



Angus Council - Education and Lifelong Learning

Learning Estate Update - October 2020

Contents

1.	Angus Council Learning Estate Update	3
2.	Priority Project – Monifieth High School	8
3.	Financial / Political Commitment	10
4.	Monifieth HS – Background, Condition and Suitability	11
5.	Learning Estate Strategy	13
6.	Programme Targets and Conditions	15
7.	Lessons Learned	17

1. Angus Council Learning Estate Update

Angus Council have set out their vision and specific proposals for the transformation of the learning estate over the next decade.

The transformation is ambitious, exciting and extremely innovative with proposals to create a learning estate across three Angus towns that is truly fit for the 21st Century and designed to meet the unique needs and requirements of different communities and all learners.

The proposals recognise how we view 'school', education and learning and the relationship to the places in which they are located is changing. Covid-19 has caused a sudden and dramatic shift in how we teach and learn. The pandemic has given us new insight into what we need from our learning estate. It has strengthened our belief that learning does not simply happen in school. New technologies and resulting developments in pedagogy are helping to drive this change, however financial challenges resulting from the pandemic have also highlighted that learning is a lifelong process for all our citizens. We recognise the contribution that our communities and partner industries can make to learning and believe that our learning infrastructure needs to respond to this change.

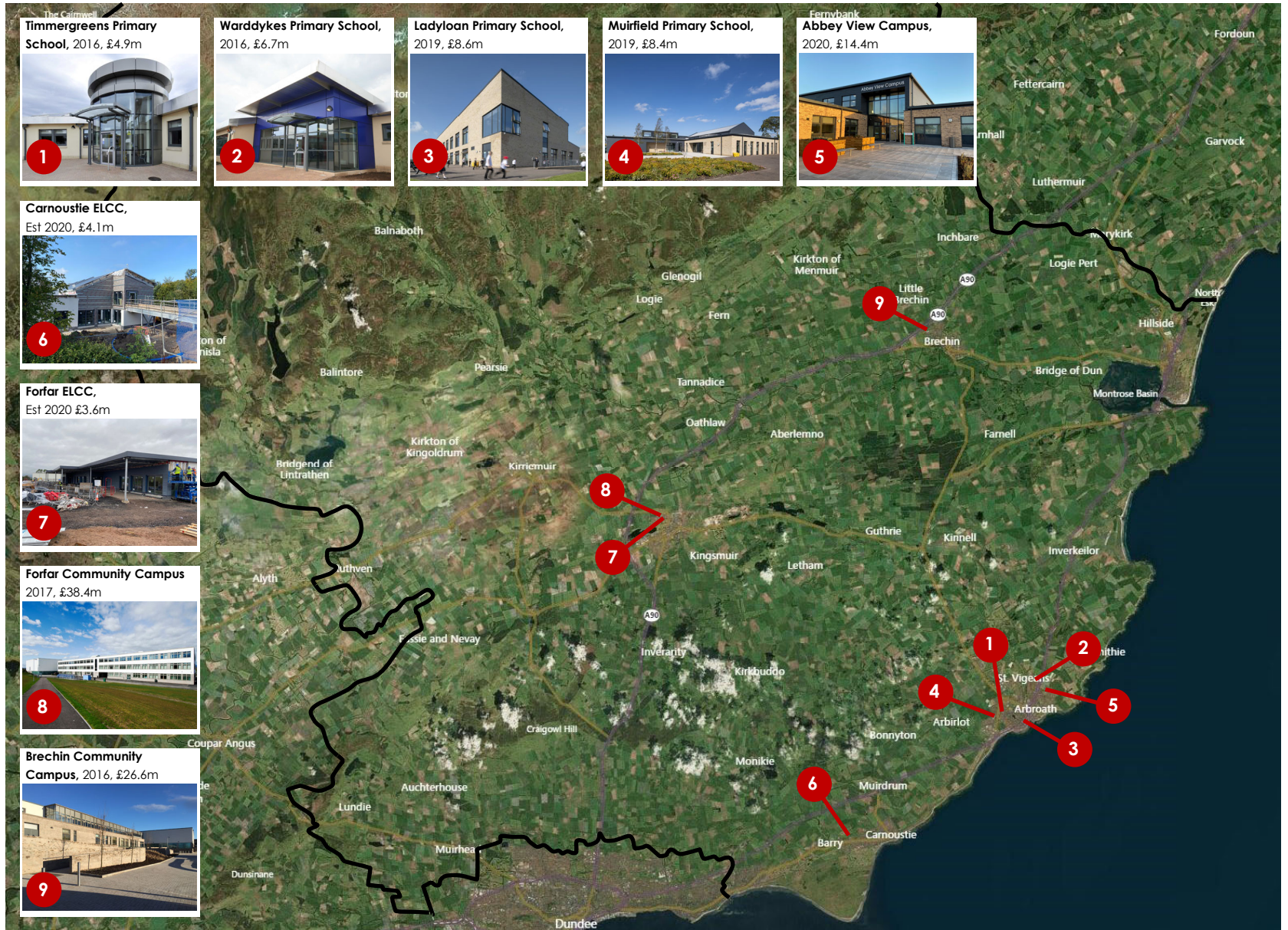
Angus is at the forefront in shaping this new landscape. Our vision will help set the direction for the improvement of the learning estate across Scotland and beyond.

