POLICY AND RESOURCES COMMITTEE - 13 JUNE 2013

ACCOUNTS COMMISSION - MAJOR CAPITAL INVESTMENT IN COUNCILS

1. Recommendations

The Policy and Resources Committee is recommended to:

1.1 Note the findings of the Audit Scotland comprehensive review of Major Capital Investment in Councils and

1.2 Endorse the approach being taken by Aberdeenshire Council in respect of the programme of Major Capital Investment.

2. Background

2.1 In March 2013 Audit Scotland, on behalf of the Accounts Commission, published the report Major Capital Investment in Councils. The report provided the first comprehensive review of major capital investment in Councils across Scotland and made a number of key recommendations as a means of promoting good capital investment practice. An overview of the key messages is provided below, whilst the full copy is provided at Appendix A.

2.2 Aberdeenshire Council was asked to input to the review by submitting data on the progress being made on Ellon Academy as one of 15 case studies being reviewed. All Councils were requested to submit data on major capital projects i.e. in excess of £5m completed in the three year period to March 2012 (Aberdeenshire had none that fell into this category - there were 63 across Scotland.). In addition 9 Councils including Aberdeenshire’s capital programme management were reviewed. The Council Leader, Head of Finance and Head of Property and Facilities Management were interviewed as part of the Audit methodology.

2.3 The Audit was segmented into three parts, namely: Capital investment in Councils; Delivering Capital Projects within cost and time targets; and Managing Capital projects and investment programmes.

2.4 The summary of key messages (with responses relevant to Aberdeenshire Council in italics) are:

- Since 2000/01, councils have invested £27 billion in real terms in building and maintaining assets and infrastructure – more than any other part of the public sector. This includes £23 billion from the capital budget and £4 billion using private finance methods such as Private Finance Initiative and Non-Profit Distributing contracts (These figures will include Aberdeenshire projects including the School PPP programme).
• Councils increased borrowing in recent years to maintain investment during a period of wider public spending reductions and constraints. Where plans are available, councils anticipate they will spend less on capital investment in future years, although borrowing will remain the main source of finance for investment. (Aberdeenshire’s Capital Plan has increased significantly over the past few years and will continue to increase over the next four years)

• Accurate cost estimates are important from the outset of major projects. Weak estimating can undermine the successful delivery of a project and the potential to achieve value for money. For most of the completed major capital projects we reviewed, councils’ early estimates of the expected costs and timetable have proved to be inaccurate. Estimating improved significantly as projects advanced, plans became clearer and contracts were awarded. Estimating for schools projects is more accurate than for non-schools projects.(Aberdeenshire Council has reported costs estimates to Committee for approval - for the most recent major projects, namely Stonehaven Care Home, Fraserburgh Swimming Pool, Mearns Academy and Ellon Academy, tenders were all returned within cost estimates)

• Councils have improved governance structures for investment decision-making in recent years. However, we identified weak processes for developing and using business cases and that monitoring information is insufficient. Improvements in these areas are important to support scrutiny and decision making (Please note findings at Appendix B).

2.5 The full report can be found at: http://www.audit-scotland.gov.uk/docs/local/2013/nr_130314_major_capital_investment.pdf

2.6 The published report contains a number of recommendations for councils which were published separately as good practice guides as part of the How Councils Work Series, with recommendations in the guides designed to help councils improve the management and delivery of their capital investment programme and projects. There were five case studies included in the Audit Scotland report, with two case studies providing examples of good practice. It was reassuring to note that Aberdeenshire Council featured in both good practice examples with Case Study 3 highlighting Aberdeenshire Council as an example of good governance structure, details of which are provided at Appendix B. In addition, Aberdeenshire Council also features along with Moray Council as a good practice example for consultation at the Ellon Academy project, with details being provided at Appendix C.

