

Hub South East Scotland Territory Strategic Delivery Plan 2014 - 2018



Working together we will provide enhanced local services and achieve tangible benefits for partners and communities in the Lothian and Borders



Blackburn Partnership Centre - one of the three shared facilities in the £26m 'Lothian Bundle'

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Foreword

Organisations across the public and private sectors are facing unprecedented financial pressures. Yet, at the same time, they are being tasked with improving efficiency and, where necessary, addressing failures in key areas.

Adopting a short term incremental approach or radical head count reduction across an organisation will not achieve long term benefits. In a rapidly changing world, the way in which services are delivered must be frequently realigned to retain public confidence and meet increasing public expectations. Having the right asset and estates infrastructure in place to support service delivery is critical.

With the private sector similarly tasked with both cost containment and improving their competitive position, it is no surprise that virtually every organisation has transformational change on the agenda.

But what does this mean in practice? Too many projects are labelled transformational change, when the reality is anything but transformational. Simply tinkering with models of service delivery or ad hoc disposal of estates rarely achieves any fundamental, long term benefits – and the benefits associated with implementing these types of change are often not significant.

So just how are the Territory Participant organisations to meet the forthcoming challenges without resorting to unfocused cost cutting measures that drastically affect the service provided to customers?

Given the scale of the current challenge, there is a clear need to undertake a real step-change in the quality and cost of delivery of services. However, in order to achieve this, organisations cannot settle simply for improving on what is delivered today, but must create a vision of something fundamentally new. And to reinforce a culture of successful change, these organisations also need a precise way of managing the risks associated with transformation.

The Hub South East Scotland Territory is moving forward. It is learning from the experiences of the past three years of operation.

This new Territory Strategic Delivery Plan sets out the partners' intentions for taking the Hub programme to the next level. It is more focussed on delivering meaningful outcomes for its partners and for communities.

A key priority over the next four years is to achieve increased levels of co-operation and collaboration in service delivery and joint infrastructure planning and investment.



Susan Goldsmith
Chair



Alex McCrorie
Vice Chair

1. Summary of the Territory Strategic Delivery Plan

This Territory Strategic Delivery Plan (SDP) 2014-2018 is an update to the original SDP of June 2010 in Section 2 of Schedule Part 11 of the Territory Partnering Agreement (TPA). All other parts of the TPA remain unchanged.



Royal Edinburgh Hospital - Phase 1

Section 2 of this SDP sets out the public sector Participants who are party to the TPA and the stakeholders with whom they will need to engage. It also sets out our achievements to date and the background issues which are driving the need for changing the way in which public services (and the assets supporting such services) are delivered in the South East Territory.

Section 3 sets out the Participants' refreshed vision for the Hub initiative, along with the collaborative outcomes and objectives they wish to realise through the Hub initiative over the next four years.

This SDP also sets out the basis on which, moving forward, the Participants will monitor how they are working in partnership to realise their collaborative vision. Details of the participants approach to using the Hub initiative, the roles and responsibilities of the key parties, as well as the basis against which success at both a territory and project level will be measured over the next four years are set out in Section 4.

The information within this SDP will be used to inform Hubco's operational business plan and the services it will provide directly or via its supply chain partners. In keeping with the requirements of Schedule Part 11 of the TPA, this SDP establishes a list of Qualifying Projects in the form of a Territory Infrastructure Delivery Schedule (TIDS). The background to this TIDS is set out in Section 5 with the current list of Qualifying Projects set out in Appendix 1.

The Participants recognise the importance of continuing to explore opportunities to work across organisational boundaries to ensure that cross boundary infrastructure provision is sufficient to support appropriate developments across the wider South East Scotland Territory.

This SDP is a 'living' document. Where necessary the SDP and the TIDS will be updated and new priority schemes and initiatives included reflecting the changing business environment of the Participants.

In order to fully implement this SDP and maximise the benefits that the Hub model can realise, the TPB recognises that it cannot do this alone. There will be many opportunities for wider stakeholders and partners to become involved to help deliver the vision set out in this SDP.

2. Our Territory, Achievements and Agenda for Change



2.1 Our Territory

The South East Territory forms one of five Hub Territories, established under the Scottish Government's Hub Initiative. The Hub model seeks to establish a long term partnership ethos for the improvement of local public services, through the procurement, development and delivery of community infrastructure.

