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Report of the Director of City Development and the Director of Childrens & Families

Report to the Executive Board

Date: 19th December 2018

Subject: Design & Cost Report and Tender Acceptance Report for the Learning Places expansion of Allerton Church of England Primary School



Capital Scheme Number: 32655/ACE/000

Are specific electoral Wards affected?		☐ No
If relevant, name(s) of Ward(s):		
Alwoodley		
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	⊠ No
Is the decision eligible for Call-In?	☐ Yes	⊠ No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: • Appendix B – Exempt from publication under access to information.	Yes	☐ No
Appendix b – Exempt from publication under access to information	1011 Tule 10.4 (<i>၁</i>)

Summary of main issues

- 1. The purpose of this report is to seek approval to incur capital expenditure of £4,696,805.64 from capital scheme number 32655/ACE/000 to provide supplementary accommodation necessary to support the increase in the Published Admission Number (PAN) from 60 to 90 pupils with effect from September 2018. Thus taking the capacity of Allerton Church of England Primary School from 420 pupils to 630 pupils. The project detailed within this report will follow-on from the previously completed 'bulge' cohort project, undertaken for the commencement of the 2018/19 academic year, and will provide the final tranche of accommodation necessary for the school to provide 630 learning places going forward.
- 2. The works required at Allerton Church of England Primary School are critical to ensure the Learning Places expansion accommodation is in place for commencement of the 2019/20 academic year. The works detailed within this report cover the full design and construction costs for the expansion at Allerton Church of England Primary School, inclusive of all professional fees, surveys, services, and all other costs associated with the development that sit outside of the construction contract. Noting that off-site Highways required as a consequence of the project will be addressed under a separate, programme-wide design & cost report.

- 3. The project is to be delivered via the Leeds Local Education Partner (LLEP) with Norfolk Property Services Leeds (NPS) providing design and architectural services. The project is to be delivered by City Development's Projects & Programme's Team on behalf of Childrens & Families. Contract and Legal support is to be provided via Procurement & Commercial Service who will support the drafting of construction contract in conjunction with the LLEP and our independent technical advisors.
- 4. Of the funding requested within this report a cumulative total of £492,929.56 has been approved separately to undertake packages of 'Early Works'. This was necessary to ensure the critical delivery path was met and the essential accommodation available for the commencement of the 2019/20 academic year. As per the prior approval, dated 24th October 2018 (D48075) and 15th November 2018 (D48126), these works have now been undertaken. The costs associated with the 'Early Works' package do not constitute part of this approval but are detailed within this report for context as they are included within the contract sum figures. The 'Early Works' packages sought to procure key materials and secure the necessary temporary decant accommodation.
- 5. The project at Allerton Church of England Primary School has been subject to market testing. These returns have since been analysed by NPS Leeds on behalf of the Authority, from both a technical and financial perspective. Following this robust analysis the work package returns have been confirmed to adhere to the appropriate technical parameters and to offer 'value for money' to the Authority.
- 6. Planning for Allerton Church of England Primary School is scheduled for determination in the December 2018. Any pre-commencement conditions will be discharged prior to work starting on-site, if they have not already been completed as part of the separately approved 'early works' package.
- 7. The works detailed within this report are required to ensure a September 2019 completion. Failure to meet this critical path will result in the need to provide alternative temporary accommodation at Allerton Church of England Primary School to ensure that sufficient classroom space is available to place the additional pupils on roll. An unknown cost implication will be associated with this based on the length of any delay.

Recommendations

Executive Board is requested to:

- 1. Approve the expenditure of £4,696,805.64 from capital scheme number 32655/ACE/000 for the construction work and associated fees for the expansion of Allerton Church of England Primary School necessary for occupation from September 2019.
- 2. Authorise acceptance of the tender submitted via the Leeds Local Education Partnership in the sum of £3,846,842.89 inclusive of all professional design fees, development costs and surveys incurred by the contractor. Noting that this figure includes the previously approved sum of £492,929.56 for the completion of the necessary 'Early Works' packages. Release of funding for the construction costs will be subject to valuations completed and validated by NPS Ltd. (Leeds).
- 3. Authorise the requirement to enter into a contractual agreement with Leeds D&B One Co. to deliver the development at Allerton Church of England Primary School. This will take the form of a JCT 2016 head contract between the authority and Leeds D&B One Ltd for the sum of £3,846,842.89.
- 4. Exempt the resolutions arising from this report from the 'Call-In' process, on the grounds of urgency, as detailed within section 4.5 of this report.
- 5. Note that the estimated scheme cost of £4,696,805.64 includes; £3,846,842.89 for construction works (this is the contract / tender submission value inclusive of £492,929.56 of previously approved 'Early Works' costs), professional fees and survey costs of £391,571, £30,000 for loose furniture & equipment, £43,707 for supporting costs and a client held contingency commensurate to the scale and complexity of the project.
- 6. Note that the officer responsible for implementation is the Head of Service Learning Systems and the Head of Projects and Programmes, Asset Management & Regeneration and authorise them to enter into all other agreements required to deliver this project.

1.0 Purpose of this Report

1.1. The purpose of this report is:

- To provide background information in respect to the expansion at Allerton Church of England Primary School and the necessity to enter into a JCT 2016 contract with Leeds D&B One Co. for the delivery of critical works required to adhere to the expansion programme.
- Contextualise the associated cost and risk implications of the proposed works, both in terms of the construction programme at Allerton Church of England Primary School and the wider Learning Places programmes implication.
- To seek approval to incur expenditure of £4,696,805.64 for the full extent of the proposed project.
- To seek authority to enter into contract with the LLEP (Leeds D&B One Co.), at a contract value of £3,846,842.89, for the construction programme at Allerton Church of England Primary School.
- Seek acceptance of the tender submitted by the LLEP in the sum of £3,846,842.89 for the aforementioned works.

2.0 Background Information

- 2.1. The Learning Places programme represents the Council's response to the demographic growth pressures in school place provision. The increasing birth rate in Leeds has required Leeds City Council to approve an increasing number of new school places since 2009 in order to fulfil its statutory duty. The scale of the response cannot be met through the existing estate; therefore the expansion of existing schools or the creation of new schools has been required in many instances. The capital school building solutions to the demographic need is managed via Childrens & Families Learning Places Programme. Project management of schemes arising from this process are delivered by City Development's Projects & Programmes Team.
- 2.2. This proposal has been brought forward to meet the projected demand for primary school places within North Leeds, current demographic data suggests that there is a need for additional secondary places within the vicinity of Allerton Church of England Primary School. The proposed works outlined in this report is a response to this demand and will ensure there are sufficient school places available for local children. This proposal builds upon the previous instances where temporary 'bulge' cohorts have been placed at Allerton Church of England Primary School over a number of years.
- 2.3. A report to and approved by Executive Board on 21st March 2018 detailed the outcome of consultation on the proposal to expand primary provision at Allerton Church of England Primary School from a capacity of 420 pupils to 630 pupils with an increase in the admission number from 60 to 90 with effect from September 2018.
- 2.4. The first year of this formal expansion would be accommodated by the undertaking of a 'bulge' project, this project was subsequently school led with the Authority providing funding only and was completed for the commencement of the 2018 academic year. The proposal detailed herein will provide the final tranche of accommodation necessary to ensure the school can accommodate 630 pupils on a permanent basis.

- 2.5. In order to deliver the required accommodation in time for commencement of the 2019 academic year a project was instigated utilising the LLEP, as procurement vehicle, and NPS Leeds, as architectural lead.
- 2.6. A planning application for the proposed works was submitted on the 31st August 2018 and is scheduled for determination in December 2018. Prior to submission briefings were held with Ward Members and a number of public pre-planning drop-in sessions, held at Allerton Church of England Primary School, were convened.
- 2.7. Due to the compressed construction programme, mandated by the fixed deadline of occupation for commencement of the 2019 academic year, it was necessary to approve and undertake packages of 'Early Works'. The intention of these packages was to complete works necessary to setup the site, procure key materials and secure temporary accommodation necessary to support the construction programme.
- 2.8. Package one of the 'Early Works' programme was approved on the 24th October 2018 at a value of £244,057.53, this package enabled procurement of steelwork design and fabrication along with installation of decant accommodation for the school. Package two for a value of £248,872.03 was approved on the 15th November 2018 and provided procurement of key materials and pre-case items with long lead-in times for delivery.
- 2.9. The proposal for Allerton Church of England Primary School will form part of the ongoing work to address capacity and sufficiency across all of Childrens & Families; which includes secondary places in addition to primary, early years and specialist provision.
- 2.10. These proposals form part of the Council's Learning Places Programme that embeds the 'One Council' approach in terms of shared ownership of proposed solution across the various departments involved.
- 2.11. NPS Ltd. (Leeds) have been formally commissioned to undertake technical and financial review of the proposals and cost plan submitted by the school.