2.7 Audit Scotland also provided some direct feedback to the Council in more detail with reference to Ellon Academy and the wider approach to capital programme management arrangements at Aberdeenshire Council. This identified both areas of good practice and areas of improvement including:
2.7.1 Areas of good practice:

- Capital plan extending out 15 years that is clearly aligned to the Council’s objectives.
- The capital plan strategic appraisal summary goes beyond the financial capital plan to consider the reason for the project, its links to strategic themes and the assessment criteria.
- There is systematic project level reporting. Each progress report includes analysis and progress through Gateways as well as a risk assessment and cost estimates.
- Reduction in Alford Academy space measures by utilising information from the Scottish Futures Trust.
- Use of Gateway process based on Office of Government Commerce (OGC) guidance for capital projects. The process has 5 “gates”, three prior to investment decision and two looking at service implementation and confirmation of operational benefits. The Gateway process is seen as being complementary to project management methodology and other processes such as internal reviews, health checks and quality audits. Each project sponsor is responsible for providing the evidence for each gate reviewed.

2.7.2 Areas where improvements are required: (with responses from the Council in italics)

- The council has developed detailed guidance on whole-life costing as part of the project initiation document. However the guidance required further development. Whole Life Costings are used for major projects and the documentation will be reviewed.
- Limited evidence of programme-level stakeholder management and communication. The Capital Plan Group provides the platform for all services to input to the Capital Planning process.
- There is no systematic collation of project risks. Only the top five risks are reported from each project to senior management team and committees and they do not extend to cover issues such as likelihood, impact or controlling actions. Members should be assured that the Risk Registers are extensive for major projects and do cover these items.

2.7.3 Ellon Academy

The Ellon Academy project was reviewed as part of Audit with the assessment considering whether project controls and governance arrangements were in place. Audit Scotland assessed performance on four levels of performance over five areas of criteria, namely,

- Does not meet basic requirements - An organisation may not yet demonstrate the basic practice level in any particular category
- Basic practices - Minimum acceptable practices, which would be sufficient to allow an organisation to demonstrate sound practice
• Better practices - As basic, with some elements of good or even best practice, but not on a consistent basis
• Advanced practices - Consistently demonstrating good or best practice and contributing to innovation

(i) Vision and direction – Advanced Practices Evidenced, including comments on the use of the peer review, scope of the consultation and reporting to committee.

(ii) Governance, Risk Management and Procurement - Basic Practices Evidenced, with reference made to the existence of the Project Execution Plan, with no slippage to date. It highlighted the need to ensure the risk register was kept up to date and for procurement noted that the Council has undertaken a comprehensive option appraisal and noted the Council had chosen not to use SFT recommended hub provider as the main contractor.

(iii) Executions - Better Practices Evidenced, highlighting project roles and responsibility. Audit Scotland did highlight a risk that there was at the time no written confirmation of Scottish Government funding. The Council raised this as an issue, however in any case the Stage 2 Workshop with both the Scottish Government and Scottish Futures Trust has now been successfully completed with the funding being secured.

(iv) Measuring and Monitoring - Basic Practice Evidenced. It was acknowledged that the consultation was comprehensive and well received. There is a need to ensure that the project contains a clear benefits statement.

(v) Business Acceptance - Better Practices Evidenced. This recognised that the provision of the new school facilities will be well accepted by the community and that the Council proactively sought engagement and consultation with stakeholders in achieving a successful project outcome. Audit Scotland recognised that the importance of the footbridge and safe access to the school.

2.8 Members may be aware that this Committee has received a number of reports on the Council’s approach to both asset management and the associated links to capital investment including:

• Corporate Asset Management Plan Update 10 June 2010 which amongst other items noted the work being undertaken with regard to asset management; approved the gateway project management approach for delivery of capital plan projects which provided the governance process for the delivery of major projects (Ref Appendix D).

• 30 September 2010 Approval Corporate Asset Management Plan including Capital Strategy.
• 11 November 2010 Appointment of a Private Sector Development Partner and the establishment of Hubco.

• 10 November 2011 Capital Plan Main Contractor Procurement, appointment of the Main Contractor Works Framework, appointment of five main contractors to deliver the Major Works programme.

