

## Fort Shared Service Centre

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### Education, Children and Families Committee

15 November 2011

#### Purpose of report

- 1 To refer to the Education, Children and Families Committee, for information, an amended report by the Director of Children and Families on the Fort Shared Service Centre.

#### Background

- 2 At its meeting on 13 September 2011 the Committee had approved, in principle, the redevelopment of the spare capacity in the former Fort Primary School and had referred the capital and revenue implications to the Finance and Resources Committee for approval.

#### Main report

- 3 On 1 November 2011 the Finance and Resources Committee considered a report on redevelopment of the former Fort Primary School as a shared service centre and had agreed:
  - 3.1 the revised funding model for the redevelopment of Fort Primary School; and
  - 3.2 **that the report be referred to the Education, Children and Families Committee for its information.**

#### Recommendation

- 4 To note the amended report.

**Carol Campbell**  
Acting Head of Legal and Administrative Services

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Appendices	Reports (2) by the Director of Children and Families
Contact/tel/Email	David Love 0131 529 5905: <a href="mailto:David.Love@edinburgh.gov.uk">David.Love@edinburgh.gov.uk</a> Mary Macintosh 0131 529 2138: <a href="mailto:Mary.macintosh@edinburgh.gov.uk">Mary.macintosh@edinburgh.gov.uk</a> David Robertson 0131 469 3149: <a href="mailto:D.robertson@edinburgh.gov.uk">D.robertson@edinburgh.gov.uk</a>
Wards affected	All
Background Papers	None

## Fort Shared Service Centre – report amendment

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### Finance and Resources Committee

1 November 2011

#### Purpose of report

- 1 To provide an amendment to the financial model shown in the report 'Fort Shared Service Centre' presented to Education, Children and Families Committee, 13 September 2011.

#### Main report

- 2 Following submission of the report titled 'Fort Shared Service Centre' to Education, Children and Families Committee on 13 September 2011 some elements of the funding model set out in section 3, Financial Implications, have been questioned by the Smart City Workstyle Programme, in particular whether some of the property savings for the Fort funding model have also been included in the Workstyle Transformation Programme.
- 3 Children and Families has re-assessed the funding model for The Fort and identified alternative funding from property related savings not in scope of the Workstyle Programme.

#### Financial Implications

- 4 Section 3 Financial Implications 3.1 of the original report should be replaced with the following:

Table 1 identifies the future costs of running The Fort, excluding financing costs, of £0.121m. Existing running cost budget for The Fort is £0.104m leaving a balance of £0.017m to be identified. The financing costs associated with funding the necessary capital works have been calculated as £0.06m resulting in a total funding gap of £0.077m.

Children & Families has recently relocated staff from the VEGA building realising increased revenue savings of £0.06m which can be allocated to The Fort. The balance of funding will be found from economies generated from bringing together the location of services as detailed earlier in the report.

**Table 1**

<u>Running costs</u>	£K
Future running costs of The Fort	121
less existing running cost budget of The Fort	<u>104</u>
<b>Increased running costs</b>	<b>17</b>
plus Financing costs	<u>60</u>
<b>Total Funding required</b>	<b>77</b>
<u>Sources of funding</u>	
VEGA	60
Co-location savings	<u>17</u>
	<b>77</b>

- 5 Section 3.5 should be replaced with the following:

The running cost budget for the former Fort Primary School remained in the revenue budget when the school closed to fund the ongoing CLD and early year's presence in the building. The development of The Fort will result in more intensive use of the building and it will now be open longer reflecting its status as an office rather than a school. The more intensive use of the building is estimated to cost an additional £0.017m as shown above.

- 6 Section 3.6 should be removed.

- 7 The savings attached to St John's House, Springwell House and Claremont House have been removed from the business case for The Fort. Children and Families has identified a total of £0.06m of property savings from leaving the VEGA building which, when added to a further £0.017m of savings that will be delivered from co-locating services within The Fort, will meet the costs of delivering the project to co-locate these services.

- 8 The movement of staff from St John's House, Springwell House and Claremont House will generate additional property related savings for the Council to be quantified as part of ongoing property work streams.

### **Equalities Impact**

- 9 None

### **Environmental Impact**

- 10 None

### **Recommendations**

- 11 The Finance and Resources Committee approves the revised funding model for the redevelopment of Fort Primary School.

Appendices

Contact/tel/Email Gillian Tee, Director of Children and Families

Wards affected

Single Outcome  
Agreement

Background  
Papers

## Fort Shared Service Centre

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### Education, Children and Families Committee

13 September 2011

#### 1 Purpose of report

- 1.1 To seek approval to progress with the next stage of the redevelopment of the former Fort Primary School following the decision taken by Council on 17 December 2009 to close Fort Primary School and redevelop the building as a shared centre providing early years, community learning and social work services.