The Angus Learning Estate Development

Angus Council has a history of significant investment and improvement to its learning estate. The focus has been on delivering buildings which support curriculum delivery, build relationships between our learners, families and wider community, and facilitate opportunities for digital innovation. Angus Council have actively engaged in the Scottish Schools for the Future programme, working closely with the Scottish Government and Scottish Futures Trust to deliver learning facilities which are 'well designed, maintained and managed,' offering the best possible value for money.

In recent years Angus Council has delivered numerous significant projects as shown overleaf.

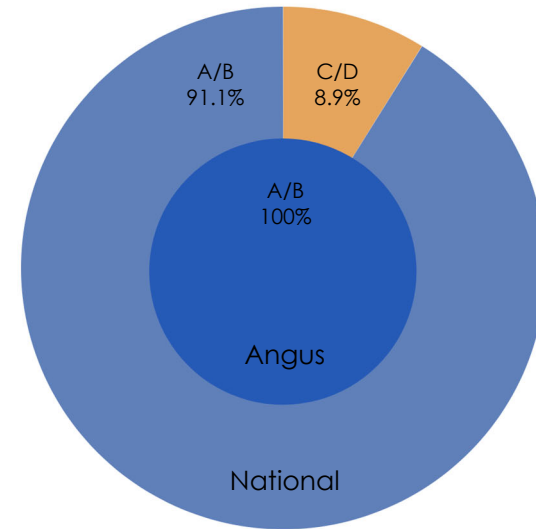
1. Angus Council Learning Estate Update - Recent Projects



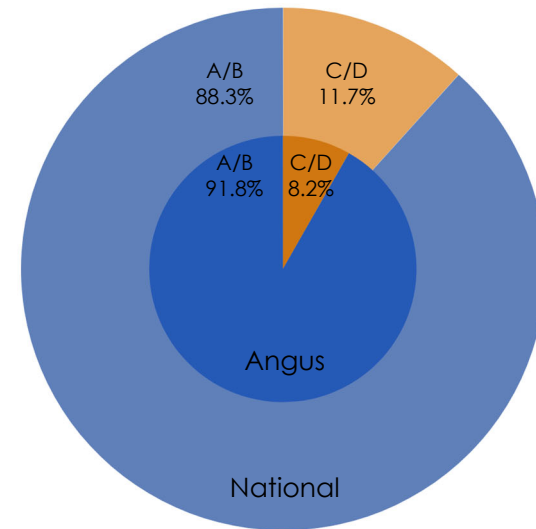
1. Angus Council Learning Estate Update

While involving significant investment, these recent new-build projects represent a small proportion of our school estate. Angus Council have not neglected the remainder of the learning estate. All schools are well maintained, with a prioritised approach to improvement through annual property inspections, and an annual programme of investment to address key issues. This one-council corporate programme is developed jointly by our Education & Lifelong Learning and Infrastructure Directorates.