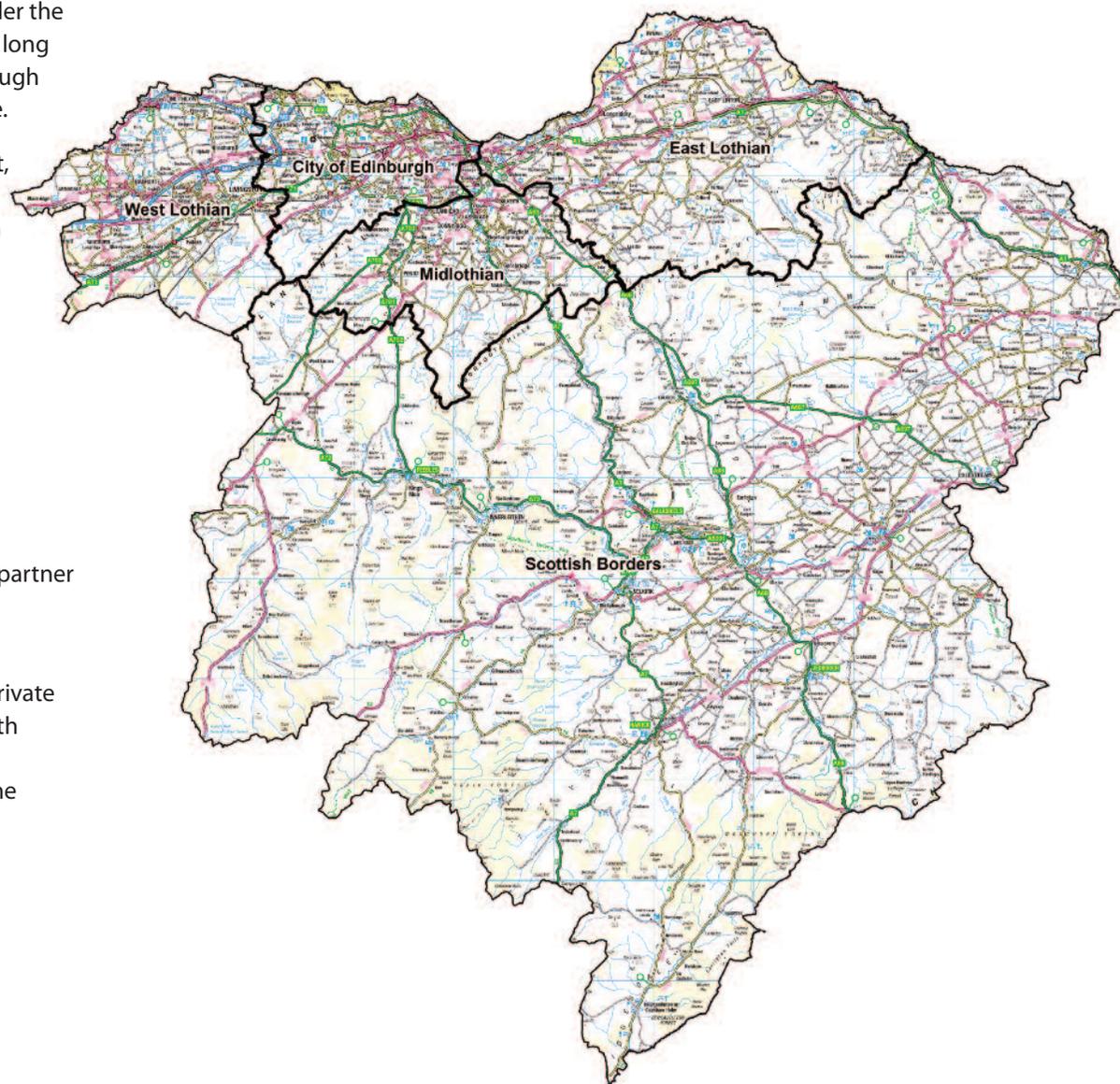
The provision of modern community facilities, is underpinned by efficient, effective and wherever possible, collaborative asset, service and financial planning. The public sector Participants who are working in collaboration in the South East Territory include:

- Local Authorities:** City of Edinburgh Council, East Lothian Council, Midlothian Council, Scottish Borders Council and West Lothian Council.
- NHS Boards:** NHS Borders and NHS Lothian
- Emergency Services:** Scottish Fire and Rescue Service, Police Scotland and the Scottish Ambulance Service

Collectively these ten Participants, along with their private sector development partner – Hub South East Scotland Limited (Hubco) entered into the Territory Partnering Agreement (TPA) in July 2010.

The Participants and Hubco will be working closely with a range of public and private sector stakeholders in the South East Territory. The input of and engagement with stakeholders such as the Scottish Government, the Scottish Futures Trust (SFT), Community Planning Partnerships, Community Councils, the Third Sector and the construction industry will be essential to help the Participants deliver this SDP.

Hub South East Scotland Territory



2.4 Our Achievements

Since the formation of the TPA, in July 2010, the Participants and Hubco have together delivered **14 new community facilities** with an aggregate value of **over £44m**.

These new facilities not only provide the platform for Participants to deliver new and improved public services, but together these new facilities have realised significant additional benefits for local communities. From these completed projects **55 new jobs** have been created, pupils and students have undertaken **506 work placement days** and **7337 construction related visits** have been arranged by Hubco's two main contractors for pupils and students.

Looking forward, under the Hub banner, there is currently a further **£37m of construction activities on site** in the South East Territory, delivering modern and efficient public sector buildings. These additional facilities are currently supporting approximately **60 construction jobs** on site and will also deliver further benefits to local communities in terms of new jobs and training opportunities.

Of all construction activity within the South East Territory **83% has been awarded to Scottish SMEs**.