#### 2 Main report

- 2.1 Fort Primary School closed in June 2010 and the building is now used to house early years services and has a significant community learning and development presence.
- 2.2 The first two elements of the project relating to early years services and CLD are already located in the building and are now fully operational. This report sets out the business case for the final phase of the redevelopment which if approved will see children's social work services also co-located in the building. These services are currently situated in a number of sites across the city. The current arrangements are inefficient operationally and are incurring additional expense which could be avoided by a move to Fort. It is proposed the capital works necessary to allow full use of the building will be funded by associated office rationalisation savings using prudential borrowing. The report sets out the financial implications associated with procuring the final phase of works and seeks approval to proceed.

#### Early Years

- 2.3 Fort Early Years Centre offers a high quality education service to children from birth to five years. The Centre provides a babyroom facility, toddler places and pre school education in two classes. The use of the Fort building has enabled the closure of Victoria Park Children and Families centre and the reprovisioning of the service. Victoria Park is now in the process of being sold and the capital receipt generated will be applied to fund essential improvement works in receiving schools.

- 2.4 The development of the new integrated centre model at Fort has allowed a “one door” approach to be made available to families. This includes a wrap around care service for nursery aged children and support for parents, particularly when undertaking training schemes and/or entering work. The centre is implementing the Early Years Strategy and the Supporting Parents and Cares Framework and this involves offering Peers Early Education Partnership (PEEP) groups, outreach support to families in their homes as well as other groupwork programmes. North Edinburgh Childcare also provides an after school facility for primary aged children within the centre which extends family support to families with older children.

### **CLD**

- 2.5 Fort Community Centre continues to offer a wide ranging programme of youth, adult and community activities to the local community. The centre is implementing the priorities agreed in the Community Learning and Development Redesign agreed by Council in November 2010. Being on the same campus as other services brings opportunities to continue to extend family learning provision and other work with parents.
- 2.6 Following the closure of the school, the centre facilities have been extended to include exclusive use of the school gym hall and the school administration and head teacher’s offices. This significantly improves access to the community centre and will allow the centre to create a much needed meeting room which will also be used for individual work with parents and others.

### **Social Work Services**

- 2.7 The use of the former Fort Primary School as a social work office will allow a number of staffing teams which are currently housed in disparate locations across the city to be brought together in one location for the first time. The moves will allow offices to be declared surplus and will deliver significant revenue benefits which it is proposed will be partly used to pay for the costs of capital adaptations required to bring the school accommodation up to office standard. This will include the creation of meeting and interview rooms and, modern voice telephony systems and computer cabling and servers. Structural works will however be kept to a minimum in order to preserve the flexibility of the accommodation should future population growth in the area require the building to be recommissioned as a primary school. The proposed plan of the building is attached as appendix 1.
- 2.8 It is proposed that the Family Based Care Team (70 staff) would be relocated into the Fort building. These staff are currently located in four properties spread across the City (Springwell House, Westfield House, Claremont House and Waverley Court) and will conclude the organisational review and management delayering within LAAC service. By moving the Family Based Care Team out of Westfield House, the Department’s Disability Team can be brought together in a single location in Westfield House from 14 different current locations. Bringing these teams together from their current disparate locations will be a significant improvement to service delivery. The Children’s Practice Team and the Leith practice team (37 staff) currently located in St John’s House would be relocated into the Fort building. This ensures that

Children and Families will no longer have a presence in this building, allowing Health and Social Care full use of the building as part of the Social Work Centre Property Rationalisation. Health and Social Care will vacate the building in February 2015 when the current lease terminates.

### **3 Financial Implications**

- 3.1 The gross revenue savings associated with these moves have been costed by the Finance department at £0.145m as shown in table 1 below. These savings will be used to fund the capital investment required in the Fort building. After funding the project the office moves will save an estimated £0.085m in ongoing running costs.

#### **Recurrent annual revenue savings before capital costs**

**Table 1**

Property	Annual Revenue Saving £
St John's	78,180
Springwell	24,156
Claremont	2,855
VEGA (shared with L&BP)	40,000
<b>Total</b>	<b>145,191</b>

#### **Capital Costs**

- 3.2 Capital Investment in the building will be required. Drawings for the new office element of the project have been developed and costed.
- 3.3 The costing for works is based on an external competitive tender totalling £0.707m and assumes full VAT recovery. In funding accommodation changes necessary to accommodate staff within the building the Council will avoid future liabilities and potential health and safety concerns by upgrading the main fuse board, electrics and water tanks.

