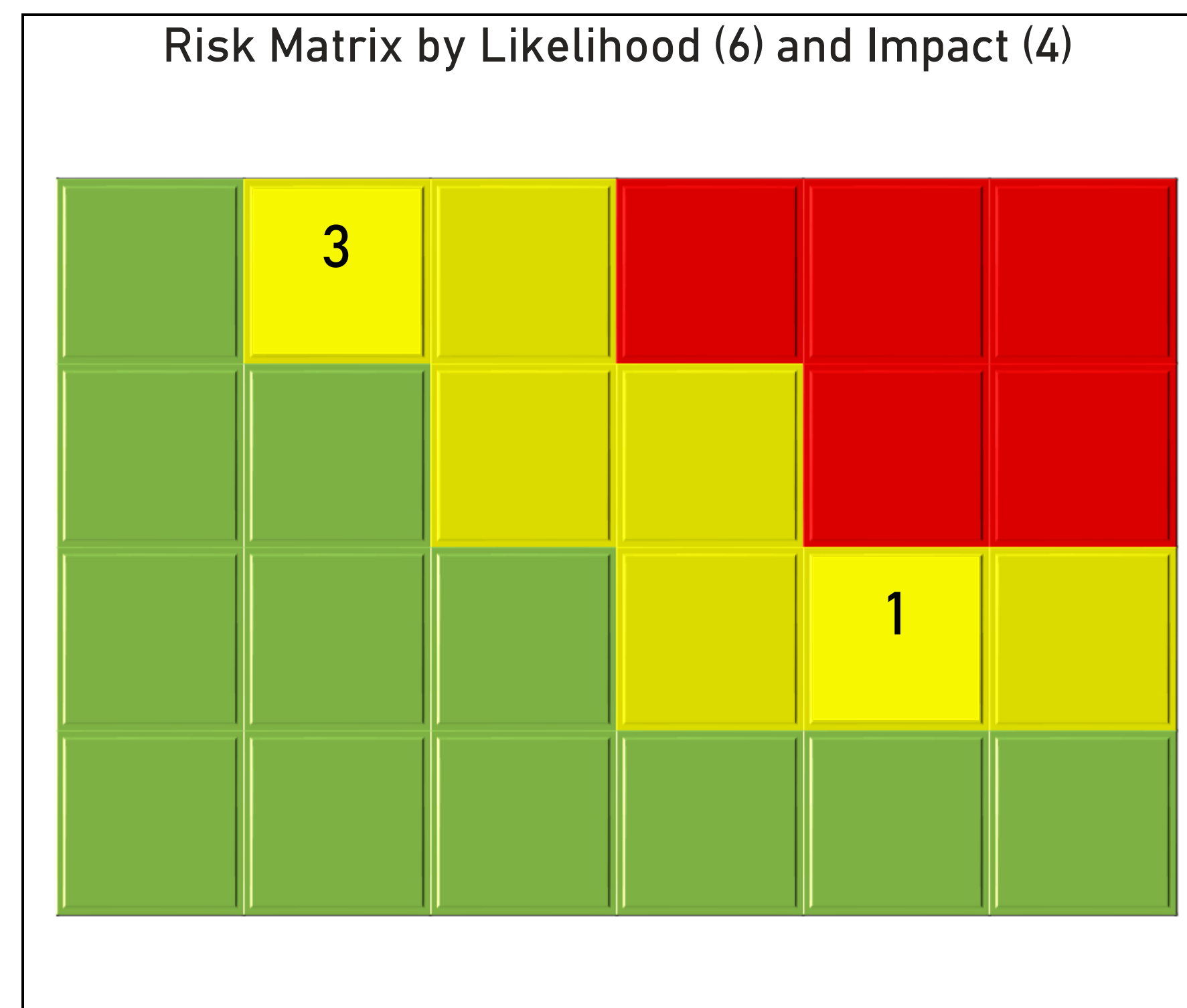


Capital Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Capital Projects - Resource	8
Capital Projects - Financial Stewardship	8
Capital Projects - Developer Obligations Income	10
Capital Project - Budget Allocations	8

