



hub
East Central Scotland

Abbey View Campus



hub East Central Scotland

Annual Report 2019-20

VALUE OF
HUB PROJECTS
£725m

£164m
IN DEVELOPMENT

£63m
IN CONSTRUCTION

£498m
OPEN AND
OPERATIONAL

£3.15m
HUB ENABLING
FUNDS

£913K
T1 REBATES

962
CONSTRUCTION CAREERS
INFORMATION AND
GUIDANCE EVENTS

1552
TRAINING WEEKS ON SITE

WORK
PLACEMENTS
431

JOBS CREATED
267

TRAINING PLANS
762

QUALIFYING THE
WORK FORCE
501



26,853
EMPLOYEES

OF WHICH **13,476**
ARE LOCAL RESIDENTS

168%
OF SKILLS AND
EMPLOYMENT
TARGETS REACHED

55%
TERRITORY
BASED SMEs

84%
NATIONAL SMEs



AVERAGE SCORE

43/50

ACROSS
46 PROJECTS

CHAIRMAN'S REPORT

As we started our eighth year of operations, no one could have imagined that we would be dealing with a global pandemic in 2020. Despite its challenges, we maintained our service throughout, working closely with clients and contractors to safely manage the shutdown and subsequent re-starting of site operations across the region.



IAN MULLEN
Chairman

During the year our communities benefitted from the completion of four new schools, a new health centre, a unique community creative arts hub, as well as community sports facilities.

The total value of hub projects has grown to £725 million, of which £498 million is now open and operational, with a further £63 million under construction and £164 million in development.

Our clients recognise hub as their development partner of choice and value our strategic support, innovative thinking and expertise in project management to successful delivery on time and budget.

Our strategic development fund continues to provide invaluable support for feasibility studies and concept development, supporting the evolution from ideas to projects and ultimately completed buildings that are purpose-built to serve their local communities. We have provided £3.15 million of funding of this kind to support client development plans.

We were proud to be recognised as 'Consultancy of the Year' at the 2019 Education Buildings Scotland Awards. The award is testament to the entire team's commitment to delivering the highest standards of quality and value for our clients.

Our projects continue to be recognised with awards; Bertha Park High School received the 'Technology: Transforming Learning, Teaching and the Curriculum Award'

at the Education Buildings Awards. The £25 million NHS Scotland Pharmaceutical 'Specials' Service was recognised with a Silver at the 2019 Partnership Awards.

Delivering benefit within the community is integral to all of our projects. We have measured targets built into every project to boost skills development and support the growth of local economies. In the year, hub projects created 431 work placements, 267 jobs and achieved over 168% of target for employment and skills outcomes.