2.4 The Agenda for Change

All public bodies in Scotland continue to face **significant financial pressures**. Many public bodies have identified medium-term funding gaps and **substantial savings are required** over the next three to four years. As choices on how to address funding gaps become increasingly difficult, Participants have an ever growing need to focus on **making the very best of the existing resources** they have available.

Promoting **sustainable economic growth** is a key pillar of the Scottish Government's overall economic strategy to **create employment** and enhance the **quality of life**. This strategy identifies six strategic priorities: Infrastructure Development and Place; Transition to a Low Carbon Economy; Learning, Skills and Well-being; Supportive Business Environment; Effective Government and Equity.

Regeneration is a crucial part of growing the economy and improving the fabric of Scotland, turning disadvantaged neighbourhoods into **places where people are proud to live**. Creating areas of choice and areas of connection will result in better opportunities in terms of jobs, skills, training and employability whilst helping sustain **viable local communities**.

The **population growth** in the South East Territory as well as **population movements** and **demographic change** will place increasing burdens on public services across Scotland. The population of **people aged over 75** is forecast to **increase by 25%** in the next 10 years.

The Scottish Government has set out that it will provide a healthcare system which **integrates health and social care**, focuses on prevention and supports self management. Where hospital treatment is required and cannot be provided in a community setting, day care treatment will become the norm. High standards will be provided irrespective of the setting and the **patient will be at the centre of all decisions**. The drive will be to ensure that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

The Scottish Government and COSLA place a **high value on learning**. The Schools for the Future Programme seeks to deliver **well designed schools** that encourage continuous engagement with learning and are **more than just educational establishments**.

Our Achievements

PROPORTION OF CONTRACTS AWARDED TO

SMEs

83%



55
NEW JOBS
CREATED



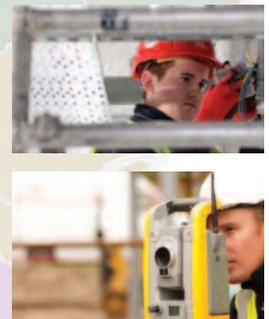
VALUE OF HUB PROJECTS ACROSS SOUTH EAST TERRITORY

£219m

IN DEVELOPMENT
£138m

IN CONSTRUCTION
£37m

OPEN AND OPERATIONAL
£44m



hub
South East Scotland

EDUCATIONAL SUPPORT

 **7,337**
PERSONS

Site, School and FE visits

 **506**
DAYS

School and FE work placements

GRADUATE AND TRAINING

11
NEW GRADUATE PLACES

45
NEW APPRENTICESHIPS AND TRAINEE PLACES

3.0 Our Vision, Outcomes and Objectives



3.1 Background

Similar to other parts of Scotland, the public sector services in the South East Scotland territory are undergoing a period of unprecedented and significant change.

For the Hub model to be seen to add value and be considered to be a valuable procurement and delivery option for the medium to long term, then a focus on supporting the Participants to achieve their priority outcomes is critical.

Throughout the past four years and during the development of this SDP, many Participants have expressed their views on the opportunities for increased collaboration.

In the current economic climate greater cooperation relating to infrastructure provision and service delivery is a priority.

To date, this has proven difficult to progress and even harder to establish projects that evidence the benefits of such collaboration.

A key priority for the Participants over the next four years is to achieve increased levels of co-operation, leading to opportunities for improved collaboration in service delivery, co-location and joint infrastructure planning and investment.

3.2 Our Vision

Our vision over the next four years is:

Working together we will provide enhanced local services and achieve tangible benefits for partners and communities in the Lothian and Borders

3.3 Our Outcomes

The TPB has identified three key Strategic Outcomes which, if realised, will demonstrate the attainment of our joint vision.

These three Strategic Outcomes are:

PARTNERSHIP WORKING

We will evidence improved performance through effective collaborative working.

COLLABORATIVE ASSET MANAGEMENT

We will regularly share our asset management plans to deliver improved services.

IMPROVED SERVICE DELIVERY

Services delivered by Participants and Hubco will be of high quality, responsive to customers' needs and continually improving.

3.4 Our Objectives

In order to deliver the three partnership Outcomes, the Participants intend to focus their efforts and resources on specific Objectives. These Objectives set the areas for action which Participants will be required to take on in their own right or in collaboration with Hubco and/or other Participants.

PARTNERSHIP WORKING

- Establish a joint Partnership Communication Strategy.
- Maintain a supporting Communication Action Plan.
- Establish regular opportunities to share learning and build capacity across the territory.
- Gather evidence to satisfy the TPB that Hubco is the Participants' "development partner of choice".

COLLABORATIVE ASSET MANAGEMENT

- Establish local development forums that build on each Participant's capacity to identify opportunities for joint service, asset and financial planning.
- Hold a Territory wide bi-annual event to bring together collaborative opportunities across the territory.

IMPROVED SERVICE DELIVERY

- Evidence that the Hub initiative delivers Best Value through the publication of relevant case studies and other communication tools.

