



BARRA AND VATERSAY COMMUNITY CAMPUS

Report by Chief Executive

PURPOSE

- 1.1 The purpose of the Report is to provide the Comhairle with an update on progress of the Barra and Vatersay Community Campus (BVCC) Project.

EXECUTIVE SUMMARY

- 2.1 Following the Special Meeting of the Comhairle held on 18 July 2024, work has focussed on implementing the decisions agreed by the Comhairle and particularly in relation to selecting a preferred delivery strategy, procurement route, including appointment of professional services. In relation to external funding, regular dialogue continues with Scottish Futures Trust (SFT) colleagues as well as communication with the First Minister and the Cabinet Secretary for Health. Project affordability, and the funding landscape generally, remains extremely challenging. However, the need to progress a re-scoped project to market testing stage is seen as being key to unlocking these affordability challenges.
- 2.2 A detailed Procurement Strategy Options Appraisal was undertaken and subsequently approved by Procurement Steering Group on 25 July 2024. The Chief Executive, in consultation with the Leader and Chair of Education, Sports & Children Services, agreed the strategy on 13 September 2024, and the project will be delivered via the Scape Construction Framework and Tier 1 contractor, Morgan Sindall Construction (MSC). The Comhairle will appoint its own client-side project management and quantity surveying consultants.
- 2.3 Due to the change in project scope and delivery vehicle, there is a need to revise the project governance structure which previously included hubNorth Scotland Limited (hNSL) as delivery vehicle and NHS Western Isles (NHS WI) as co-Project Sponsor. The Project Executive Board, which comprised senior officials from the Comhairle, NHS WI, hNSL and Scottish Futures Trust (SFT) is now no longer required but a new Project Board is necessary to reflect the different scope of the Project. The revised project governance arrangements are set out in Appendix 1 and are recommended for approval.
- 2.4 In terms of next steps, the Comhairle await a pre-construction fee quotation from MSC with a view to commencing an options appraisal process later this month. Concurrently, fee quotations for client-side project management and quantity surveying services are being sought via existing national frameworks with a view to making appointments within the coming weeks.
- 2.5 It is anticipated the next few weeks and months will be an intense period for the project. On the design and construction front, there will be a focus on finalising contractor and design team appointments, client-side professional services contracts, undertaking site visits and commissioning supplementary survey works where these may be needed. On the client side, work will focus on establishing a revised communication plan, resolving project scope issues and supporting the design and construction teams in developing site layout options that meet the long-term requirements of the service.

RECOMMENDATIONS

- 3.1 **It is recommended that the Comhairle;**
 - (a) **notes the report; and**
 - (b) **agrees the revised project governance arrangements set out in Appendix 1.**

Contact Officer: Malcolm Burr, Chief Executive; Dan Macphail, Senior Projects Manager
 Appendix: Revised Project Governance Arrangements
 Background Papers: Report to Policy and Resources Committee of 24 April 2024 and Report to Special Meeting of the Comhairle held on 18 July 2024.

IMPLICATIONS

4.1 The following implications are applicable in terms of the Report.

Resource Implications	Implications/None
Financial	The financial implications of progressing the project were set out detail in sections 5 of the report considered at the Special Meeting of the Comhairle held on 18 July 2024.
Legal	None at this stage
Staffing	None at this stage
Assets and Property	None at this stage
Strategic Implications	Implications/None
Risk	The need for replacement education and leisure facilities for the Barra and Vatersay community is well known. Equally, abortive costs, project affordability/viability remains the principal risk moving forward.
Equalities	None at this stage
Corporate Strategy	Both the BVCC and the provision of new educational and leisure facilities for Barra and Vatersay are supported by the Corporate Strategy
Environmental Impact	None at this stage
Consultation	A revised project communications plan requires to be finalised.