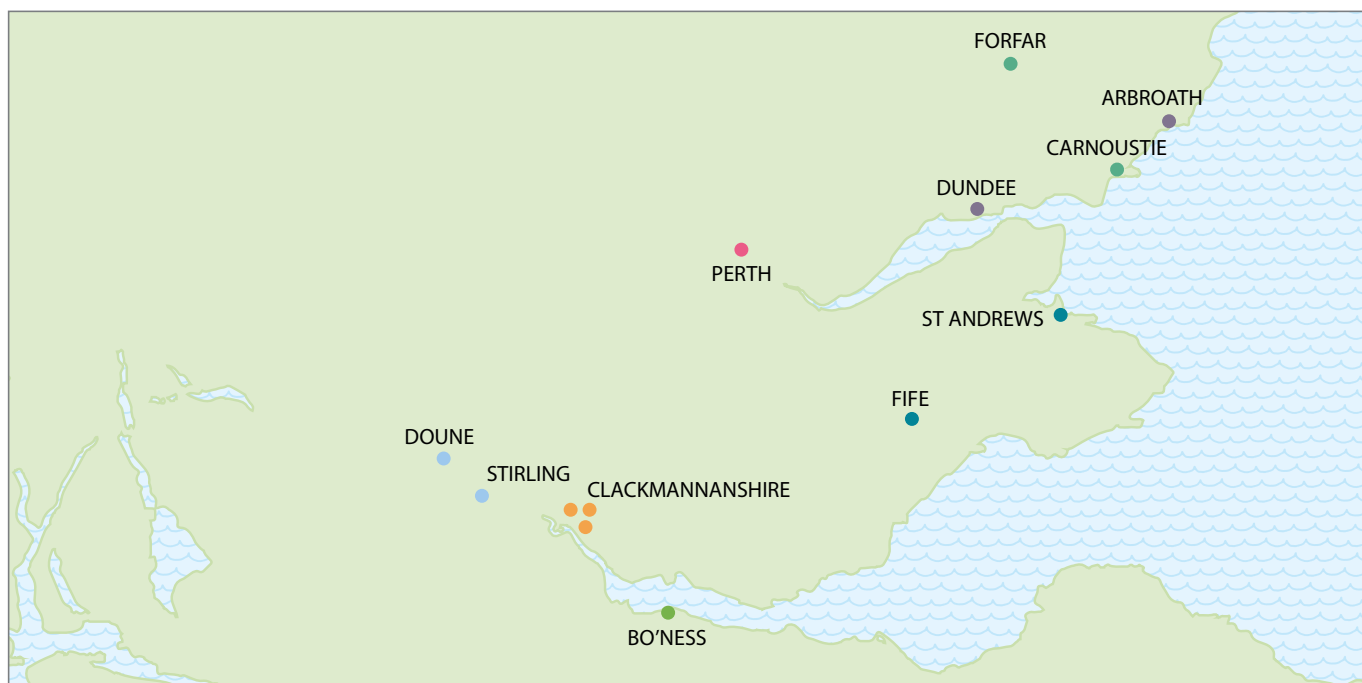
It is also a priority that wherever possible our projects are delivered by local businesses that employ local people. We continue to run supply chain engagement programmes in partnership with our contractors to ensure that local companies have the opportunity to bid for work on hub projects. More than half of the value of project work was awarded to companies within the territory.

Looking ahead, there continues to be significant uncertainty on the impact and restrictions caused by the pandemic, but we are in a strong position to build on our success over the last eight years. With over £200 million of projects in education, health and culture currently under construction or in the development pipeline we look forward to continuing to deliver innovative buildings that will benefit our communities for many years to come.



HIGHLIGHTS

Throughout the year hub East Central Scotland completed a range of major projects for the educational, health and cultural benefit of communities it serves:



Completed

Project	Value	Handover
Tullibody South Campus	£14.7m	August 19
Doune Health Centre	£1.7m	September 19
Hayshead & St Thomas Schools	£13.0m	December 19
Creative Exchange	£3.6m	September 19
Newton Park Sports Facilities	£0.8m	September 2019

Under construction

Project	Value	Completion due
Carnoustie Early Years	£3.5m	December 2020
Forfar Early Years	£3.1m	December 2020
Tayside Cuisine	£1.5m	August 2020
Fife Early Years	£8.7m	February 2021
Madras College	£38m	July 2021
NHS Forth Valley GP refurbishments	£0.8m	March 2021
Clackmannanshire Primary Schools & Early Years	£5.5m	July 2021
Menstrie Early Years	£2m	July 2021



SUPPORTING LOCAL BUSINESS

Hub's support for local SMEs and the Third Sector makes a significant contribution to local economic development by including measures which promote their involvement.

We continue to build on the success which has seen £253 million of work undertaken by local companies.

hub is committed to working with companies who are suppliers on the Scottish Government's supported businesses framework. We continue to work with Haven PTS in Larbert, who supply clothing and signage, Matrix in Fife, providing soft furnishings and Dovetail Enterprises in Dundee, suppliers of manufactured joinery and furniture.

MADRAS COLLEGE – KILMAC

Tayside based engineering contractor, Kilmac was awarded a range of work packages on the project to build Madras College in St Andrews. They engaged local companies from Fife and Tayside to carry out landscaping, tree removal and steel fixing work. Around 15 staff are from the immediate local area and a further 40 from within the hub territory work on site.

Eight new job opportunities were created and a young engineering student was given invaluable practical experience through a four month placement with the firm.