Our vision, outcomes and objectives are brought together in the diagram over leaf.

The Hub South East Scotland Territory Partnership Vision

Our Vision

Working together we will provide enhanced local services and achieve tangible benefits for partners and communities in the Lothian and Borders

Outcomes

PARTNERSHIP WORKING

We will evidence improved performance through effective collaborative working.

COLLABORATIVE ASSET MANAGEMENT

We will regularly share our asset management plans to deliver improved services.

IMPROVED SERVICE DELIVERY

Services delivered by Participants and Hubco will be of high quality, responsive to customers' needs and continually improving.

Objectives

Establish a joint Partnership Communication Strategy.

Maintain a supporting Communication Action Plan.

Establish regular opportunities and for to share learning and build capacity across the Territory.

Gather evidence to satisfy the TPB that HubCo is the "Participants" development partner of choice".

Maintain a partnership risk register to enable informed decision making at the TPB.

Establish local development forums for that build on each Participant's capacity to identify opportunities for joint service, asset and financial planning.

Hold a Territory wide bi-annual event to bring together collaborative opportunities across the territory.

Evidence that the hub initiative delivers best value through the publication of relevant case studies and other communication tools

4.0 Our Approach



4.1 Hub Model Principles

4.1.1 Joint Planning and Delivery

Hub provides a catalyst and focus for the development of improved joint planning and delivery. By increasing the scale of investment in joint facilities, the Hub model can bring substantial service benefits and presents a more comprehensive approach to infrastructure development. In doing so, it allows the wider non-financial benefits of investment to be consistently and systematically captured.

4.1.2 Partnership Working

Participants are party to the governance arrangements of Hubco through their shareholding in Hubco and representation on Hubco's board of directors.

Working closely with the public sector partners, Hubco is expected to deliver improvements (including better design, lower construction and maintenance costs and the increased speed of delivery of new facilities) in the way that projects are delivered and the supply chain is managed. These improvements are being monitored by the setting of performance targets, KPIs and the periodic use of market testing.

The long term partnership between the Participants and Hubco offers a flexible procurement route for the delivery of community infrastructure, achieving value for money by reducing both the expense and time associated with one-off procurements.

In short, the Hub model offers a fast, efficient, flexible and enduring procurement vehicle for delivering a range of collaborative and standalone community infrastructure projects and services.

4.1.3 Value for Money

From a **financial perspective** Hub provides value for money solutions for community-based infrastructure by encouraging **high-quality competitions** on a scale that is large enough to attract a wide range of providers from the private sector.

From a non-financial perspective the Hub model can provide many wider non-financial benefits including:

Service improvements for users: joint working and integrated service delivery and provides public sector organisations with the opportunity to innovate, act flexibly and respond quickly to changing user-demands.

Environmental improvements: improved experience for users and staff through better building functionality, aesthetics and efficiency.

Continuous Improvement: a knowledge management and dissemination programme will drive continuous improvement through shared learning.

Social and community improvements: new public buildings will provide a focus for communities, supporting sustainability by keeping and attracting services into communities whilst delivering wider regeneration opportunities and private sector investment.

Employment and economic well-being: local training and employment opportunities will be realised through new construction activity and service developments as well as through a sustained programme of on-going investment.

4.2 The Territory Partnering Board

The TPB operates under the terms of the Territory Partnering Agreement (TPA) which sets out the agreed governance, accountability, delivery and support arrangements, which together drive forward the Hub model in the Territory.

The role of the Territory Partnering Board is:

- to act as the key body for managing Hubco's performance and for ensuring best value from the company's activities;
- to provide strategic leadership input into the South East Scotland territory programme and to review the partnership's financial and operating performance;

- to provide guidance in regards to how new projects are to be progressed;
- to serve as a forum for the open exchange of ideas and for the public sector partners to discuss their forthcoming accommodation and service delivery requirements to ensure an integrated co-ordinated approach to fulfilling such requirements; and
- to govern the monitoring, support and review of the Territory's Strategic Delivery Plan.

The current members of the TPB are as follows:

Susan Goldsmith	NHS Lothian (Chair)
Alex McCrorie	East Lothian Council (Vice Chair)
David McLuckie	NHS Borders
Andrew Drummond-Hunt	Scottish Borders Council
Garry Sheret	Midlothian Council
Donald Forrest	West Lothian Council
Patrick Brown	City of Edinburgh Council
Paul McGirk	South East Hubco Ltd
David Seath	Police Scotland
Pamela MacLauchlan	The Scottish Ambulance Service
Gordon MacLeod	The Scottish Fire and Rescue Service
Morag Wallace	Scottish Futures Trust
Alastair Young	Territory Programme Director

The TPB meets on a quarterly basis. The board secretariat is currently provided by Gary Todd from City of Edinburgh Council.

4.3 The Territory Programme Team

The TPB has established a Territory Programme Team comprising a Territory Programme Director and a Territory Programme Manager. This team reports to the TPB and manages the requirements and obligations of the TPB on a day to day basis. The Territory Programme Team also works closely with Participants and Hubco to deliver the objectives set out in this SDP.