Our new build and maintenance programme has had a positive impact on the overall condition and suitability of the estate and has contributed to meeting the Scottish Government's ambition of reducing the number of children and young people in 'Poor' or 'Bad' buildings.



School Condition



School Suitability

1. Angus Council Learning Estate Update

Our School Investment Strategy

In June 2017 the Children and Learning Committee approved a 30 year School Investment Strategy. This strategy is not about building new schools, although we recognise in some cases that may be the best solution. The focus is on providing learning environments which are the best they can be to support our children, young people and all learners to achieve. The strategy sets out principles and standards that are used to ensure decision-making is consistent and transparent. The strategy aligns to the national programme.

VISION: The best quality learning environments for all of our children and young people, and which makes the best use of the resources available.

PRINCIPLES: Equity of access, nurture and inclusion; sustainability and value for money; communities; well-maintained, flexible spaces; transparency and fairness in decision making.

Following a period of pre-consultation, a prioritised programme of activity was agreed by Angus Council on 30 January 2018. A range of criteria was used to prioritise projects for inclusion, including occupancy, condition/suitability and outstanding maintenance requirements. An initial phase of projects was approved to run 2018-2023 and is shown overleaf.

1 this is the most ambitious plan Angus has ever had for the development of its school estate

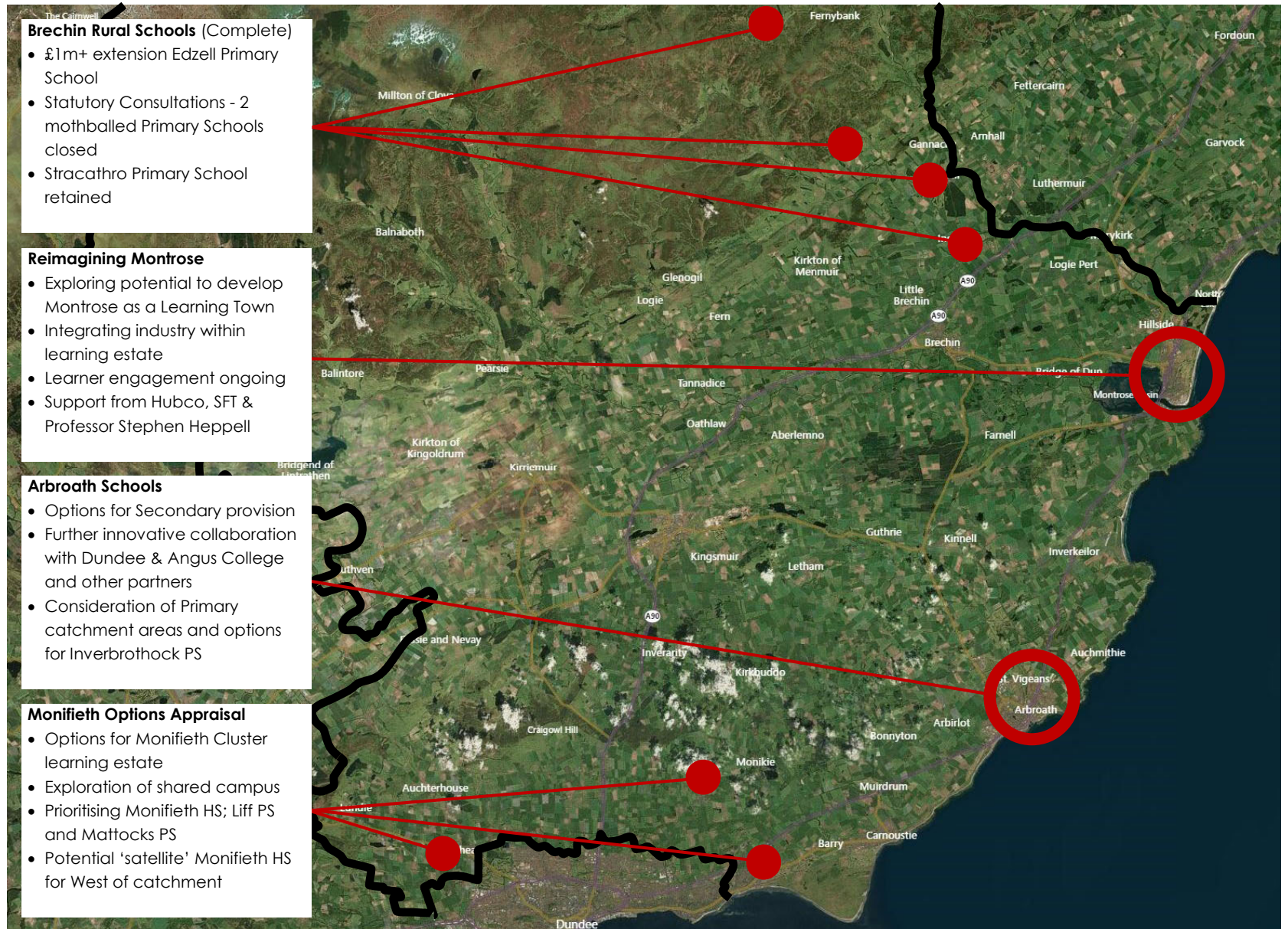
2 we want all of our schools to be great places to learn and well-used community spaces