2.9 The summary of the key recommendations from the report are as follows, the comprehensive list together with the Council’s responses to these items are included at Appendix E:

Councillors should

• Develop and confirm long-term investment strategies.

• Assess the overall appropriateness of using borrowing and private finance within the investment strategy.

• Actively look for opportunities for joint working with other councils, community planning partnerships and public bodies.

• Improve the quality of capital project and programme information that is routinely provided to members.

• Carry out early assessments of risk and uncertainty to improve the accuracy of early-stage estimating of the cost and timescale of projects.

• Consider developing a continuing programme of training for elected members on capital issues, using independent external advisers if necessary.

• Collect and retain information on all projects including explanations for cost, time and scope changes and lessons learned.

• Develop and use clearly defined project milestones for monitoring and reporting.

2.10 The Head of Procurement and Procurement Business Partner within Corporate Services have been consulted and have no comments to make.

2.11 The Head of Finance has been consulted and welcomes the positive comments contained in the report.

2.12 The Monitoring Officer within Corporate Services has been consulted and has no comments to make.
3. **Equalities, Staffing and Financial Implications**

3.1 An equality impact assessment is not required because the report is to inform Committee on capital investment and there will be no differential impact as a result of the report on people with protected characteristics.

3.2 It is acknowledged that the Council has a significant capital plan. During financial year 2012/13, the Council expended circa £71m on capital investment across the strategic priorities for the Council including schools, leisure, care homes, roads, bridges, street lighting, fleet, ICT, offices, industrial and commercial development. Over the next four financial years the Council plans to spend just under £400m on investment which will be funded from primarily prudential borrowing but also Scottish Futures Trust funding via the Scottish Government and capital receipts from disposals. Further details of the major projects that the Council are delivering together with expenditure across areas of service are provided at Appendix F and G. The link to the capital plan is also provided as follows: [http://arcadia.ad.aberdeenshire.gov.uk/Intranet/finaccms.nsf/0/FCC56F59B12FAD2D8025750100343FD7?OpenDocument](http://arcadia.ad.aberdeenshire.gov.uk/Intranet/finaccms.nsf/0/FCC56F59B12FAD2D8025750100343FD7?OpenDocument)

3.3 Whilst there are no specific staffing issues arising from this report, it should be acknowledged that to deliver a significant programme requires both internal and external resources.

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**Stephen Archer,**  
**Director of Infrastructure Services**

Report prepared by Allan Whyte, Head of Property and Facilities Management  
15 April 2013  
g://typists/Committee/PRConv/Major Capital Investment Rev A
Key messages

Major capital investment in councils

Prepared by Audit Scotland
March 2013

ACCOUNTS COMMISSION
Key facts

The total value of capital investment by councils between 2000/01 and 2011/12

£27 billion

203 projects

The number and estimated cost of major capital projects that councils are currently progressing

£5.1 billion

The total number and cost of major capital projects that councils completed in the three years to March 2012

121 projects

£3.5 billion

The number and cost of new and refurbished schools in our sample that councils completed in the three years to March 2012

84 primary
72 secondary

£2 billion

The combined indebtedness of councils at March 2012

£12.9 billion

£35 billion

The combined book value of council assets at March 2012

What's this report about?

This audit provides the first comprehensive review of major capital investment in councils. It focuses on major capital projects over £5 million each and assesses how well councils direct, manage and deliver capital investments.

Since 2000/01, councils have invested £27 billion in real terms in building and maintaining assets and infrastructure, more than any other part of the public sector

- Councils invest large sums of money every year on property and other assets that they will use over many years to provide public services. Their capital spending almost doubled from £1.2 billion a year in 2000/01 to nearly £2.4 billion in 2011/12. Total capital spending between 2000/01 and 2011/12 was £23 billion. Councils also procured £4 billion of investment through the use of Private Finance Initiative (PFI) and Non-Profit Distributing (NPD) contracts.