3.0 Main Points

3.1. Design Proposals and Full Scheme Description

- 3.1.1. The works at Allerton Church of England Primary School, necessary to facilitate the proposed expansion, consists of the following essential components:
 - Construction of a new two storey block consisting of six classrooms, associated welfare and storage provision and a small hall. This is to be connected to the existing two classroom block via a single storey one classroom extension linking into the new small hall.
 - Associated landscaping works including upgrades to the sports facilities as per Sport England requirements.
 - Expansion of the school car park and provision of the necessary green travel measures in-line with the imposed planning conditions.
 - o Package of internal remodelling works to address staff welfare requirements inline with requirements for the increased staffing numbers.

- o Expansion of the school kitchen to support increased meal through-put requirements of a 630 place school.
- Additional furniture and equipment necessary to support the increase in pupil numbers based on the increase of the published admission number by 30 places.
- Works associated with the formation of a new pedestrian footpath from Nursery Lane through Allerton High School into Allerton Church of England Primary School. Includes for associated PFI legal and implementation costs.
- All design development, professional services and survey costs associated with the scheme.
- 3.1.2. A market testing exercise has been undertaken to ensure that the financial close contract sum is both affordable, within market trends and represents value for money to the Authority. This exercise was undertaken cross programme with an excess of 75% of packages to be assessed market tested. The return has in-turn been evaluated by the appointed technical advisors, from both a financial and technical perspective, and has been deemed to be a robust proposal which offers value for money to the authority.
- 3.1.3. A planning application for the proposed works was submitted on the 31st August 2018 and is scheduled for determination in December 2018. Prior to submission briefings were held with Ward Members and a number of public pre-planning drop-in sessions, held at Allerton Church of England Primary School, were convened.
- 3.1.4. The works detailed within this report have been procured under the Strategic Partnering Agreement (SPA) between the LLEP and Leeds City Council. The associated procurement rules apply to this process has been adhered to. The exclusive supplier arrangements, detailed under CPR 3.1.5, have been invoked in this instance.
- 3.1.5. Procurement & Commercial Service will provide legal and contractual support with the drafting of the construction contract. This will take the form of a JCT 2016 contract between LCC and D&E One Co. (the LLEP). Signing of the head contract will be subject to the evidence of the agreed 'step-in' requirements being enacted in all the pass down contracts.
- 3.1.6. As part of the design development process Highways have been commissioned to complete the transport assessment and the associated off-site works required as a consequence of the proposal. At present the following is proposed to support the expansion scheme; new zebra crossing on Nursery Lane to support the new pedestrian footpath, improved connectivity of the 'park & ride' to the footpaths leading to Allerton Church of England Primary School, improvements to the school entrance markings, supporting junction protection markings and a propose 'no waiting' zone on Lingfield Approach. The package of off-site Highways works will be subject to a separate, programme-wide design and cost report covering the 2019 Learning Places Programme.
- 3.1.7. Due to the constricted programme and necessity to deliver the additional accommodation for commencement of the new academic year in September 2018 it is essential to approve the works detailed herein by 3rd January 2019 if the critical path is to be met.

3.1.8. The construction contract for the project is a combination of a 'head' JCT 2016 contract, between LCC and Leeds D&B One Co., and a 'pass down' JCT 2016 contract, between Leeds D&B One Co. and the main contractor. Evidence of the LLEP's step-in rights to the various pass down contracts is to be provided before contract signature can be enacted.