3 we want all of our children and young people to have a fantastic start in life

4 suitable, sustainable, connected and accessible buildings with good outdoor spaces for learning, sport and play

5 to make the best use of scarce resources we need better and more sustainable schools, and we need fewer of them

1. Angus Council Learning Estate Update - School Investment Strategy Projects



2. Priority Project – Monifieth High School

We have a clear vision for the Monifieth cluster learning estate, with a set of high-level options identified to address the key priority areas for improvement. These options were agreed at committee in April 2018.

Monifieth High School has a positive reputation and is an attractive prospect for parents/carers. We have high demand for placing requests from across Angus and Dundee. The A92 corridor adjacent to the school has seen extensive new housing development in recent years. There is significant pressure in terms of occupancy, and roll projections indicate increased demand will continue in future years. Monifieth High School is rated 'C' for Suitability and was rated as a 'B' for condition with an extensive programme of outstanding maintenance.

Options to address the issues identified at Monifieth High School range from upgrading and extending the existing building to new build options. We have engaged a consultant to provide an independent report on the current condition and feasibility for both extension / refurbishment and replacement. While the final report is still to be issued, early indications are that due to the limitations of the existing building we may not be able to fully meet the Learning Estate Investment Programme Targets and Conditions through an extension / refurbishment option.



Extension and Refurbishment Options Appraisal



New Build Options Appraisal

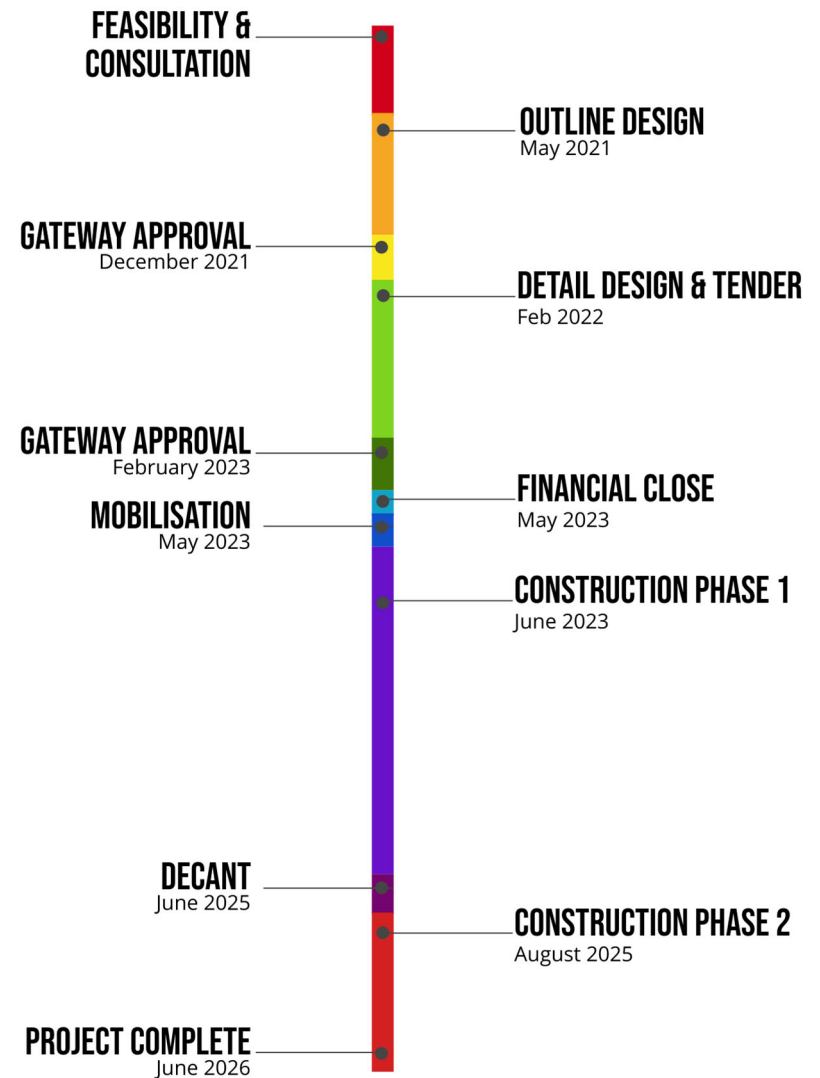
2. Priority Project – Monifieth High School

Our current estimated cost for a new build Monifieth High School of approximately 13,500sqm is £47-50million. This includes allowances for:-

- New build facility to meet Programme Targets and Conditions
- Demolition of existing building including Asbestos removal
- Decant and removal costs
- Professional and Project Management Fees
- Risk / Contingency Allowance
- Costs projected to Q2 2023 using BCIS TPI

The cost estimates will require to be updated as the preferred accommodation requirements are finalised over the initial feasibility stage.