#### **Capital Financing Costs**

- 3.4 The annual financing cost of works associated with Fort are estimated at £0.002m in year 1 and £0.06m per annum thereafter over a total 20 year period. These annual costs will be funded within the Support to Children Young People and Families budget via the savings identified in table 1 from net revenue savings generated by the project.

#### **Revenue Running Costs**

- 3.5 The closure of 4 buildings is estimated to save a recurrent net £0.085m after funding the capital redevelopment costs of the project. The running cost budget for the former Fort Primary School remained in the revenue budget when the school closed to fund the ongoing CLD and early year's presence in



the building. The development of Fort will result in more intensive use of the building and it will now be open for longer reflecting its status as an office rather than a school. Schools typically operate for 39 weeks of the year whereas an office would be expected to operate for 50 weeks. The building would be open as an early years facility, CLD centre and public office during the day. In the evenings and at weekends the building would be open for training purposes, for community access and Foster/Kinship Care Recruitment and the recruitment process of prospective adoptive parents for looked after children.) The residual budget savings of £0.085m (after capital financing costs are funded) will be added to the existing running costs budget of £0.104m giving a maximum premises cost budget in the first year of operation of £0.19m.

- 3.6 The running costs of the building have been estimated by City Development at £71.50 per square meter based on a floor area of 1,300 square meters giving revised estimated running costs of £0.093m per annum plus rates. The budget available of £0.19m should be more than adequate to operate the building and the position will be reviewed as part of the budget process for 2013/14 when the occupancy patterns and associated running costs can be established with a greater degree of certainty. At this point any further premises savings possible will be identified.

#### **4 Environmental Impact**

- 4.1 There are no adverse environmental impacts arising from the recommendations contained in this report. The proposal will make use of an existing building, avoid substantial demolition costs and landfill taxes, and reduce the number of operational properties used by the Department.

#### **5 Equalities Impact Assessment**

- 5.1 The reuse of the remaining accommodation in Fort will benefit vulnerable children and their families by providing support services from a single building rather than from various sites across the City. There will be no negative impact on equalities groups.

#### **6 Conclusions**

- 6.1 This Report sets out the final phase of works to bring the former Fort Primary School into full operation as a multi use hub comprising Early Years, CLD and Social Work Children's Services. The use of the building will allow social work teams who have been located in a number of disparate locations across the City to be brought together for the first time delivering financial benefits and operational synergies. The commissioning of Fort as a children's social work office will require the building to be upgraded and used more intensively. Despite this it is envisaged that the works undertaken will ensure there is as little impact on the configuration of the building as possible. The upgrading works will be capitalised and funded by revenue savings using the prudential framework. An external competitive tender process will be used to procure the works.

## **7 Recommendations**

- 7.1 It is recommended that Committee approve in principal the redevelopment of the spare capacity in the former Fort primary school as set out in this report.
- 7.2 Refer the report to the Finance and Resources Committee for approval due to the capital and revenue implications.