3.2. **Programme**

3.2.1. The key milestones to achieve the programme are as follows, noting that this presumes 'Call-in' has been exempted:

Completion of stat process 21st March 2018 Planning application validated 31st August 2018 Approval of 'Early Works' #01 24th October 2018 Approval of 'Early Works' #02 15th November 2018 w/c 29th Oct 2018 to 3rd Jan 2019 'Early Works' period Planning determination December 2018 19th December 2018 Approval of 'authority to spend' Implementation of decision date 20th December 2018 Contract award 2nd January 2019 7th January 2019 Start on-site 25th October 2019 Building completion & handover 29th November 2019 External completion & handover

- 3.2.2. A planning application for the proposed works was submitted on the 31st August 2018 and is scheduled for determination in December 2018. Prior to submission briefings were held with Ward Members and a number of public pre-planning drop-in sessions, held at Allerton Church of England Primary School, were convened. Where possible pre-commencement conditions have been addressed as part of the previously approved 'Early Works' packages.
- 3.2.3. Approval of this report and contract award represent the critical path and are therefore essential to ensure delivery of the project in accordance with the dates above.

4.0 Corporate Considerations

4.1. Consultation and Engagement

- 4.1.1. A report to Executive Board on 21st March 2018 detailed the outcome of consultation on the proposal to increase from 420 to 630 pupils, with effect from September 2018. With the initial year of the formal expansion to be accommodated by a 'bulge' cohort project. This recommendation was put forward following a full formal consultation led by the Sufficiency & Participation Team. Further details of this process are provided within the 21st March 2018 Executive Board report appertaining to the expansion of Allerton Church of England Primary School.
- 4.1.2. The proposed permanent expansion scheme has been subject to consultation with key stakeholders including Childrens & Families officers, Ward Members and the Executive Member for Children and Families. Consultation has also involved school staff and governors, the local residents and other colleagues within the Council.
- 4.1.3. Pre-planning consultation has been held with representatives from the Planning Department, Urban Design, Landscape, Sport England and LCC Highways. A

- package of supporting off-site Highways works have been identified as part of the planning permission in response to the required expansion.
- 4.1.4. A formal pre-planning 'drop-in' sessions were held at Allerton Church of England Primary School on the 17th July 2018, prior to the planning application being submitted. Three sessions were held covering early morning drop-off, afternoon collection and an evening. These were open to the general public, parents, carers and any other interested parties. Comments taken from these events have been addressed, where possible, within the proposals and construction phase plan.
- 4.1.5. Childrens & Families will continue to brief elected members at key stages throughout the project development.

4.2. Equality and Diversity / Cohesion and Integration

4.2.1. The recommendations with this report do not have any direct nor specific impact upon any of the groups falling under the remit of the equality legislation and the need to eliminate discrimination and promote equality. A screening document has been prepared to this effect and an independent impact assessment is not required for the approvals requested. The screening document has been sent to the Equality Team to be approved, publishing and held on-file. A copy is included with this report as 'Appendix A'.

4.3. Council Policies and the Best Council Plan

- 4.3.1. This scheme is due to be delivered under the City Council's Learning Places Programme and is required to fulfil the Local Authority's statutory responsibility to provide sufficient school places. In providing places close to where the children live the proposals will improve accessibility of local and desirable school places, and thus reduce any risks of non-attendance.
- 4.3.2. This contributes to the 2016/17 Best Council Plan outcomes for everyone in Leeds to 'Do well at all levels of learning and have the skills they need for life'; 'Be safe and feel safe' and 'Enjoy happy, healthy, active lives'. It also supports the vision in the supporting Children and Young People's Plan 2015-19 to build a child-friendly city with a focus on ensuring all children and young people are safe from harm; do well at all levels of learning and have the skills for life; enjoy healthy lifestyles; have fun growing up; are active citizens who feel they have a voice and influence. The programme seeks to deliver a supply of good quality accessible local school places which can contribute to these outcomes.

4.4. Resource and Value for Money

- 4.4.1. The estimated scheme cost is £4,696,805.64; this includes £3,846,842.89 for main construction works (this is the contract and tender submission value inclusive of £492,929.56 of previously approved 'Early Works' costs), professional fees and survey costs of £391,571, £30,000 for loose furniture & equipment, £43,707 for supporting costs. A client held contingency has also been allowed for within the scheme cost which is commensurate to the scale and complexity of the proposed works detailed herein.
- 4.4.2. The package of off-site Highways works will be subject to a separate, programmewide design and cost report covering the 2019 Learning Places Programme.