The programme for delivery for Monifieth has recently been reviewed following initial delays due to resources being reallocated to address various COVID related work within the authority. We have also re-considered our approach to ensuring construction quality is achieved and how we will meet or exceed the programme's energy targets. These changes have extended the design stage of the programme. The revised delivery date of a new build Monifieth High School is Summer 2025. The target date for completion of the demolition of the existing building and formation of external spaces is June 2026. As the project progresses we will continue to strive to exceed the current programme dates, however only where we can still deliver the project's outcomes.



3. Financial / Political Commitment

The delivery of a new build replacement Monifieth High School has both Financial and Political Commitment.

Our current published financial plan has allocated £45million investment for the delivery of the Monifieth phase of our Schools for the Future Programme. Report [84/20](#) refers. This investment includes the proposed project at Monifieth High School as well as smaller works at Liff and Mattocks primary schools. There is Political commitment to support the replacement of Monifieth High School as outlined in Report [285/19](#). Following the conclusion of work to consider a potential 'tri-council' school, resources are now focused on alternative solutions for the Monifieth cluster. A further report is planned for December 2020. This will provide an update on the wider School Investment Strategy, including programme and cost updates relating to Monifieth High School.

4. Monifieth HS – Background, Condition and Suitability

Monifieth High School was constructed in the 1970's and the current building is rated 'C' for Suitability. At the time of construction there was a move towards constructing smaller areas, volume and windows and as such the school's suitability and environment has always been restricted. While there are a number of classroom spaces the circulation and social spaces are extremely limited. Over time there have been numerous extensions to the school and the increased roll has required the repurposing of spaces including the community area and other non-teaching areas to deliver the curriculum. Specific issues around suitability include:-

- Poor quality of natural and mechanical ventilation to numerous teaching areas.
- Lack of natural light throughout the building.
- Inefficient heating system and controls.
- Accessibility challenges including:- circulation routes, steep ramps, narrow corridors and limited facilities.
- Significant accommodation limitations relating to extent, quality and flexibility.
- Storage limitations throughout.