Working with Barnardo's, Kilmac provided a workplace opportunity which resulted in a full time contract for a young person who had previously been out of work.



OUR COMMUNITIES

Hub projects deliver significant local economic benefits across the region, creating employment opportunities, developing skills and supporting local businesses.

Every construction project seeks to engage and support the local communities.

Clackmannanshire Primary Schools and Early Years

Maxi Construction is building two new primary replacement schools and an early years centre in Menstrie. As part of a range of engagement activity, the company hosted several STEM activities working with the school's Digital Ninjas team to introduce an interactive construction manager game.

Safety talks were held in all of the schools with the inclusion of a safety poster design competition. The winning posters were combined into safety warning signs that were displayed on site perimeter fencing.

Civic Engineers worked with Maxi to host interactive bridge building events in the schools.



Madras College

BAM Construction undertook a wide range of educational engagement across local feeder primary schools to support learning and promote the new school project, and its construction.

At Leuchars Primary School, the Assistant Site Manager delivered a Lego Tower challenge which creates teams of pupils who are allocated job roles including site manager, engineer, builder, architect and quantity surveyor. They then have to build the tallest tower in the shortest time, with the fewest bricks and make a profit. They complete architects drawings and cost sheets.

Primary 6 pupils at Newport Primary School were given the chance to look at the digital future of construction through a range of activities using virtual reality, coding machines to stack building blocks and other digital tools now being used in construction.



Tullibody South Campus

The project delivered a new community hub for Tullibody, housing two primary schools, a nursery, sports facilities and a public library for community use.

Robertson Construction took part in a 5-week Skills Academy programme at Abercromby Primary School, delivering STEM activity and educating pupils about the different roles in construction. Pupils

completed a Lego house by taking on the roles of bricklayers and quantity surveyors as well as project managers. The school's Skills Academy programme was selected as a finalist in the Scottish Education Awards.

Three local high schools, Lornhill, Alva and Alloa Academy took part in the 'Introduction to Construction' initiative with Robertson. The programme gave twelve pupils an in-depth insight into various aspects of construction and the variety of careers available in the sector. They visited the construction site for the new campus to understand all stages of the project. As a practical project, they had to work as a team to construct a large outdoor shed to be incorporated on site for community use. The programme included employability workshops to help pupils develop their CVs and prepare for interviews. Many of the pupils went on to secure work placements with the companies involved in the campus construction project.





HAYSHEAD & ST. THOMAS SCHOOLS CAMPUS

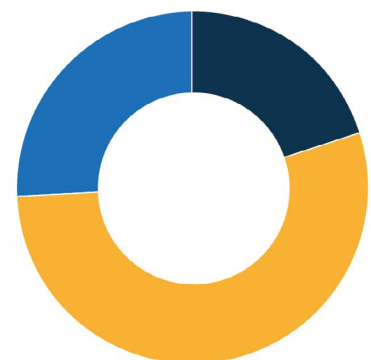
The £14 million new education campus is a key element of Angus Council's Arbroath schools project, which delivers the best learning environments for all children and young people while providing valuable facilities that are available to the local community.

The state of the art campus was built by Robertson Construction and accommodates Hayshead Primary, St Thomas' RC Primary School and an early years facility on the original Hayshead school site.

The new campus features a modern, fit for purpose learning environment that includes flexible teaching

spaces and shared accommodation that includes multi-purpose halls and a campus library. The campus early years facility is shared between the Hayshead and St Thomas nurseries and includes a dedicated playgroup area. There is a specially designed space for children with additional support needs, including a multi-sensory room.

The campus provides dedicated community facilities that include two grass sports pitches, together with outside areas to support external learning and bespoke spaces for early years and children with additional support needs.



- 13 workplacements: 100% of target
- 51 workers upskilled: 127.5% of target
- 27 jobs created: 270% of target



DOUNE HEALTH CENTRE

The £2.7 million Doune Health Centre was built by Hadden Group on a new site in the village to replace a smaller healthcare centre, increasing capacity and providing modern accommodation and facilities to meet the needs of the village's growing population.