- 4.4.3. The cost will be met through capital scheme number 32655/ACE/000 as part of the Learning Places Programme.
- 4.4.4. NPS have advised that the tender return reflects the value of the scheme and recommends the tender is accepted subject to standard practice of ensuring an acceptable Construction Phase Health & Safety Plan being provided.
- 4.4.5. Completion of the works detailed herein is essential to provide the critical accommodation for the expansion at Allerton Church of England Primary School for the next academic year and achieve a completion date of 1st September 2018.

4.4.6. **Capital Funding & Cash Flow**

Previous total Authority	TOTAL	TO MARCH				
to Spend on this scheme		2019	2018/19	2019/20	2020/21	2021 On
	£000's	£000's	£000's	£000's	£000's	£000's
LAND (1)	0.0					
CONSTRUCTION (3)	466.0		466.0			
FURN & EQPT (5)	0.0					
DESIGN FEES (6)	0.0					
OTHER COSTS (7)	26.9		26.9			
TOTALS	492.9	0.0	492.9	0.0	0.0	0.0
Authority to Spend	TOTAL	TO MARCH				
required for this Approval		2017	2018/19	2019/20	2020/21	2021 On
	£000's	£000's	£000's	£000's	£000's	£000's
LAND (1)	0.0					
CONSTRUCTION (3)	3353.9		3353.9			
FURN & EQPT (5)	30.0		30.0			
DESIGN FEES (6)	12.5		12.5			
OTHER COSTS (7)	807.5		807.5			
TOTALS	4203.9	0.0	4203.9	0.0	0.0	0.0
Total overall Funding	TOTAL	TO MARCH				
(As per latest Capital		2017	2018/19	2019/20	2020/21	2021 On
Programme)	£000's	£000's	£000's	£000's	£000's	£000's
	0.0					
Basic Need Grant	4696.8		4696.8			
	0.0					
Total Funding	4696.8	0.0	4696.8	0.0	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0
Dalance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0

Parent Scheme Number: 32450/000/000

Title: Learning Places Expansion 2018/19

4.4.7. Revenue Effects

4.4.8. Any additional revenue consequences that may arise as a result of the project will be managed within the respective school budgets.

4.5. Legal Implications, Access to Information and Call-In

4.5.1. Members of Executive Board should note that under the Council's Constitution a decision may be declared as being 'Exempt from Call-in' if it is considered that any delay would seriously prejudice the Council's or the public interest. The development programme for the works detailed within this report identifies a start on-site date of 7th January 2019 in order to facilitate a handover of the new block from 25th October 2019. These dates constitute the critical path for the programme and are essential

to ensure that impact to both Allerton Church of England Primary School and Allerton High School is minimised. This is achieved by providing the required accommodation for the date stipulated to facilitate Allerton Church of England Primary School's expansion and to remove the site access haul road through Allerton High School at the earliest convenience, with the delay to the latter being an extended reduction in the High School's ability to deliver it's physical education curriculum into 2020. Further risks include the need to enter into contract to place orders for critical materials, delays to which will result in increased cost due to market factors and a failure to have the required products for the correct time in the construction process, thus resulted in a prolongation of the construction programme. These delays could prejudice the Council's ability to achieve the optimum financial proposal for the works as well as failing to meet the critical path programme dates. In addition they will result in the need for additional temporary accommodation to cover the delay period at a currently unknown additional cost.

- 4.5.2. Due to the accelerated delivery programme the December 2018 Executive Board is the earliest opportunity for Members to consider the proposals detailed herein to expand Allerton Church of England Primary School. The final tender submission, including revisions following the 'value engineering' process, was completed on 30th November 2018 and is predicated on the ordering of key materials following in December 2018 and start on-site at the commencement of the New Year. The scheme was not fully developed, costed and market tested prior to the 30th November 2018, as such there was no opportunity to seek a decision earlier so as to have been eligible for 'Call-In'.
- 4.5.3. In the event 'call-in' is invoked and the scheme taken to Scrutiny Board further pressure and risk will be placed on the construction programme and target completion dates for key phases. As these are aligned to school shut-down periods, which are set in advance, delays encountered here will result in a delay of weeks until the next period of school shut down. This will result in a cost increase to the Authority due to the need to prolong the presence of temporary decant accommodation and contractor prelim costs.
- 4.5.4. There are no other legal implications or access information issues arising from this report.
- 4.5.5. Appendix B to this report has been marked as designated exempt from publication under Access to Information Procedure Rules 10.4 (3) on the basis that it contains information relating to the financial or business affairs of any particular person or organisation (including the authority holding that information) which, if disclosed to the public, would, or would be likely to prejudice the commercial interests of that person, organisation or of the Council.