- This investment was needed to address the backlog maintenance for councils' assets and to develop new infrastructure. Councils are investing in new and refurbished schools, new social housing, sports and community centres and care homes. They are also investing to maintain and repair their existing property assets such as local roads, schools and council housing (see paragraphs 14-18 and 25-29 in the main report).

- Increasingly, councils have borrowed to pay for capital investment, spreading the cost over many years. The proportion of annual capital investment financed by borrowing has increased by around a half since 2000/01.

- Councils have also used Scottish Government grants to pay for capital investment. Grant levels peaked at more than £820 million in 2009/10 but have since declined in both cash and real terms (see paragraphs 19-24 in the main report).

Councils delivered most projects since 2009 within or close to contract cost, despite early estimates being too low

- Accurate cost estimates are important from the outset of major projects. Councils completed only two-fifths of projects that we examined within the initial cost estimates, and only a fifth within
the initial time estimate. However, estimating improved significantly as projects advanced, plans became clearer and contracts were awarded (see paragraphs 42-46 in the main report).

- Estimating for school projects was better than for other projects. A seventh of completed schools projects in our sample cost five per cent or more than the contract award estimate. This compared to almost half of non-schools projects (see paragraphs 47-52 and 60-62 in the main report).

**Councils have improved governance structures for investment planning in recent years but do not have enough monitoring information for fully effective scrutiny**

- Councils’ investment and financing plans in the longer term are uncertain. To the extent that plans are available, councils anticipate that investment will decrease over the next two years but the position after this is unclear. Borrowing will remain the main source of finance for councils’ investment spending (see paragraphs 76-83 in the main report).

- There are some significant gaps in the information that councils have to measure whether capital projects are completed to budget and on time. Many councils do not have established processes for developing and using business cases, which means key performance information on aims, cost, time, scope and risk may not be clearly defined. This may make it more difficult to hold decision-makers to account if problems arise on a project (see paragraphs 84-91 in the main report).

- Councils are clear about the broad goals for their investment projects. However, they rarely specify benefits expected or how these will be measured. About half of recently completed projects have been evaluated to assess if they have delivered the intended benefits (see paragraphs 87 and 92-94 in the main report).

- There are some examples of shared assets, joint procurement and joint projects. However, councils do not proactively seek opportunities to work with other councils or other public bodies in planning and delivering their capital programmes (see paragraphs 95-102 in the main report).

**Key recommendations**

Councils should:

- develop and confirm long-term investment strategies to set out the needs and constraints for local capital investment, and consult with stakeholders such as service users and suppliers as they develop these strategies

- develop and use clearly defined project milestones for monitoring and reporting. This should include a clear process for preparing and approving business cases as a key part of decision-making and continuous review of all major capital projects

- improve the quality of capital project and programme information that is routinely provided to elected members, including reporting of performance against cost, time and scope targets, risk and intended and realised benefits

- consider developing a continuing programme of training for elected members on capital issues, using independent external advisers if necessary

- actively look for opportunities for joint working with other councils, community planning partnerships and public bodies to improve the efficiency of their capital programmes. This should cover joint projects, sharing resources such as facilities and staff, sharing good practice and taking part in joint procurement.

**What happens now?**

The full report can be accessed on our website www.audit-scotland.gov.uk. We have also provided a good practice guide in the *How councils work series* to help councils make improvements where necessary.

The Accounts Commission is keen to see the issues raised in this audit discussed further by councils and other public bodies and interested parties.

We will also monitor progress against our recommendations through our audit work.
Key messages

Major capital investment in councils

If you would like to find out more on this topic, you can download a copy of the full report from our website or contact our report team at info@audit-scotland.gov.uk

www.audit-scotland.gov.uk

We provide all our reports and key messages documents in PDF, black and white PDF and RTF format.