**Gillian Tee**  
Director of Children and Families

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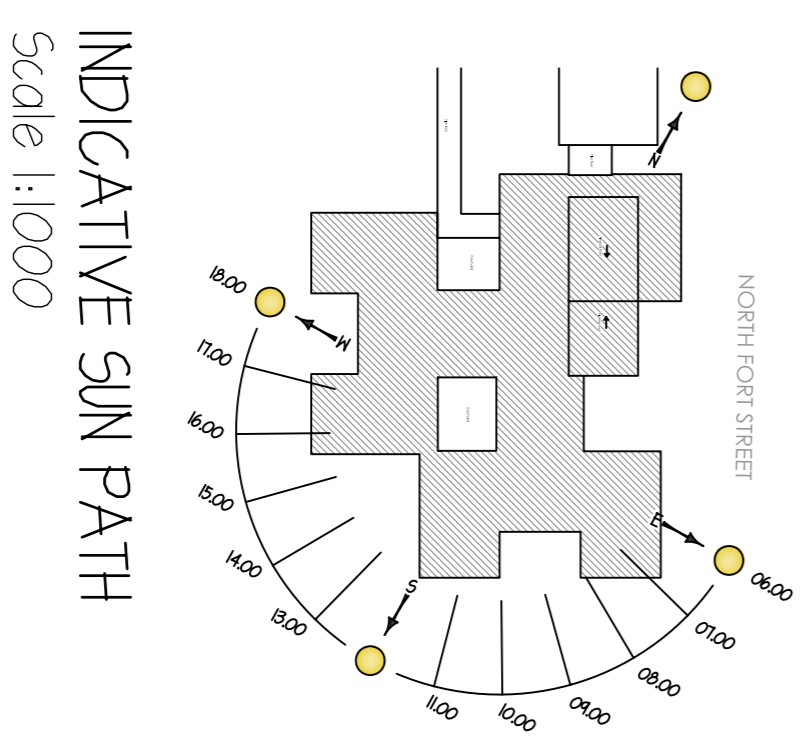
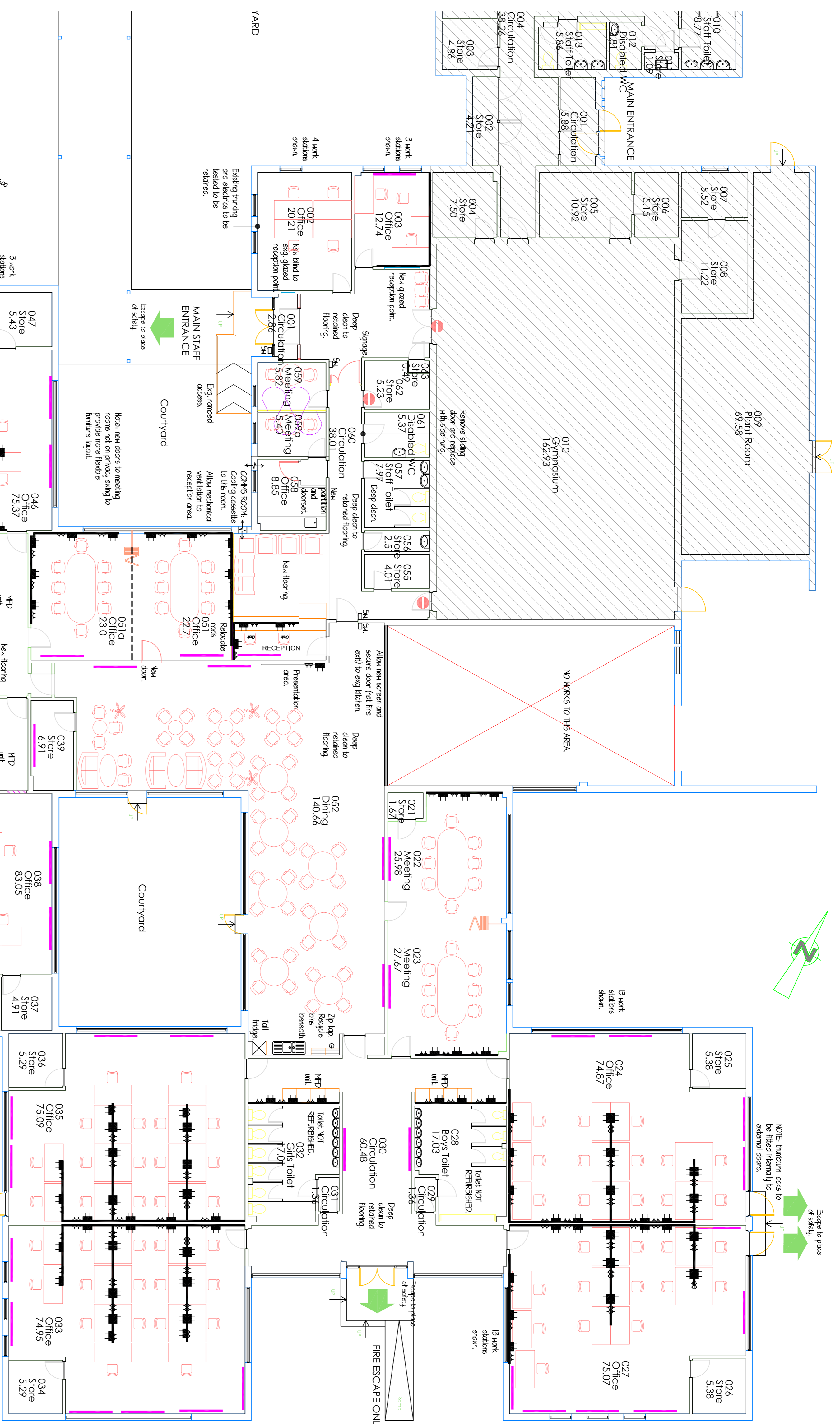
Appendices            1. Plan of the new Fort Shared services centre

Contact/tel/Email    David Love 0131 529 5905 David.Love@edinburgh.gov.uk  
Mary Macintosh 0131 529 2138 Mary.macintosh@edinburgh.gov.uk  
David Robertson 0131 469 3149 D.robertson@edinburgh.gov.uk