The health centre delivers a wide range of services delivered locally. These include physiotherapy, podiatry, counselling as well as services to support people with long term conditions such as diabetes, dementia and COPD (a common respiratory disease).

The team based at the centre also help patients improve their own health by providing extra support and advice on diet, exercise, managing medicines and giving up smoking. Also included are improved facilities for the existing GP Practice as well as accommodation for a range of visiting outpatient and services such as antenatal and child health clinics

The hub team worked closely with NHS Forth Valley, the Doune Community Council and local GPs throughout the design and construction of the new centre.





TULLIBODY SOUTH CAMPUS

The state of the art £15 million Tullibody South Campus houses three educational spaces, along with a library and community facilities for the people of Clackmannanshire.

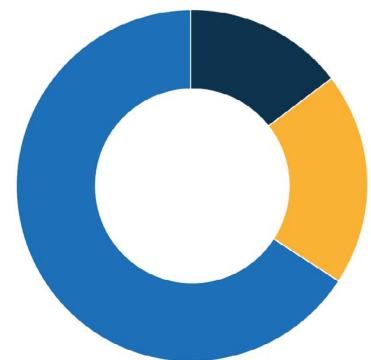
The campus brings together over 440 pupils from Abercromby Primary School and St Bernadette’s RC Primary School and 140 children from Tulach Nursery in a purpose built facility built by Robertson Construction on the site of the original Abercromby Primary School.

Pupils from the three establishments enjoy a wonderful learning environment. Flexible and open learning spaces within the campus have been carefully designed to provide exciting and innovative experiences for children, with the latest digital technology, use of outdoor space and soft furnishings available throughout to encourage

collaborative or individual learning and teaching.

The campus also incorporates two gym halls, meeting spaces and an Immersive room. Externally there is a new artificial pitch for football, external play areas and a hard play space marked out for netball. The relocated Tullibody CAP which provides community library services also operates from the campus.

Young people from the Academies across Clackmannanshire benefitted from several construction courses and work experience during the building phase. Stakeholders from the community were involved in the project throughout the design and construction process.



- 13 workplacements: 100% of target
- 88 workers upskilled: 440% of target
- 13 jobs created: 130% of target



CREATIVE EXCHANGE

The £4.5 million Creative Exchange arts hub in Perth is a partnership project between Perth and Kinross Council and Wasps Artists' Studios.

The project transformed the former St Johns School building in Perth to create the city's first 'creative hub' – an inspiring home for artists, makers, creative industry professionals and the general public.

The facility was built by Robertson Construction and provides vibrant connected spaces over three floors of the building that incorporate 26 studios for designers,

artists and makers and 13 workspaces for creative industries and cultural social enterprises. There is also space for creative business incubation and networking as well as exhibition and workshop space and a public café.

The hub incorporates the Famous Grouse Ideas Centre, which aims to make a positive economic, social and cultural impact by raising awareness of creative industries and inspiring people to consider a career or self-employment in the sector by supporting business creation, development and growth.



- **3 workplacements:** 300% of target
- **12 workers upskilled:** 133% of target
- **1 job created:** 100% of target



FUNDING INNOVATION

hub East Central Scotland's strategic development programme enables the vital early work required to take projects from initial concepts to real project opportunities that will ultimately create sustainable high-quality facilities, meeting the needs of the communities they serve.

Last year almost £150,000 was invested in the strategic development programme to support Participants in the creation of new projects.

This important project development funding will ultimately support the successful completion of new schools, community hubs and cultural venues, including:

Fife Council Estate Forward Planning

NHS Forth Valley Primary Care Transformation Review

Perth and Kinross Council Estate Forward Planning

Perth High School Options Appraisal

Fife Council Joint Campus Strategy

Perth Leisure Pool

ADDING VALUE WITH TIER 1 REBATES

hub returned over £900,000 of rebates to Participants through T1 contractors, generated through a volume discount arrangement during the year.

The initiative is part of the original T1 Contractors Supply Chain Agreement, where the contractor provides annual rebates to Participants when their individual turnover exceeds £20m per annum, adding significant value through the procurement.