If you require any publications in an alternative format and/or language, please contact us to discuss your needs.
## APPENDIX B

### Case study 3
Good practice example – Aberdeenshire Council

<table>
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<th>Level</th>
<th>Purpose</th>
<th>Key activities</th>
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<tbody>
<tr>
<td>Policy and Resources Committee</td>
<td>Approval body for capital investment decisions</td>
<td>• Approve the capital programme</td>
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<td>• Approve the corporate asset management plan</td>
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<td>• Approve project inclusion into capital programme and subsequent spending</td>
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<tr>
<td>Strategic Management Team (SMT)</td>
<td>Acts as a steering group for capital works, led by Chief Executive</td>
<td>• Manage the capital strategy</td>
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<td>• Undertake strategic resource management</td>
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<td>• Manage corporate performance of investment</td>
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<td>• Consider and approve proposals for investment, making recommendations to</td>
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<td>the Policy and Resources Committee</td>
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<tr>
<td>Capital Plan and Asset Management Working Group</td>
<td>Acts as a project group for the capital programme, chaired by member of the SMT</td>
<td>• Review and challenge service asset management plans</td>
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<td>• Manage and monitor the capital plan</td>
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<td>• Assess proposals for new projects including options: approval and</td>
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<td>examination of business cases</td>
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<td></td>
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<td>• Assess requests from services for changes to current projects</td>
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<td></td>
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<td>• Recommend to SMT the corporate prioritisation of projects</td>
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Source: Audit Scotland
APPENDIX C

Case study 4
Good practice example – consultation. Moray Council
Public and statutory consultation has played an important role as the council has developed options for the Elgin Flood Alleviation Scheme. Consultation with the general public has continued since the start of the project. The council first consulted at the start of the project in 2002 with key stakeholders to identify the policies, plans and programmes that may affect the development of engineering options for flood alleviation in Elgin. The consultation took the form of meetings, supplements in local newspapers, press releases, public exhibitions and information on the Moray Flood Alleviation Group’s website. There was also one-to-one consultation with individuals likely to be directly affected by the options. The council used this feedback to develop and refine the business case and technical reports.

Good practice example – consultation. Aberdeenshire Council
The council’s consultation with the public for the Ellon Academy Campus development started in August 2011. The council issued a proposal document to parents, pupils, teaching staff, trade unions, community councils and Education Scotland. The council also launched a website dedicated to the development and displayed the proposals in the council’s headquarters, libraries and neighbouring schools. The council asked HM Inspectorate of Education (HMIÉ) to independently review the consultation process. HMIÉ praised the plan as comprehensive and stated that it had allowed time for the council to collate and consider all views.

Source: Audit Scotland
## APPENDIX D
### Gateway Process

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<th>Strategic appraisal</th>
<th>Project Stage 1</th>
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<th>Develop proposed solution</th>
<th>Project Stage 3</th>
<th>Develop preferred solution</th>
<th>Project Stage 4</th>
<th>Construction</th>
<th>Project Stage 5</th>
<th>Handover and Review</th>
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<tbody>
<tr>
<td>Programme management</td>
<td></td>
<td>RIBA (A-B) Inception / Feasibility</td>
<td>RIBA (C-D) Scheme design</td>
<td>RIBA (E-G) Pre-contract</td>
<td>RIBA (J-K) Post contract</td>
<td>RIBA (L) Post Construction</td>
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<tr>
<td>➢ Prepare Service strategies</td>
<td>➢ Project Management Structure (Project Sponsor/Manager/Team)</td>
<td>➢ Outline proposals and detailed estimate scheme design</td>
<td>➢ Detailed design</td>
<td>➢ Project Programme</td>
<td>➢ Post occupancy evaluation</td>
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<tr>
<td>➢ Link to Strategic Plan/ Community Plan</td>
<td>➢ Elected Member consultation</td>
<td>➢ Outline specification</td>
<td>➢ Production information</td>
<td>➢ Project construction</td>
<td>➢ Defects period</td>
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<tr>
<td>➢ Determine overall funding for Capital Plan</td>
<td>➢ Stakeholder involvement (Client End User, IT, Planning, Environment)</td>
<td>➢ Sustainability &amp; BREEAM</td>
<td>➢ Risk / Value management</td>
<td>➢ Risk/Value Management</td>
<td>➢ Final account</td>
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<td>➢ Priorise with Capital Plan / Asset Management Plan</td>
<td>➢ Determine projects objectives</td>
<td>➢ Procurement options</td>
<td>➢ Tender Action</td>
<td>➢ Cost Control</td>
<td>➢ Lesson learned report</td>
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<td>➢ Identify individual projects</td>
<td>➢ Design brief – Inception, Feasibility</td>
<td>➢ Tender Action</td>
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<td>➢ Define options (Do nothing, refurbishment, extend, new build)</td>
<td>➢ Option appraisal</td>
<td>➢ CDM Planning</td>
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<td>➢ Assess options</td>
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<td>➢ Site identification / site appraisal</td>
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<td>➢ Site Acquisition</td>
<td>➢ Agree lifespan of buildings</td>
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<td>➢ Sustainability and BREEAM</td>
<td>➢ Planning issues</td>
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<td>➢ Planning issues</td>
<td>➢ Section 75 approval in Authority’s favour (if applicable)</td>
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<td>➢ Section 75 approval in Authority’s favour</td>
<td>➢ Whole life costing (NPV)</td>
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**Output**