The Participants and the Programme Team are supported by SFT who provide independent project assurance for Participants on revenue financed projects through its Key Stage Review process as well as providing valuable support in areas such as asset management and project delivery.

4.4 Hub South East Scotland Ltd

Hub South East Scotland Ltd (Hubco) is the Participants' appointed development partner. Hubco and its supply chain partners work in partnership with Participants to plan, design, build, fund and maintain buildings in the most efficient and effective manner.

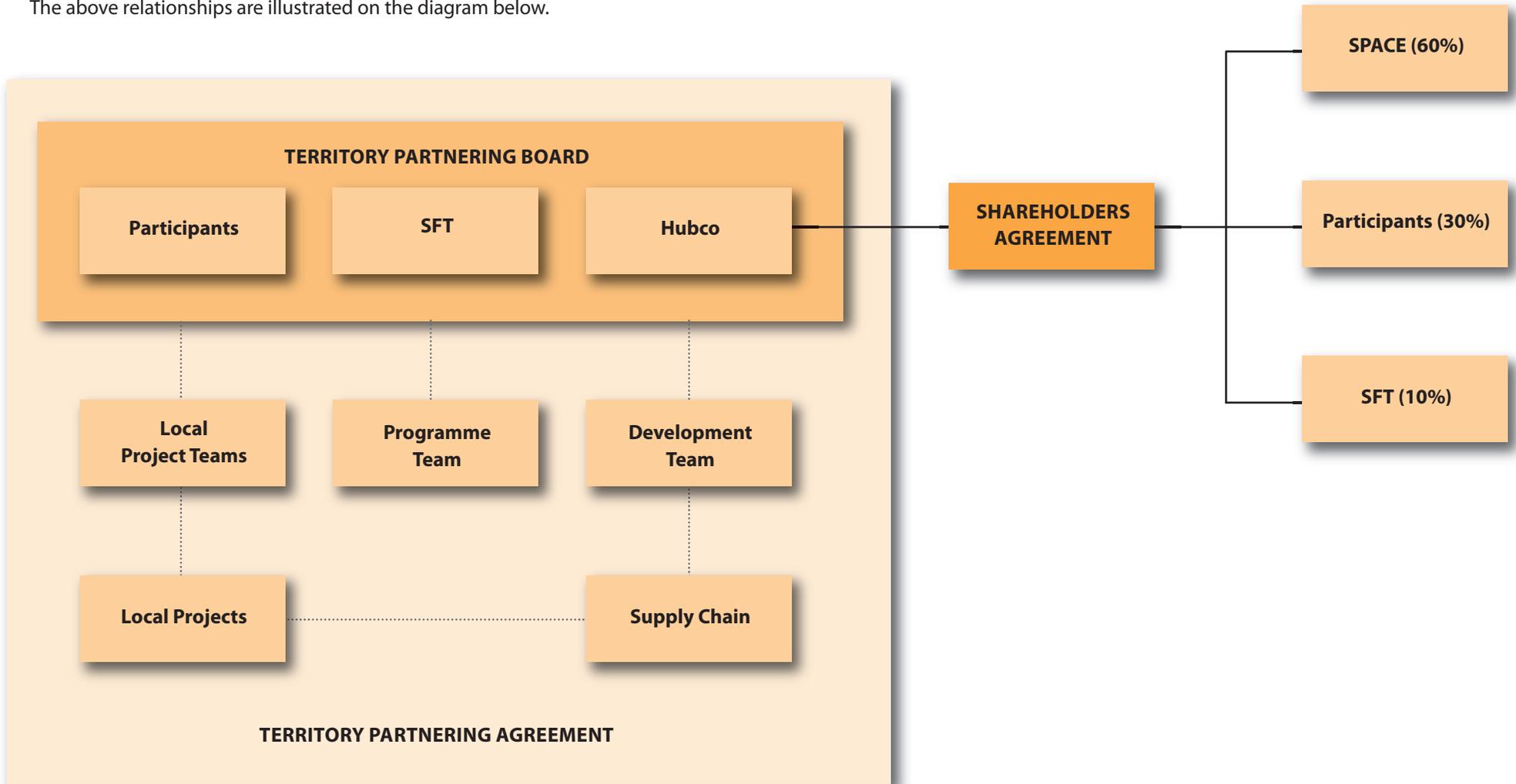
Hubco is a public/private joint venture. 60% of Hubco is owned by the SPACE consortium who successfully bid to become the Participants development partner under the terms of the TPA. SPACE is a consortium comprising Galliford Try Investments Ltd, AECOM and the Fulcrum Infrastructure Group Ltd. The remaining 40% of Hubco is owned by SFT (10%) and the Participants (30%), each having an equal share.

The Participants' representative on the Board of Hubco is Iain Graham of NHS Lothian. SFT's representative is John Hope. Whilst these two public sector directors have a primary duty to promote the success of the company, their role on the board helps to ensure that the objectives of the company are aligned to those of the Participants. This is complemented through the hosting of an annual shareholders forum which affords Participants the opportunity to feed directly into Hubco's board of directors. The Hubco Board meets monthly.