UNDER CONSTRUCTION

MADRAS COLLEGE – MAIN CONTRACTOR BAM CONSTRUCTION



CARNOUSTIE EARLY YEARS – MAIN CONTRACTOR ROBERTSON



FORFAR EARLY YEARS – MAIN CONTRACTOR ROBERTSON



FIFE EARLY YEARS – MAIN CONTRACTOR ROBERTSON



TAYSIDE CUISINE – MAIN CONTRACTOR FES



MENSTRIE EARLY YEARS – MAIN CONTRACTOR MAXI CONSTRUCTION



KEY PERFORMANCE INDICATORS

2019-2020 End of Year KPI Assessment

KPI	Description	Hub Performance	SPF	TRT	CIT
1	Health and Safety				
1.1	Reportable RIDDOR accidents in the Tier 1 suppliers UK wide organisation active in the hub territory	- SPF target must be <715 - Annualised AIR reported by Tier 1 is 92	●		
1.2	Reportable RIDDOR Accidents on hub Projects	- TRT target is <610 and CIT target <400 - Annualised AIR on all hub projects is 0		●	●
1.3	Number of HSE Enforcement Notices	- Target for TRT is 1 and CIT 0 - 0 HSE enforcement notices on any hub project		●	●
2	Management Systems and Methodologies				
2.1	Compliance with Management Systems	- TRT failure >10% and SPF failure >15% non-conformances. - Not applicable during the reporting period	●	●	
3	Programme				
3.1	Delivery against agreed project development programme (Stages 1 and 2 of the New Project Approval Process)	All hubco projects: TRT failure at 110% and SPF failure at 125% - Not applicable during the reporting period	●	●	
		Single hubco projects: TRT failure if a single project exceeds 125%		●	
3.2	Delivery against agreed project development programme on any single hubco project (Stage 1 of the New Project Approval Process)	- Programme for delivery must be <125%			●
3.3	Delivery against agreed project development programme on any single hubco project (Stage 2 of the New Project Approval process)	- CIT failure where programme exceeds 125%			●
3.4	Delivery from Stage 2 submission to Financial Close	- CIT failure occurs when programme delivery exceeds 125% - Not applicable during the reporting period			●
3.5	Delivery against agreed construction phase programme identified in the Project Agreement (across all projects)	- SPF when the cumulative total exceeds 108% - Live Construction Projects cumulative total is 101% - Sites closed due to COVID 19. EoT's expected to be granted.	●		
3.6	Delivery against agreed construction phase programme for any single hubco project identified in the territory delivery plan	- Failure occurs when any single hub construction phase programme exceeds 102.5% for CIT and 107.5% for TRT. - Sites closed due to COVID 19. EoT's expected to be granted.		●	●
4	Value for Money				
4.1	Compliance with Value for Money (VfM) proposals	- TRT failure if >90% VfM items have not been carried out. - Not applicable during the reporting period		●	
4.2	Stage 1 predicted costs do not exceed NPR affordability	- CIT failure if Stage 1 affordability is in excess of NPR agreed affordability.			●
4.3	Stage 2 predicted costs do not exceed Stage 1 maximum predicted costs	- CIT failure if Stage 2 affordability is in excess of Stage 1 maximum predicted costs - Fife EY			●
4.4	Stage 2 approvals	- Failure occurs if 100% of Stage 2 Rev 1 submissions is not achieved.		●	
5	Quality				
5.1	Design quality	- TRT failure where >10% or CIT >5% of projects do not achieve AEDET or other design review. - Not applicable during the reporting period		●	●
5.2	Construction quality	Defects: Failure if any defects are recorded at handover - Not applicable during the reporting period		●	
		Snagging: failure if snags are not closed within the contract period - Not applicable during the reporting period		●	
5.3	Post Occupancy Lessons Learned	- Post occupancy surveys to be carried out on 100% of projects		●	
6	Partnering & Collaboration				
6.1	TPB and Participant Satisfaction	- Minimum scores must be met: CIT 85%, TRT no scores <5, SPF average minimum of 70% - Not applicable during reporting period	●	●	●
7	Community Benefit - Engagement				
7.1	Compliance with community engagement proposals included in Ongoing Partnering Services Method Statement	- Failure occurs when <90% are non-compliant. - Not applicable during reporting period		●	