- Recommend projects to progress to Business justification Stage
- Business Case with recommended options and approximate costs for a project which is deliverable
- Completed scheme design and estimated costs
- Completed detailed design and competitive construction quotes
- Building works completed and building occupied
- End of defects liability period and final account settled

**Gateway Review 0**

- Recommendations by Capital Plan Group/Strategic Management Team followed by approval of Policy and Resources Committee for individual projects to progress

**Gateway Review 1**

- Submission to Asset management / Capital Plan Group for recommendation followed by approval by Policy Committee for inclusion in Capital Plan

**Gateway Review 2**

- Scheme Design / Estimated costs approved by Area Service Committee and Policy and Resources Committee if in excess of Capital Plan approved figure.

**Gateway Review 3**

- Tender approval by Area Committee and Policy and Resources Committee

**Gateway Review 4**

- Confirm the project meets the business need and operational governance measures are in place

**Gateway Review 5**

- Confirm smooth operation, delivery of outputs, and achievement of benefits
APPENDIX E

The key recommendations from the report are as follows:

COUNCILS SHOULD

1. Develop and confirm long-term investment strategies to set out the need and constrains for local capital investment and consult with stakeholders, such as service users and suppliers, as they develop these strategies.

2. Assess the overall appropriateness of using borrowing and private finance within the investment strategy. The strategy should balance the costs, risks and rewards of using these methods to ensure plans are financially suitable and help each council achieve value for money.

3. Actively look for opportunities for joint working with other councils, community planning partnerships and public bodies to improve the efficiency of their capital programmes. This should cover joint projects, sharing resources such as facilities and staff, sharing good practice and taking part in joint procurement.

4. Improve the quality of capital project and programme information that is routinely provided to members. Information should cover:

Aberdeenshire Council Response

1. The Council has a 15 year capital plan that is clearly linked to the Council’s Strategic Objectives. The Services input to their strategies to develop the Corporate Asset Management Plan with the output being the Council’s Capital Plan.

2. The Council uses prudential borrowing together with capital grants, income from receipts, and other grants to fund the capital programme. In addition, the Alford Complex will be delivered through Hubco with the use of private finance.

3. The Alford Complex project is being bundled with 6 other councils in the north of Scotland. As part of the assessment process for major projects, all partners are involved as stakeholders to determine whether it would be possible to share the use of new facilities, e.g. the Police Service will have a presence at Mearns Academy, whilst Banff and Buchan College will have a base at Ellon Academy. At Woodhill House, the building is shared with both partners and tenants from the private sector.