At the last council building survey and Scottish Government return the building was rated 'B' for Condition with £1m of identified maintenance work required. As noted within 2.0 above we have engaged Thomson Gray to review our surveys and provide an independent condition survey.

While currently being finalised, Thomson Gray's draft Condition Survey has indicated that the building

condition is now a 'C'. The report highlights that recommended maintenance works based on industry standard expected lifespans could extend to circa £4-5m, significantly higher than our current identified maintenance works. Specific highlights include:-

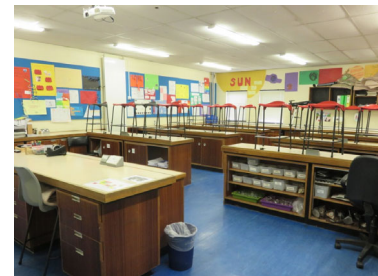
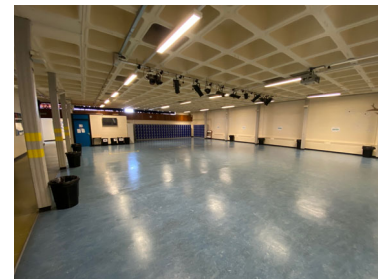
- Ceilings throughout require replacement from water damage, wear and elements missing.
- Decoration required throughout building.
- While the majority has been replaced, some elements of the original windows / glazing / curtain walling remain, and are at end of life with some windows not operating.
- Large number of floorcoverings have reached the end of their lifespan and are suffering from wear / staining.
- Internal doors and ironmongery throughout are generally original and would require large scale replacement due to wear / damage.
- Replacement and upgrading of wayfinding, escape signage and emergency lighting required throughout.
- Numerous electrical systems now nearing or beyond economic life with controls and lighting (internal and external) scoring lower as part of the condition survey.
- Numerous mechanical systems are original to the building construction and are now nearing or beyond economic life with various systems detrimentally affecting the building:- drainage (current leaks causing fabric damage); Radiators (issues with heating of spaces); Air handling plant (concerns on performance).

4. Monifieth HS – Background, Condition and Suitability

In addition to the maintenance requirements noted above, Thomson Gray and their sub-consultant Rybka, have investigated the feasibility of both refurbishment and new build options. It has been identified that the limitations of the existing building fabric which contribute to the suitability rating of 'C' may not be fully addressed by an extension and refurbishment. These include:-

- Physical limitations of the existing structure including floor to ceiling heights and opportunities to introduce natural light.
- Existing accessibility concerns including changes in level and overall layout.
- Limitation of existing fabric to introduce a fully modernised services solution.
- Feasibility of addressing all the Programme Targets and Funding Conditions relating to the performance of the building, specifically energy consumption and ventilation strategy.

In addition to the information noted above a new build option will allow for a tandem build solution. A refurbishment / extension would require a circa £2million capital investment for the rental of decant accommodation. This solution would necessitate further limitations on learning and teaching for approximately 2 years while a refurbishment was carried out in stages.



5. Learning Estate Strategy

Angus Council are committed to ensuring the development of our learning estate and projects adheres to all 10 of the Guiding Principles set out in the Scotland's Learning Estates Strategy: Connecting People, Places and Learning.

We see our schools as a community learning resource. Our planned new build Monifieth High School will offer an enhanced learning and teaching experience for approximately 1200 young people. In developing these proposals we have considered several options, including the feasibility of creative modernisation and extension. Survey work has indicated a full replacement offers the greatest opportunity to deliver a learning environment best suited to meet the needs of all learners.

A new build school will enable us to deliver equity and excellence by allowing us the quality of space needed to deliver the wide variety of learning pathways required to ensure that we support each of the 1200 learners to reach their 'fullest potential'. Indeed in Angus we aspire for all of our young people to 'achieve more than anyone ever thought was possible', thus not daring to make a decision on what an individual's potential may, or may not, be.

We envision a building which allows all young people to engage in learning that interests them and allows them to enter the next phase of their learning. At Monifieth we already have a significant proportion of the senior

phase attend Dundee and Angus College. In addition, our college colleagues also deliver courses on site. Currently the quality of the accommodation is limiting this offer; so our ability to ensure that every young person is following a curriculum which is best suited to their needs, and is relevant in terms of local and national economic growth is compromised.