4.6. Risk Management

- 4.6.1. Risk is to be managed through the application of 'best practice' project management tools and techniques via the City Council's 'PM Lite' methodology. Experienced project management resource has been allocated from within City Development's Projects & Programmes Team. Contractual support is being provided by Procurement & Commercial Service. NPS will be providing technical support.
- 4.6.2. An Authority held contingency, commensurate with a project of this value, has been included within the approval figure to address any risks that occur during construction. This is to be used at the Authority's discretion and is not accessible by any other party.

- 4.6.3. Further support on risk is to be provided by the independent technical advisors assigned to the project and will be extended to any necessary value engineering requirements. NPS Ltd. (Leeds) have been appointed to undertake this function for the wider project.
- 4.6.4. A risk log has been developed for the scheme and will be updated and maintained throughout the project by the assigned project officer. Escalation of risk will be via the City Development's Head of Projects & Programmes, Asset Management & Regeneration.

5.0 Conclusions

- 5.1. In order or provide the necessary accommodation to implement the formal expansion of Allerton Church of England Primary School, up to three forms of entry per year, it is necessary to undertake project detailed herein.
- 5.2. The delivery of the works at Allerton Church of England Primary School will be managed by City Development's Projects & Programme's Team on behalf of Childrens & Families in conjunction with the joint venture partners (NPS), the Leeds Local Education Partner (LLEP), the school and other key stakeholders.
- 5.2.1. The estimated scheme cost is £4,696,805.64; this includes £3,846,842.89 for main construction works (this is the contract and tender submission value inclusive of £492,929.56 of previously approved 'Early Works' costs), professional fees and survey costs of £391,571, £30,000 for loose furniture & equipment, £43,707 for supporting costs. A client held contingency has also been allowed for within the scheme cost which is commensurate to the scale and complexity of the proposed works detailed herein.
- 5.2.2. Delivery of the critical path construction programme is predicated on acceptance of this report being exempt from 'call-in'. This will allow the construction contract to be signed in the New Year and work to start on-site in-line with the programme, and thus mitigate the risk further time delay will create.
- 5.2.3. The requirement to provide additional accommodation at Allerton Church of England Primary School for a September 2019 delivery has been developed through continued consultation with the appropriate stakeholders.

6.0 Recommendations

- 6.1. Executive Board is requested to:
- 6.1.1. Approve the expenditure of £4,696,805.64 from capital scheme number 32655/ACE/000 for the construction work and associated fees for the expansion of Allerton Church of England Primary School necessary for occupation from September 2019.
- 6.1.2. Authorise acceptance of the tender submitted via the Leeds Local Education Partnership in the sum of £3,846,842.89 inclusive of all professional design fees, development costs and surveys incurred by the contractor. Noting that this figure includes the previously approved sum of £492,929.56 for the completion of the necessary 'Early Works' packages. Release of funding for the construction costs will be subject to valuations completed and validated by NPS Ltd. (Leeds).
- 6.1.3. Authorise the requirement to enter into a contractual agreement with Leeds D&B One Co. to deliver the development at Allerton Church of England Primary School. This will take the form of a JCT 2016 head contract between the authority and Leeds D&B One Ltd for the sum of £3,846,842.89.
- 6.1.4. Exempt the resolutions arising from this report from the 'Call-In' process, on the grounds of urgency, as detailed within section 4.5 of this report.
- 6.1.5. Note that the estimated scheme cost of £4,696,805.64 includes; £3,846,842.89 for construction works (this is the contract / tender submission value inclusive of £492,929.56 of previously approved 'Early Works' costs), professional fees and survey costs of £391,571, £30,000 for loose furniture & equipment, £43,707 for supporting costs and a client held contingency commensurate to the scale and complexity of the project.
- 6.1.6. Note that the officer responsible for implementation is the Head of Service Learning Systems and the Head of Projects and Programmes, Asset Management & Regeneration and authorise them to enter into all other agreements required to deliver this project.

7.0 Background Documents¹

7.1. None.

7.1.

Appendix A Equality Impact Assessment Screening Document

Appendix B [Exempt from Publication]

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.