4. Members are provided with reports on capital projects and capital programmes. The Policy and Resources Committee receives a report on the Capital Plan at every cycle. Audit Scotland recognised that major
- Annual financial performance against the capital budget.
- Project and programme level performance against cost, time and scope targets.
- Risk reporting (including identification, likelihood, financial impact and actions taken)
- An assessment of intended and realised benefits.

5. Carry out early assessments of risk and uncertainty to improve the accuracy of early-stage estimating of the cost and timescale of projects.

6. Consider developing a continuing programme of training for elected members on capital issues, using independent external advisers if necessary.

7. Collect and retain information on all projects including explanations for cost, time and scope changes and lessons learned. Report this information publicly to improve transparency and scrutiny of project delivery and share lessons learned across services and other councils.

projects are presented to Committee on three occasions prior to investment decisions. Any cost overrun is reported to Committee. Over the last 5 years, 350 projects have been completed with 95% of them on or under budget. The total value of these projects at tender stage was £66.4m with total payments of £79.9m. Risk management is undertaken for major projects with only a high level summary reported within reports. More detailed information will now be provided on project risks. The Policy and Resources Committee at its meeting of January 2013 received a report on Post Project Review Process which identified the approach to intended and realised benefits. This was an area that was picked up at the visit by Audit Scotland and, as a result, a report has already been presented to Committee.

5. The Gateway Process provides for a comprehensive assessment study that satisfies this requirement.

6. A report will be presented to the appropriate committee on training for Elected Members.

7. This will be reported as part of the Post Project Review Process (Project Stage 5 from the Gateway Process – Handover and Review).
8. Develop and use clearly defined project milestones for monitoring and reporting. This should include a clear process for preparing and approving business cases as a key part of decision-making and continuous review of all major capital projects.

8. The Council's approach was recognised as an area of good practice on the feedback from their visit as part of the audit methodology, i.e. the use of the Gateway Process based on Office of Government Commerce (OGC) Guidance for capital projects.
# APPENDIX F