Our #everythingislearning philosophy is best served when all parties involved in the learning are purposefully built into the curriculum.

A new build Monifieth will strengthen our senior phase offer, allowing even more of a focus on skills and industry recognised qualifications.

A new build Monifieth will afford us the quality of space required to engage our colleagues in community learning and development and the third sector who contribute so much to the learning of some of our young people.

A new build Monifieth will allow us to provide accommodation which can serve the wider needs of the entire community.

A new build Monifieth will allow us to redesign the spaces used by our young people with the most complex needs and others requiring additional support, ensuring that every young person benefits from all that the school building has to offer. The existing site has extensive outdoor space which will be redesigned to

5. Learning Estate Strategy

enhance opportunities for learning during the school day and for use by the wider community.

Walking and cycling routes in and around Monifieth are excellent. To promote active travel however, site access points and on site vehicular routes require to be improved to increase the opportunities for young people, staff and the community choosing to walk or cycle to the school.

Through the use of digital technologies we will further develop our existing approach to blended learning and as part of the Monifieth High School project explore the development of a remote 'learning hub' at Liff Primary School. This will promote further opportunities for children to the West of the catchment area.

We see our learning estate as the anchor assets of our communities. Location, configuration and accessibility are critical components, and we will work with our community partners in and around Monifieth to co-design a facility that enhances learning opportunities for all, improves outcomes and contributes to a vibrant and sustainable future for the area. The physical location of the site offers good active travel links. The new development will offer greater opportunities for community access, which has been limited in recent years due to the pressure on space.

6. Programme Targets and Conditions

Angus Council are committed to deliver the Targets and Conditions of any project funded as part of the Learning Estate Investment Programme. We have outlined our commitment to deliver Monifieth High School to the various parameters below.

Area per Pupil:- Our previous projects including both Primary and Secondary schools have delivered Education accommodation on and below area metrics. We are committed to deliver a 1200 capacity Monifieth High School based on the 11m² per pupil metric target, with any additionality where required for ASN / Community use.

Internal Environment Quality:- The design of the new Monifieth High School would ensure compliance with BB101 2018 / CIBSE TMS2.

Energy Targets:- As part of the design of the new Monifieth High School we are committed to achieving the minimum energy target of 67kWh/m²/p.a for core hours of 2,000p.a relating to the core facilities – all before renewables / low carbon technologies. Within Angus Council our pro-active Energy Team constantly monitor Energy consumption to minimise use and identify abnormalities throughout our estate. While not measured in the same criteria as the current energy targets we have delivered two primary schools in 2016 which are operating at actual usage of circa 70kWh/m²/p.a.

Digital:- Angus Council are committed to our Digital Infrastructure. Despite being a rural local authority, we have used both fibre and radio connections to ensure high speed broadband is available throughout our Learning Estate. Almost all of our schools have council wide wifi connectivity throughout. Significant investment has been made over previous years to upgrade wifi capacity, provide 1to1 devices in various schools and a large scale replacement of our interactive whiteboards with new mobile interactive panels. As part of the new build Monifieth High School we are committed to providing a 1Gbps building connection and the required internal data network to support the volume of users. This will include for both wifi coverage and density.

Economic Growth:- Through previous projects Angus Council have ensured Tier 1 Contractors and their sub-contractors have exceeded community benefit requirements of projects. We are committed to achieving the CITB benchmarks published July 2017, or any updated benchmarks published at the time of entering into the construction contract.

Construction Quality:- Angus Council place construction quality as a priority on all of our projects. On previous DBDA / DBFM projects we have ensured design developments are progressed to a stage beyond 'normal' to minimise cost, programme and

6. Programme Targets and Conditions

quality risk to the construction. We have ensured contractor designed elements are progressed pre-construction through agreeing to advance design fees. The council project team is retained throughout the project from commencement to completion. This is supplemented at construction stage with in-house Clerk of Works who have responsibility for building maintenance after completion. Our projects implement a requirement for BIM; a cloud based document management system; an ongoing photographic record of construction; and an electronic quality control with defects recording platform. The Project Team has frequent dialogue with SFT officers developing Construction Quality recommendations and will continue to implement any further recommendations to our projects as a standard.