The public / private ownership structure provides a real incentive for both the Participants and Hubco to work in partnership for their mutual benefit.

This ownership structure gives each of the Participants the added opportunity to invest sub-debt in revenue financed DBFM projects delivered via Hubco. This further supports the collaboration and partnership ethos across the Territory.

The above relationships are illustrated on the diagram below.



4.5 Hubco's Partnering Services

The Partnering Services available to Participants from Hubco cover three main components.

1. **On-going Partnering Services** – In general these comprise the day to day activities of Hubco, including working collaboratively with Participants to develop and deliver the SDP, attendance and effective contribution at the TPB, and the establishment, management and on-going review of Hubco's supply chain.

There is no separate payment for the provision of these On-going Partnering Services.

2. **Project Development Partnering Services** – Once a Participant has confirmed that it wishes a Qualifying Project to be delivered via the Hub process, project development then follows four key stages

- The agreement of a New Project Request.
- The development and approval of a Stage 1 submission.
- The development and approval of a Stage 2 submission.
- Contract finalisation and execution.

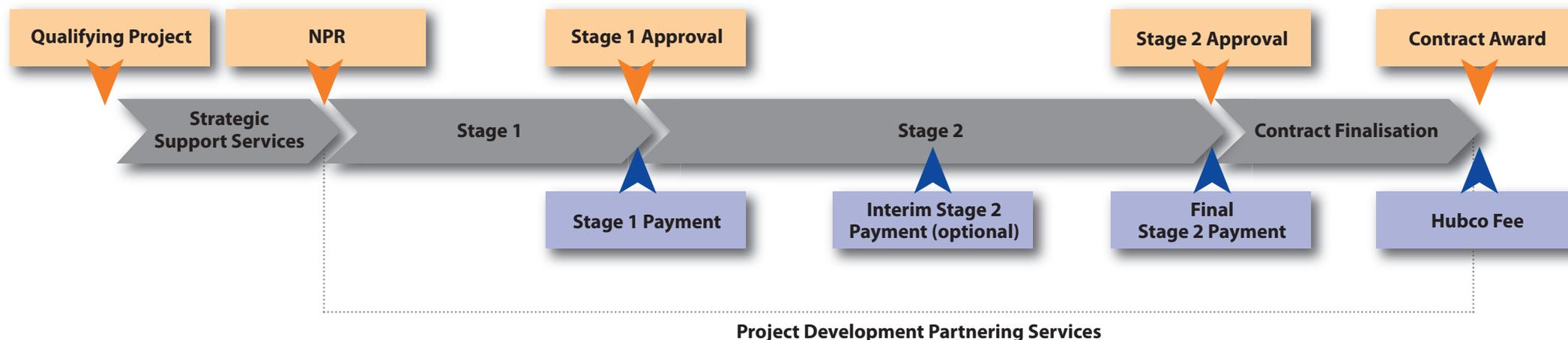
On approval of Stage 1, Hubco is eligible to receive a capped Stage 1 Project Development Fee to cover agreed third party costs.

On approval of Stage 2, Hubco is eligible to receive a capped Stage 2 Project Development Fee to cover agreed third party costs. Participants can elect to make an interim Stage 2 payment when a design equivalent to RIBA Stage E has been concluded.

Hubco does not receive its Project Management Fee until contract execution of the approved project.

3. **Strategic Support Partnering Services** – These are services offered by Hubco that allow Participants independently or in partnership to develop projects and initiatives at a strategic level, therefore de-risking key elements prior to committing financial resources to a Qualifying Project. Hubco can mobilise its supply chain of consultants to provide support in areas such as service planning and estates and asset management. In general, Strategic Support Services are priced on the basis of a predetermined schedule of rates or on a competitively tendered basis if required.

Each of the Partnering Services obligations are set out in detail in Schedule Part 3 of the TPA, which in turn are supported by Hubco's detailed Partnering Services Method Statements in Schedule Part 5 of the TPA.



4.6 Performance Monitoring

4.6.1 Participants' KPI Scorecard

A new feature of the Strategic Delivery Plan 2014 -2018 is the introduction of a Territory Key Performance Indicator (KPI) scorecard.

This scorecard reflects indicators across all three strategic outcomes set out in Section 3 and will be used by the TPB and other stakeholders, to gauge the progress being made on the delivery the commitments set out in the SDP.

The scorecard will also be used to assess areas for improvement or areas which may require additional resources in order to meet objectives and successfully achieve partnership outcomes. Performance against this scorecard will be reported to the TPB on a quarterly basis.

The Participants' adopted Territory KPI scorecard under the three headings of Partnership Working, Collaborative Asset Management and Improved Service Delivery is set out in Appendix 1.

It is important to note that, whilst some of the KPIs in the scorecard are based on the activities of the Participants' development partner (Hubco), this suite of KPIs are separate and standalone from the KPIs in the TPA which are used to monitor the performance of Hubco.