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APPENDIX 1 – REVISED PROJECT GOVERNANCE ARRANGEMENTS
Barra & Vatersay Community Campus
September 2024

At its Special Meeting held on 18 July 2024, the Comhairle agreed to authorise the Chief Executive, in consultation with the Leader and Chair of Education, Sport and Children’s Services Committee, and the Procurement Steering Group, to select the preferred delivery strategy, the procurement route, including appointment of professional services as noted in paragraph 6.5 of the Report.

On 25th July 2024, the Procurement Steering Group (PSG) approved in principle the revised delivery strategy, and this was further considered and subsequently approved by the Chief Executive, Leader and Chair of Education, Sport & Children’s Services, on 13th September 2024.

Due to the change in the project scope and delivery vehicle, there is now a need to revise the project governance associated with the project which previously included hubNorth Scotland Limited (hNSL) as delivery vehicle and NHS Western Isles (NHS WI) as co-Project Sponsor. The Project Executive Board, which comprised senior officials from the Comhairle, NHS WI, hNSL and Scottish Futures Trust (SFT) is now no longer required but a new Project Board is necessary to reflect the different scope of the Project. The proposed revised governance arrangements reflect the revised project scope and delivery vehicle. The revised arrangements are similar to those in place during the successful delivery of the Goathill Development (2023) which helped cultivate a focussed and in-house led approach to risk, quality and stakeholder management and which are all critical aspects of this project.

Strategic Objectives:

The following strategic objectives were previously established for the BVCC project. Notwithstanding the reduction in scope, including the deferring of health facilities, these objectives remain relevant as the project seeks to retain the campus approach and future proof the site.

- Increasing educational attainment, skills, and lifelong learning on the island
- Improving health, safety, and wellbeing of the community
- Improved accessibility to services
- A fully integrated approach to delivery of services
- Creating an asset for the island that improves resilience and is futureproof
- Enabling a positive visitor and user experience
- Promoting heritage, culture and performing arts
- Improving digital connectivity

In pursuit of the above objectives, different groups will be established to progress various workstreams. The groups and their remits are outlined below:

Project Sponsor:

1. Confirm strategic requirements such as design capacity, accommodation schedule and related matters impacting education functionality and service delivery taking into consideration demographics, projected rolls and curriculum requirements.
2. Facilitate and manage discussions and consultations with teaching and non-teaching staff with the purpose of identifying and agreeing specific requirements.
3. In consultation with Assets, Finance & Resources colleagues, develop and agree the Business Case to ensure project viability and compliance with longer term LEIP funding obligations.
4. Establish and implement a stakeholder communication plan.
5. Support the Delivery Team (Design & Construction) in evaluating options in determining a preferred site layout and participate in the formulation of disruption management plans to ensure continuity service provision during construction.

Project Team:

1. Co-ordinating the actions being undertaken in specific workstreams and report progress and make recommendations to the Project Board.
2. Participate in risk identification and mitigation and provide input into the Corporate Risk Register.
3. Supporting the Delivery Team (Design & Construction) in implementing the procurement strategy.
4. Support the Delivery Team (Design & Construction) in meeting the timebound objectives of the project and its critical path, compiling of the Employers Works Information and ensuring officers from across service areas respond timeously to information requests from contractors and consultants.
5. Contribute to the implementation of the communications plan, including press and media engagement, and liaison with Scottish Government and UK Government officials when required.
6. Assist the Project Sponsor in the development of the Business Case.

- Identifying and advising on changes within service areas, or new/emerging policy or regulation that may impact the scope and delivery of the project.

Delivery Team (Design & Construction):

- In the first instance, to progress a feasibility and options appraisal process with a view to identifying a preferred technical solution that meets the requirements of the client department and its strategic objectives.
- Develop a preferred option and the technical project brief in consultation with relevant stakeholders.
- Support the Project Sponsor during design consultation exercises and facilitate these where necessary.
- Liaise with users, external funders, construction market and supply chain and progress a project to financial close.
- Ensure compliance with CDM regulations is addressed and promote a strong health and safety ethos from the very outset and across all stages of the project.
- Progress the project through the RIBA Stages to the required quality standards.
- Realization and maximising of community benefit opportunities arising from the various contractor and consultant engagements.