Quality Agenda:- We are committed to completing a baseline skills set toolkit to identify gaps within the project team. The team has direct architectural, interior design and quantity surveying resource with further expertise available within our Infrastructure Team including Services Engineers; Civil Engineers and Clerk of Works.

Infrastructure Technology:- We are committed and welcome the use of a Standard Information Management Plan for the project. We feel this is essential as part of improving overall quality through

the design, construction and the use of data in the building's operation.

Project Completion:- Angus Council are committed to providing data to the community benchmark database and completing Post Project Reviews and Post Occupancy Evaluations for all major projects. Community Benefits Data has been issued to SFT on a quarterly basis for previous projects. See section 7 for further details on Post Project Reviews and Post Occupancy Evaluations.

Cost:- See Section 2 for cost information. We acknowledge the current cost metrics and have delivered numerous projects within previous cost metrics.

7. Lessons Learned

Angus Council are committed to completing post occupancy evaluations on new education facilities. These have been carried out on both Scottish Government funded projects and on those fully funded by the authority. Each evaluation measures the efficiency and performance of the project and involves engagement with stakeholders to portion success and areas for improvement. The lessons learned as a result of each engagement has been invaluable in providing a foundation for any new project. At commencement of a new project the post occupancy evaluations are referred to and relevant detail extracted to form part of the briefing document.

The following evaluations have taken place over the last 5 years, with reports where relevant issued to Scottish Government:-

Post Project Reviews (PPR) - between 3 and 6 months after occupation - a detailed review of the process followed by the local authority from inception to construction completion. Includes engagement with stakeholders, project team, designers and the contractor to identify strengths and weaknesses encountered. This allows identification of immediate issues within the building which require to be resolved:

- Forfar Community Campus – June 2017
- Ladyloan Primary School – June 2019
- Muirfield Primary School – June 2019

Post Operational Review (POR) - between 12 and 18

months after occupation – a detailed review of the building's performance, management and operation having completed a full seasonal cycle. Includes engagement with stakeholders to identify how well the building performs across a full academic year:-

- Timmergreens Primary School – March 2018
- Warddykes Primary Schools – March 2018
- Brechin Community Campus – September 2017
- Forfar Community Campus – June 2018

Since the COVID 19 pandemic it has been necessary to undertake a number of reviews:-

- Abbey View Campus – Post Project Review – Campus became operational in February 2020.
- Ladyloan Primary School and Muirfield Primary Schools – Post Operational Reviews – Schools became operational in January 2019.

Under normal circumstances engagement with stakeholders, project team, designers and the contractor would take place through face to face meetings or workshops and completion of questionnaires. The current situation has required the project team to establish new methods of engagement to gain the relevant feedback. As a result, user friendly questionnaires with aligned questions have been issued to stakeholders. Some engagement is also planned via discussion through Microsoft Teams video calls. These methods have proved successful and have resulted in a greater level of engagement than experienced through workshop events. The learning and experience

7. Lessons Learned

gained from these unusual circumstances has led the project team to develop a new approach to future evaluations.

Alongside this the timing of engagement has been reviewed to ensure that the relevant information is captured at each stage. Rather than waiting until the end of the project to assess performance of the team, lessons learned workshops have taken place in line with gateway reviews of the projects. This ensures that lessons are captured, recorded and addressed while each stage is still fresh leading to more meaningful and valued engagement.

The success of methods developed as a result of the pandemic will be used to engage with a greater audience. Lessons learned will continue to be reported monthly to the project board through highlight reports and lessons learned logs which are completed as part of Angus Council's project governance.

Future PPR / POR's programmed are as follows:-

- Abbey View Campus: POR: Summer 2021.
- Forfar ELCC – PPR: Spring 2021. POR: Spring 2022.
- Carnoustie ELCC - PPR: Spring 2021. POR: Spring 2022.