4.6.2 Monitoring Hubco's Performance

The TPA establishes a requirement for Hubco to submit an annual Performance Report which shall include a review of its performance against each of its KPIs along with all relevant supporting data.

Hubco's KPIs cover several aspects of Hubco's performance including:

- Health and Safety;
- Management Systems;
- Programme Management;
- Cost and Value for Money;
- Design and Construction Quality;
- Partnering and Collaboration;
- Community Engagement;
- Community Benefits;
- Sustainability;
- Supply Chain Management; and
- Overall Performance in New Project Delivery and of Strategic Support Partnering Services.

Each of these aspects has several discrete KPIs. Each KPI has a standalone sheet setting out the Specific Measure, the Measurement Methodology, the Testing, Monitoring and Reporting Frequency.

These Hubco KPIs will remain the basis on which Hubco's performance as a delivery partner is assessed on an annual basis. Hubco's on-going performance will also be reported to the TPB on a quarterly basis.

4.6.3 Performance Monitoring & Reporting

The TPB will meet on a quarterly basis. At each quarterly meeting the Programme Director will report progress against the Outcomes, Objectives and Territory KPI Scorecard set out in this SDP. To complement this, the Hubco Chief Executive will report on Hubco's performance during the preceding period.

In addition to the above, The Territory Programme Team and Hubco will prepare a joint Annual Report. The joint Annual Report will cover the reporting period 1 August to 31 July each year. This joint Annual Report will include a summary of the Territory's achievements in the preceding 12 months as well as Hubco's performance in relation to the KPIs set out in the TPA.

Participants and Hubco shall meet in August each year to review Hubco's Performance Report and to consider whether the current suite of KPIs is the most relevant with regard to monitoring Hubco's performance.

The approved Annual Performance Report is a public document and will be made available on the Hubco's website along with this SDP.

4.7 Engagement with Communities and Stakeholders

Engaging with communities in a meaningful, sustainable, and empowering way, is a core value for all Participants. The Local Government in Scotland Act 2003, placed a statutory obligation on every local authority to initiate, facilitate and maintain Community Planning. The Act also places a specific duty on public agency partners (NHS, Police, Fire and Rescue, etc) to participate. Responsive and effective community engagement is a core principle of the Hub programme in the South East Scotland area. Facilitating and improving the level of stakeholder and community engagement in the planning and delivery of Hub projects and the delivery of services by Hubco, is a key aspiration of all Participants.

The TPB is aware of the Scottish Government's intention to introduce new requirements for public agencies to support community empowerment and renewal. The three areas which are proposed for further development include:

- Strengthening participation on the premise that services should be built around and with people and communities – paying attention to their needs, aspirations, capacities and skills.
- Unlocking enterprising community development through communities owning assets, and being able to bring unused and underused assets in their areas back into use. This can, in the right circumstances, be a catalyst for unlocking community empowerment, enterprise and increasing social capital.
- Renewing Communities through addressing vacant or unused properties which can blight areas, create barriers to economic development, and lead to increased social costs for the Territory Participants.

The Hub South East Delivery programme aspires to make a positive contribution to this community engagement agenda.



James Gillespie's High School

5.0 Our Territory Infrastructure Delivery Schedule





Gullane Surgery and Day Centre

5.0 Our Territory Infrastructure Delivery Schedule

This SDP covers the Participants' current plans for the delivery of community infrastructure via the Hub process for the period April 2014 to March 2018.

For a project to be taken through the Hub process it first of all must be determined that it is a Qualifying Project. Unless a project is an NHS Major Capital Project (having a value in excess of £750,000) its status as a Qualifying Project needs to be confirmed in writing by the Participant and approved by the Programme Director.

The current phasing of Qualifying Projects offered by the Participants is set out in the Territory's Infrastructure Delivery Schedule (TIDS) which is included as Appendix 2.

The TIDS Schedule is of critical importance to Hubco and will be used by the company to inform its annual business plan.

To ensure that the TIDS remains current it will be reviewed and updated on at least an annual basis in order to update information on projects, funding commitments and timeframes. Completed or aborted projects can be deleted from the TIDS and new projects added when appropriate.

The Territory Programme Team and Hubco will regularly engage with individual Participants, Government, Community Planning Partnerships and other key stakeholders to ensure that as far as possible the TIDS remains up to date.

