



LEWIS RESIDENTIAL CARE – GOATHILL DEVELOPMENT

Report by CnES Director for Investment Delivery

PURPOSE OF REPORT

To provide the Board with an update on progress associated with the procurement, design, construction and commissioning of the Lewis Residential Care (Goathill Development) project.

COMPETENCE

- 1.1 There are no legal, financial, equalities or other constraints to the recommendations being implemented.

SUMMARY

- 2.1 The project is being delivered as part of the implementation of the review of residential care services and accommodation for Lewis and, with the support of Cùram Is Slàinte nan Eilean Siar (Western Isles Integrated Joint Board (IJB)) and the Hebridean Housing Partnership (HHP), forms a significant element within the Comhairle's Strategic Housing Investment Plan 2017-22.
- 2.2 The development is based on the preferred model of care identified by the IJB and comprises a 52-bed residential care home and a 50-unit extra care facility on a greenfield site at the former Goathill Farm. In addition to the buildings, the development also comprises ancillary facilities such as car parking and bus drop-off areas, courtyard and external garden areas, refuse compound, delivery zones, and works to the existing road infrastructure and access to the site at Perceval Road
- 2.3 The recent successful completion and occupation of the first phase of affordable homes, sited directly adjacent to the care facilities, represents the completion of the first major milestone of the wider development.
- 2.4 Client team meetings continue to be held on a regular basis to work through aspects of design development that require input from the health and social care profession and a programme of site visits involving all levels of associated health and social care personnel is being facilitated by Investment Delivery.
- 2.5 The construction completion date for both the Care Home and Housing with Extra Care is 23 February 2022. No delays to that date are currently being reported through the project management arrangements but given the national situation regarding supply of construction materials as well as challenges around labour supply and transportation, this remains a key risk.
- 2.6 Following the fit-out of furniture, soft furnishings and ICT infrastructure thereafter, the migration of service users and staff is currently scheduled to commence by the end of March 2022. Health and Social Care colleagues are currently developing a detailed transition management plan for service users so that this can be programmed and coordinated in parallel with the fit-out of the new facilities and the decommissioning of existing facilities at Dun Berisay and Dun Eisdean.

RECOMMENDATION

3.1 It is recommended that the Board note the Report

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Dan Macphail, Project Manager, Comhairle an Eilean Siar

Appendix: 1 LRC (Goathill Development) – Progress Photographs (June 2021)

Background Papers: None

BACKGROUND

- 4.1 The project is being delivered as part of the implementation of the review of residential care services and accommodation for Lewis and, with the support of Cùram Is Slàinte nan Eilean Siar (Western Isles Integrated Joint Board (IJB)) and the Hebridean Housing Partnership (HHP), forms a significant element within the Comhairle's Strategic Housing Investment Plan 2017-22.
- 4.2 The social care element of the development is based on the preferred model identified by the IJB and comprises a 52-bed residential care home and a 50-unit extra care facility on a greenfield site at the former Goathill Farm. In addition to the buildings, the development also comprises ancillary facilities such as car parking and bus drop-off areas, courtyard and external garden areas, refuse compound, delivery zones, and works to the existing road infrastructure and access to the site at Perceval Road. The project, a total cost of some £45m, will also deliver 74 affordable homes on land adjacent to the social care development, utilising HHP's preferred house types implemented in other island locations.
- 4.3 The delivery of the construction works is being undertaken in three distinct but overlapping elements:
 - Enabling Works (comprising mass earthworks and construction of roads, footpaths, services ducts and water and wastewater infrastructure by Comhairle nan Eilean Siar/Hebridean Housing Partnership contracting with Wates Group/McLaughlin & Harvey Ltd)
 - Main Works (comprising construction of Care Home and Extra-Care Housing by CnES/HHP contracting with Wates Group/McLaughlin & Harvey Ltd)
 - Affordable Housing (comprising construction of 74 housing units by HHP contracting with O'Mac Construction Ltd)