Key Milestones (RIBA Stages)

The following key milestones are indicative at this stage. The programme, and its critical path, will be more clearly defined following identification and development of a preferred option during RIBA Stages 0-1 and 2, consideration of its financial viability and the likelihood of securing the necessary funding. Key milestones such as securing all statutory consents and achieving financial close following market testing are likely to be reached during Stages 3 and 4.

RIBA Stage	Description	Start	End
RIBA Stage 0-1	Strategic Definition Preparation and Briefing.	01-Oct-24	31-Jan-25
RIBA Stage 2	Concept Design	01-Feb-25	30-Apr-25
RIBA Stages 3	Spatial Coordination	01-May-25	30-Jun-25
RIBA Stage 4	Technical Design	01-Jul-25	31-Dec-25
RIBA Stage 5	Manufacturing and Construction	01-Jan-26	30-Jun-27
RIBA Stage 6-7	Handover and Use	01-Jul-27	30-Jun-28

Stakeholder Communication

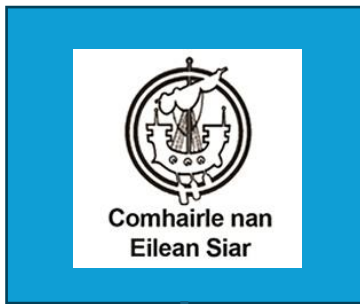
The Project Sponsor will have overall responsibility for stakeholder communication. The Project Sponsor may delegate specific aspects to the Project Delivery (Design & Construction) where it is expedient to do so and where it is in the best interests of the project and its stakeholders, particularly during the construction phase.

The Project Sponsor will develop a communications plan which may be revised as the project progresses through its various stages. In the first instance, consideration will be given to establishing a Stakeholder Reference Group, similar to previous school building projects and which proved effective. This will be considered in consultation with Local Members.

Project Board (Proposed Membership)	
	Designation
1	Leader
2	Deputy Leader
3	Chair of Education, Sports & Children's Services
4	Vice-Chair of Education, Sports & Children's Services
5	One Local Member
6	Chief Officer, Education, Sports & Children's Services
7	Chief Financial Officer or Nominee
8	Chief Officer, Assets and Infrastructure

Project Team (Proposed Membership)			
	Name	Designation	Contact Details
1	Donald A Macleod	Chief Officer, Education Sport and Children's Services	donald.macleod@cne-siar.gov.uk
2	Mary Clare Ferguson	Head of Education	mcferguson@cne-siar.gov.uk
3	Dan Macphail	Investment/Project Delivery	dan.macphail@cne-siar.gov.uk
4	Norman MacDonald	Chief Officer, Finance	nmacdonald@cne-siar.gov.uk
5	Calum Mackenzie	Chief Officer, Assets & Infrastructure	calum.mackenzie@cne-siar.gov.uk
6	John Cunningham	Chief Officer, Planning	jcunningham@cne-siar.gov.uk
7	Emma MacSween	Deputy Chief Officer, IJB	emacsween@cne-siar.gov.uk

BARRA & VATERSAY COMMUNITY CAMPUS
 REVISED PROJECT GOVERNANCE STRUCTURE
 SEPTEMBER 2024



Education Sport & Children's Services Committee

BVCC Project Board

Senior Responsible Officer (Chief Executive)

Project Sponsor (Chief Officer ES&CS)

Project Team (Senior Officers)

Internal Advisors & Short Life Working Groups (Legal, Finance, Technical & Media)

External Funding (Scottish Futures Trust)

PROJECT DELIVERY (DESIGN & CONSTRUCTION)

External Consultants PM/QS/Supervisor

Client Advisor/Internal PM (Investment/Project Delivery)

Tier 1 Contractor

Design Team

Subcontractors & Suppliers

STAKEHOLDER COMMUNICATION

External User Groups

Internal User Groups