Appendix 1 : Participants' Territory KPI Scorecard

KPI Strategic Scorecard

PARTNERSHIP WORKING

Key performance category and indicators	Target
Nominated Board Member (or named depute) attendance at TPB meetings.	100%
An approved up to date joint communication strategy is in place.	Pass/Fail
All communication actions from the previous TPB meeting have been discharged.	Pass/Fail
Conduct at least one shared learning opportunity in between each TPB meeting.	Pass/Fail
Hubco integration/participation with the TPB (the number of annual TPB customer surveys scoring > 70%. - Hubco KPI 6.1)	>75%
Hubco integration/participation with CPPs & Participants, (the number of annual customer surveys scoring > 70%. - Hubco KPI 6.2)	>75%

COLLABORATIVE ASSET MANAGEMENT

Key performance category and indicators	Target
The establishment and maintenance of local development forums that (together) capture all participants' activities.	100%
Number of NPRs (%age over the previous 12 months) that have a significant element of collaboration between Participants.	25% (+5% each yr)
Delivery against agreed programmes in the NPR (number of projects in the previous 12 months where slippage is > 10% of NPR to FC)	<2

IMPROVED SERVICE DELIVERY

Key performance category and indicators	Target
HubCo KPI 4.4 Compliance with VFM proposals (measured as number of compliant Stage 2 pricing reports in the last 12 months).	>80%
HubCo KPI 9.1a Achievement of project specific BREEAM targets.	>95%
Hubco KPI 9.2b Reducing construction waste going to landfill (tonnes/£100k of construction value in the last 12 months)	8t/£100
HubCo KPI 9.3 Achievement of agreed EPC ratings on projects.	100%
Hubco KPI 7.1 Compliance with community engagement activities in agreed communication plans over the last 12 months.	>85%
HubCo KPI 8.1a (1 to 3) Compliance with agreed project specific educational opportunities over the past 12 months	100%
HubCo KPI 8.1b (1 to 12) Compliance with agreed training and recruitment opportunities over the past 12 months.	100%
HubCo KPI 8.2 (1 to 4) Compliance with agreed project specific SME targets over the past 12 months.	100%
The percentage of VFM reports completed within 30 days of contract award over the past 12 months.	100%

Appendix 2 : Territory's Infrastructure Delivery Schedule (TIDS)



Galashiels Transport Interchange

The TIDS identifies infrastructure categories and schemes across each of the five Community Planning Partnership areas located in the South East Scotland Territory. The TIDS has been populated using data and information drawn from capital and asset plans provided by the Participants. Where known, the timing of delivery is outlined, along with, costs, funding sources and funding gaps.

The information contained in the TIDS is also subject to regular review. Through on-going engagement with Participants and other key stakeholders, a refreshed TIDS will be reported to TPB members on a quarterly basis by the Territory Programme Team.

Hub South East Territory - Infrastructure Delivery Schedule (IDS) June 2014

The IDS contains projects which have achieved 'Qualifying Project' status and that have been approved by the Territory Partnering Board (TPB) for delivery under the Hub South East Territory Strategic Delivery Programme. The IDS is subject to regular review by the TPB and any new projects which have achieved 'Qualifying Project' status will be added.

Status	Scheme	Scheme details	Cost estimate (£M afford cap)	Funding Route	Timeframe or delivery
AREA - EDINBURGH COMMUNITY PLANNING PARTNERSHIP					
ID	Muirhouse Partnership Centre	Primary, community health care and local authority neighbourhood services	11.1	R	2015/16
ID	Firrhill Partnership Centre	Primary and community health care	7	R	2015/16
UC	James Gillespie's High School	Replacement Secondary school	34	R	2015/16
ID	CEC Nurseries Phase 1	New Nursery school	4	C	2015/16
ID	Royston Care Home	Older peoples care home	7.5	C	2014/15
ID	Rising Rolls 2	New build stand alone class room blocks to meet projected increase in school intake.	3	C	2014/15
ID	Royal Edinburgh Hospital Phase 1	Major service re-provisioning of acute adult psychiatry and adult disability services	45	R	2015/16
ID	Royal Edinburgh Hospital Phase 2	Major service re-provisioning of acute adult psychiatry and adult disability services	40	Tbc	Tbc
ID	Royal Edinburgh Hospital Phase 3	Major service re-provisioning of acute adult psychiatry and adult disability services	40	Tbc	Tbc
EAST LoTHIAN COMMUNITY PLANNING PARTNERSHIP AREA					
UC	Tranent Health Centre	Health Centre	0.92	C	2014/15
ID	East Lothian Community Hospital	New Hospital and community health services co-location	70	Tbc	2017/18
SCOTTISH BORDERS COMMUNITY PLANNING PARTNERSHIP AREA					
ID	Kelso High School	New school to be situated on a new site.	21.8	R	2016/17
UC	Galashiels Ambulance Station	New Ambulance station	2.16	C	2014/15
ID	Roxburgh Street Health Centre	Primary and community health	1.44	C	2015/16
ID	Galashiels Transport Interchange		5.2	C	2014/15
ID	Duns Primary School	Primary school	6.5	C	2015/16
WEST LoTHIAN COMMUNITY PLANNING PARTNERSHIP AREA					
ID	Blackburn Partnership Centre	Primary, community health care and local authority neighbourhood services	7.6	R	2015/16
ID	West Calder High School Phase 1	Secondary School refurbishment	12	C	2015/16
ID	Rosemount Care Home	Older peoples Care Home	5.94	C	2014/15
MIDLoTHIAN COMMUNITY PLANNING PARTNERSHIP AREA					
ID	Newbattle High School	New Secondary High School	34.8	R	2016/17

Hub Programme Status Key: ID – In Development UC – Under Construction
C – Capital R – Revenue



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