Wards affected        City Wide

Single Outcome  
Agreement

Background  
Papers



FLOOR LAYOUT PLAN Scale 1:100

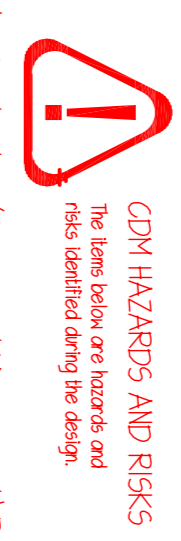
**ELECTRICAL LEGEND:**  
 ▲ 13 amp switched socket outlet  
 ■ Data point

- NOTES:**  
 1. Occupant capacity less than 65m<sup>2</sup> pp.  
 2. MFD units shown as stored 1 per 2 office areas.  
 3. Tea-prep unit removed to be centered in the dining area.  
 4. Total number of work stations shown: 120.
- LEGEND:**  
 Indicative desk layout. Note: furniture audit to be completed for existing furniture.  
 Indicates existing radiator positions which obstructs potential trunking routes, hence desk layouts reflected accordingly.  
 Indicates Swipe card / fob access.  
 Indicates Video entry controls.  
 Areas hatched thus indicate new anti-static flooring (overlaid to exg).  
 Areas hatched thus indicate new heavy duty floor tiles (incl. screed).  
 Areas hatched thus indicate new Altro / Forto Norm non-slip vinyl including cove upstand.  
 Areas with no hatch are to receive no new floor coverings (deep clean only).

RevNo	Revision note	Date	Signature	Checked
A	Revisions per meeting with CEC 10/10/10	10/10/10	AB	DB
B	Design alterations per meeting with CEC 22/10/10	22/10/10	AB	DB

**General notes**  
 1. Do not scale from this drawing. All sizes and dimensions to be checked on site.  
 2. All removals shown in red.  
 3. All drainage works to comply with Building (Structural) Standards, 2004 and be to the satisfaction of the local authority building control inspector.  
 4. All new electrical work to comply with BS7671 as amended and Building Standards.  
 5. Provide NICEIC or Select certificate on completion.

**Provision of protected works**  
 1. All works to be undertaken in accordance with Regulation 13 to Building (Structural) Regulations 2004 as amended.  
**Demolitions / Removals**  
 1. All demolitions and demolitions to be carried out in accordance with the HSE Guidance Notes GS 29(1), 3, 4 and BS 6187.  
**CDM HAZARDS AND RISKS**  
 The items below are hazards and risks identified during the design.



**The Construction (Design and Management) Regulations 2007**

RESIDUAL HAZARD	ACTIVITY
Working at height.	Use access scaffolds internally and for works to new entrance. Fall scaffolds not required.
Vehicular, delivery and transport	All deliveries to be unloading to front entrance North Fort Street.
Services - Electrical, gas, water	Check all services prior to commencement. Disconnected and label on live services.
Structural instability.	Refer to Structural Engineer's drawings for demolitions.
Hot Works.	Hot works permit to be used.
Slips, trips and falls.	Keep all circulation/escape routes clear. Provide external clear access for the tender.
Confined spaces / excavations.	Not anticipated.
Hazardous material - eg Adhesives.	Refer to adhesives register. Surface of portions to be tested before commencement. Licensed strip oil contractor required to remove ACMs.
Manual handling.	Provide method statement for materials 120kg.
PPE.	Contractor to provide high vis clothing, toolboxes, gloves, protective eye wear etc.
Hand Arm Vibration.	Contractor to provide method statement for surface improvement works to entrance.
Other: Thermal noise.	Contractor to provide PPE when working in roof void.
<b>SITE ESTABLISHMENT AND WELFARE</b>	
Site area	As noted on Block Plan.
Site establishment.	Propose that existing accommodation can be used. Ensure adequate separation from in-use parts of the building for works duration.
Protection to public, occupants.	Ensure building is secured and gate locked.
Fire Plan.	Contractor to provide fire escape plan including muster point.
Emergency / First aid	Contractor to ensure EFM provision as minimum.

**f3**  
**BUILDING SURVEYING**  
**PROJECT MANAGEMENT**

121 Gilles Street  
 Leith  
 Edinburgh  
 EH6 6BZ

from Gillies function  
 email: f3@regis.com  
 mobile: 07550532000  
 031 554 0050

Client -  
 The City of Edinburgh Council.

Project -  
 Fort Primary School.

Drawing status -  
 Feasibility.

Drawing title -  
 Proposed Layout Plan.

DWG no. - 100714(F)01B  
 Date - October 2010

Drawn - AB  
 Checked - DB

Scale - as shown  
 Revision - B