KPI	Description	Hub Performance	SPF	TRT	CIT
7.2	Implementation of Community Engagement Plan	- Community engagement plan must be in place by Stage 1 submission date - Not applicable during reporting period			●
7.3	Considerate Constructor Score	- Average CCS score must not be less than 35 or 40 for a TRT/CIT pass - Average CCS across all hub projects is 44		●	●
8	Community Benefit - Jobs & Training				
8.1	Provision of employment and skills training outcomes across all hubco projects	- CIT failure occurs when >110% or SPF >100% of target are not met across all hub projects - Hub projects not achieving the targets are a long way from Practical Completion	●		●
8.2	Provision of employment and skills training outcomes across individual hubco projects	- Failure occurs if >115% CIT or >100% SPF is not met on individual hub projects - Hub projects not achieving the targets are a long way from Practical Completion	●		●
8.3	Proportion of total new project work delivered by local residents	- CIT requires 55% of hub project workforce to be locally employed - Target not met due to a project average of 37% being locally employed			●
9	Community Benefits - Local Business Improvement				
9.1	Percentage of Work Packages with at least one Territory based SME/TSO on tender list	- Percentage of tender work packages offered to territory based SME must be 85% TRT and 95% CIT - Average of current projects is 85%		●	●
9.2	Proportion of project work delivered by SMEs	Local SMEs: CIT target is 60% of construction value awarded to local SMEs. - 55% of construction value has been awarded by current construction projects			●
		National SMEs: CIT target is 25% of construction value awarded to national SMEs. - 29% of construction value has been awarded by current construction projects			●
9.3	Number of work and/or service packages delivered by Supported Businesses, Third Sector Organisations or Social Enterprises	- 1 work or service package per hub project should be awarded to supported businesses, TSO or social enterprise - Not applicable during reporting period			●
10	Sustainability				
10.1	Sustainability BREEAM target	- Failure occurs when <95% for TRT or <97% for CIT projects do not meet or exceed BREEAM target - Not applicable		●	●
10.2	Environmental Awareness	- 100% of project specific targets to be delivered		●	
10.3	EPC Rating	- Any project failing to meet its NPR EPC target will result in a failure		●	
11	New Project Delivery				
11.1	Overall performance of New Project Delivery	- SPF failure occurs in 5 TRT failures occur over a 3 year rolling period or if 3 TRT failures occur over 1 performance year	●		

Hub East Central Scotland (hubco) has achieved 39 key project milestones in the last year. These are broken down as follows:

- 6 NPR Assessments
- 16 Stage Submissions
- 5 Financial Close
- 12 Construction Completions

Hubco would recommend to the Territory Partnering Board that the key performance indicators remain the most appropriate measures of hubco's performance of services. 31 Key Performance Indicators (KPIs) are currently measurable.

Hubco confirms that this Annual Performance Report contains a review of each KPI, and in the case of the 31 measurable KPIs, the required performance level has been achieved and the Track Record Test has been passed in all categories, however there are several CITs that require additional focus detailed below.

5.2 – Construction Quality in the reporting period suggests there are no significant issues with our T1 supply chain in completing and addressing snagging and defects beyond PC. Customer feedback highlights frustrations on certain projects, which need to be tackled robustly with our T1 contractors.

8.1 – Provision of employment and skills training across all projects being monitored as two projects are currently behind target, however projects have significant time on site remaining to improve the position.

8.2 – Provision of employment and skills training on individual projects being monitored as two projects are currently behind target, however projects have significant time on site remaining to improve the position.

8.3 – Proportion of total new project work delivered by local resident's remains challenging.

9.1 – Percentage of Tender packages offered to territory-based SMEs is 85%, CIT target is 95%.

9.2 – Percentage of work awarded to local SMEs is 55%, CIT target is 60%.

●	Target achieved
●	Target achieved but failing CIT
●	Target predominantly achieved
SPF	Significant performance failure
TRT	Track record test
CIT	Continuous improvement target