PROGRESS UPDATE - SUMMARY

- 5.1 Audits of safety management arrangements on the site continue to evidence a positive health and safety culture amongst management, staff and subcontractors. Monthly safety audits continue to be carried out by the Contractor's company Health and Safety advisor, which comprises, in the first instance, an advisory visit and then a full audit two weeks later. The Comhairle's Health & Safety Advisor accompanies the Contractor's Health and Safety advisor as often as is feasible.
- 5.2 The recent successful completion and occupation of the first phase of affordable homes, sited directly adjacent to and opposite the care facilities, represents the completion of the first major milestone of the development. The project is being delivered in the most challenging of circumstances - which are not merely restricted to the operational and commercial challenges posed by the COVID-19 pandemic and Brexit - but over the last 18 months the project team have overcome challenges around adverse weather, the coordination of utilities infrastructure and transportation logistics.
- 5.3 The construction Completion date for both the Care Home and Housing with Extra Care is 23 February 2022. No delays to that date are currently being reported through the project management arrangements but given the national situation regarding supply of construction materials as well as challenges arounds labour supply and transportation, this remains a key risk.
- 5.4 Assuming a completion date of 23 February 2022 is achieved, the Comhairle and Health and Social Care will likely require until the end of March 2022 to undertake the fit-out of furniture, soft furnishings and ICT infrastructure. The current working assumption is that the migration of service users and staff will commence towards the end of March 2022, running into April and subsequent months if necessary.

- 5.5 Health and Social Care colleagues will, in due course, confirm their transition management plan for service users so that this can be programmed and coordinated with the fit-out of the new facilities and the decommissioning of the existing facilities.
- 5.6 Client team meetings continue to be held on a regular basis to work through aspects of design development that require input from the health and social care profession. These include and are not limited to strategies for catering, laundry, waste, warden call alarm, access control and door security, furniture and soft furnishing requirements. In relation to the latter, Investment Delivery and Health and Social Care staff are also liaising with Occupational Therapy colleagues who are providing advice and assistance in relation to specialist furniture such as chairs, beds and mattresses.
- 5.7 Investment Delivery are also currently facilitating a programme of site visits involving all levels of the health and social care workforce directly impacted by the development. The aim is to familiarise staff with the Care Home and Housing with Extra Care building layouts and their facilities. These visits have been well received with positive feedback obtained from all those who have visited site to date. The plan is for these to continue throughout the remainder of the construction process.
- 5.8 The Wates Group and McLaughlin & Harvey Ltd, as main contactors under the Scape Framework, are contractually obliged to deliver socio-economic benefits to local communities. An Employment and Skills Plan (ESP) calculator, based on the contract value, sets out targets across various headings; performance against this is monitored on a regular basis.
- 5.9 Since the pre-construction stage McLaughlin & Harvey's Community Engagement Coordinator has engaged with the Comhairle's Apprenticeship Manager in exploring various initiatives that help meet these targets.
- 5.10 More recently, and arguably the most significant output, has been McLaughlin & Harvey's financial contribution to the newly formed social enterprise Adhartas which the Apprentice Manager hopes will be a legacy of the project. The Comhairle's media release of 31 May 2021 is available using the [link](#).
- 5.11 Although outwith the scope of the ESP, the upgrade of Columbia Place play park should also be recognised as community benefit directly arising from the project. Though the works were required to satisfy a planning condition, the delivery team engaged the local Community Council and with McLaughlin & Harvey's assistance the project team aim to deliver an upgraded facility that goes beyond the original scope whilst also incorporating an item of equipment which the Community Council have themselves selected.



Sinclair Avenue – HHP Housing Development – 1st Phase Complete
(Photo O’Mac Construction Ltd)



Sinclair Avenue – HHP Housing Development – 2nd Phase Under Construction
(Photo O’Mac Construction Ltd)



Taigh Shiphoint Care Home – Under Construction
(Photo McLaughlin & Harvey Ltd)



Bremner Court Housing with Extra Care – Under Construction
(Photo McLaughlin & Harvey Ltd)



General Site – Under Construction
(Photo O'Mac Construction Ltd)



Columbia Place Playpark – Upgrade Substantially Complete