Number of Cluster Risks

4



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	Steve Whyte	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Resource	Lack of staff resources which impacts on the delivery of capital projects.	<ul style="list-style-type: none"> Key projects to have their own risk register Regular risk register reviews for key projects Regular progress meetings for key projects Regular reporting to key Chief Officers Regular reporting to Director of Resources and wider CMT for key projects Significant risks reported to Capital Programme Committee for key projects 	40	8	8	2	4	31 December 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	Steve Whyte	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Financial Stewardship	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.	Alignment of risk at project and directorate levels with specific regard to allocated budgets Effective project management with risk management training for key managers in relation to the Capital Programme Project delivery reviews Have open communication channels and effective sharing of information within the Cluster Effective communication channels maintained with contractors/developers to minimise disruption Regular reporting to Director and wider CMT	40	8	8	2	4	31 December 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	Steve Whyte	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Developer Obligations Income	The income from Developer Obligations is less than expected.	Cost estimates for key projects to be reviewed at key stages of delivery. Close collaboration with Developer Obligations Team Leader (Strategic Place Planning). Regular progress meetings by project managers of expected developer obligations. 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.	40	8	10	5	2	

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	Steve Whyte	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Project - Budget Allocations	Budget allocations within approved Outline Business Cases of projects are insufficient for project development/construction and any associated future maintenance obligations.	<ul style="list-style-type: none"> . Cost estimates for key projects to be reviewed at key stages of delivery. . Regular progress meetings. . Regular reporting to other Chief Officers . Close collaboration with Chief Officer- Corporate Landlord or other Project Sponsor. . Regular reporting to Chief Officer - Finance . Regular reporting to Director of Resources 	40	8	8	2	4	31 December 2021

This page is intentionally left blank

Assurance Map		
Corporate Landlord		
First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<ul style="list-style-type: none"> • 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 Customer Experience Cluster Senior. • Management Team (SMT) undertakes review of Cluster Operational Risk Register. • Staff have appropriate training, qualifications and engage with market and like professionals. • Regular marketing and income meetings. • Use of external property consultants, management agreements and managing agents as appropriate. • Resource plan developed. • Use of external advisors in specialised areas. • Participation in national networks (CIPFA/ ACES/ RICS/ SHoPs etc.) • Programmes of inspections for property portfolio. • Contract management meetings. 	<ul style="list-style-type: none"> • Policy Documentation. • Resources Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register. • Executive Board Structure • Assurance Team. • Business Continuity Group Sub-Group. • Annual reporting of Function / Cluster Risk Register to Operational Delivery Committee • Monthly budget print outs. • Capital Board – post project reviews and post occupancy evaluations. 	<ul style="list-style-type: none"> • Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee. • External Audit. • RICS Registration.

This page is intentionally left blank

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>Recognising the wide portfolio of projects within the Capital Plan, failure to deliver a particular project on the LOIP expectations which 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 • Issues raised and review at Risk Board • Review by CMT 	<ul style="list-style-type: none"> • Annual reporting of Function / Cluster Risk Register to Capital Programme 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)
CP002	<p>Lack of staff resources which impacts on the 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>	<ul style="list-style-type: none"> • Ensure project management good practice is applied with regard to maintaining risk registers • 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 	<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 • Issues raised and review at Risk Board • Review by CMT 	<ul style="list-style-type: none"> • Annual reporting of Function / Cluster Risk Register to Capital Programme 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)
CP003	<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 regard to 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 • Issues raised and review at Risk Board • Review by CMT 	<ul style="list-style-type: none"> • Annual reporting of Function / Cluster Risk Register to Capital Programme 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)
CP004	<p>The income from developer obligations is less than expected. This will have a financial impact on any given project which relies on this income leading to a greater funding contribution required from the Council, potentially over a longer period.</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 greater scrutiny is given to the expected level of financial contribution from developer obligations.</p> <p>The outcome of this may have an impact on the wide portfolio of projects within the Capital Plan, as any significant changes following the review of a project may have an adverse impact on the LOIP expectations.</p>	<ul style="list-style-type: none"> • Cost estimates for key projects to be reviewed at key stages of delivery. • Close collaboration with Developer Obligations Team Leader (Strategic Place Planning) • Regular progress meetings including review by Project Managers of expected developer obligations. • 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 • Issues raised and review at Risk Board • Review by CMT 	<ul style="list-style-type: none"> • Specific project related issues relevant to developer obligations will be reported to the relevant committee during the year should they become apparent. • Annual reporting of Function / Cluster Risk Register to Capital Programme Committee. • Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee

Exempt information as described in paragraph(s) 6, 9, 12 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank

Exempt information as described in paragraph(s) 6, 9 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

This page is intentionally left blank