## Non Housing Capital Plan Major Projects being delivered

<table>
<thead>
<tr>
<th>Stage</th>
<th>Project</th>
<th>Project Cost</th>
<th>Commencement Date</th>
<th>Completion Date</th>
<th>Contracting Arrangements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 4 (JK)</td>
<td>Fraserburgh Swimming Pool</td>
<td>£8m</td>
<td>Summer 2011</td>
<td>January 2013</td>
<td>SMC (Kier Milne)</td>
</tr>
<tr>
<td>Stage 4 (JK)</td>
<td>Stonehaven Care Home</td>
<td>£8m</td>
<td>Spring 2011</td>
<td>October 2012</td>
<td>Morrison Construction</td>
</tr>
<tr>
<td>Stage 2 (CD)</td>
<td>Care Village, Inverurie</td>
<td>£8m</td>
<td>Winter 2013</td>
<td>Spring 2015</td>
<td>Main Contractors Framework Agreement</td>
</tr>
<tr>
<td>Stage 3 (EF)</td>
<td>Banff &amp; Macduff Sporting Facilities</td>
<td>£10m</td>
<td>Spring 2014</td>
<td>Spring 2015</td>
<td>To be procured separately (part external funding)</td>
</tr>
<tr>
<td>Stage 3 (EF)</td>
<td>Ellon Academy</td>
<td>£38m</td>
<td>Summer 2013</td>
<td>Spring 2015</td>
<td>Main Contractors Framework Agreement</td>
</tr>
<tr>
<td>Stage 4 (JK)</td>
<td>Meams Academy, Laurencekirk</td>
<td>£24m</td>
<td>August 2012</td>
<td>June 2014</td>
<td>Main Contractors Framework Agreement (Lend Lease)</td>
</tr>
<tr>
<td>Stage 2 (CD)</td>
<td>Alford School Complex</td>
<td>£40m</td>
<td>Winter 2013</td>
<td>Summer 2015</td>
<td>Procured through hubco</td>
</tr>
<tr>
<td>Stage 0</td>
<td>Garioch Area New Build Academy</td>
<td>£27 - £40m</td>
<td>2016</td>
<td>2018</td>
<td>Main Contractors Framework Agreement</td>
</tr>
<tr>
<td>Stage 2 (CD)</td>
<td>Kemnay Academy Refurbishment &amp; Extension</td>
<td>£15m</td>
<td>Spring 2013</td>
<td>Summer 2015</td>
<td>Main Contractors Framework Agreement (Morrison)</td>
</tr>
<tr>
<td>Stage 1 (AB)</td>
<td>Kinellar Primary School</td>
<td>£12m</td>
<td>Spring 2016</td>
<td>Summer 2017</td>
<td>Main Contractors Framework Agreement</td>
</tr>
<tr>
<td>Stage</td>
<td>Project</td>
<td>Contracting Arrangements</td>
<td>Commencement Date</td>
<td>Completion Data</td>
<td>Project Cost</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------</td>
<td>------------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Stage 1 (AB)</td>
<td>Uphold Primary School</td>
<td>Main Contractors Framework Agreement</td>
<td>Summer 2016</td>
<td>Summer 2015</td>
<td>£10.5m</td>
</tr>
<tr>
<td>Stage 1 (AB)</td>
<td>2nd Kintore Primary School</td>
<td>Main Contractors Framework Agreement</td>
<td>Spring 2015</td>
<td>Winter 2014</td>
<td>£8m</td>
</tr>
<tr>
<td>Stage 2 (CD)</td>
<td>Drumoak Primary School</td>
<td>Main Contractors Framework Agreement</td>
<td>Winter 2013</td>
<td>Summer 2015</td>
<td>£11m</td>
</tr>
<tr>
<td>Stage 2 (CD)</td>
<td>Markethill Primary School</td>
<td>Main Contractors Framework Agreement</td>
<td>Spring 2015</td>
<td>Summer 2016</td>
<td>£5.5m</td>
</tr>
<tr>
<td>Stage 1 (AB)</td>
<td>Gordon House, Office Refurbishment</td>
<td>Main Contractors Framework Agreement</td>
<td>Summer 2014</td>
<td>Summer 2016</td>
<td>£5m</td>
</tr>
<tr>
<td>Stage 1 (AB)</td>
<td>Peterhead New Office</td>
<td>Selective Tendering</td>
<td>Spring 2014</td>
<td>Spring 2015</td>
<td>tba</td>
</tr>
<tr>
<td>Stage 0</td>
<td>Fraserburgh – Westfield Community Hub</td>
<td>Main Contractor Framework Agreement – Agreement Design and Build</td>
<td>tba</td>
<td>tba</td>
<td>tba</td>
</tr>
<tr>
<td>Stage 0</td>
<td>North Care Home</td>
<td>tba</td>
<td>Summer 2015</td>
<td>Spring 2015</td>
<td>£2m</td>
</tr>
<tr>
<td>Stage 0</td>
<td>Depot Strategy Aberdeenshire Wide</td>
<td>tba</td>
<td>Summer 2015</td>
<td>Spring 2017</td>
<td>£27m</td>
</tr>
<tr>
<td>Stage 0</td>
<td>Journeycall, Laurencekirk</td>
<td>tba</td>
<td>Summer 2014</td>
<td>Autumn 2017</td>
<td>£5m</td>
</tr>
<tr>
<td>Stage 1</td>
<td>Hill of Banfford Sports Complex</td>
<td>tba</td>
<td>Spring 2016</td>
<td></td>
<td>circa £286m</td>
</tr>
</tbody>
</table>
Non-HRA Capital Expenditure Strategic Priorities 2013 - 2014

- Property and Facilities Management, £70.681 (63.39%)
- Roads and Landscape Services, £18.061M (16.2%)
- Transportation, £13.498M (12.11%)
- Protective Services and Waste Management, £5.038M (4.52%)
- Other Services, £4.016M (3.61%)
- Planning and Building Standards, £0.193M (0.17%)