

# North Lanarkshire Council Report

## Education, Children and Families Committee

Does this report require to be approved?  Yes  No

Ref JMcK

Date 03/03/26

## Transforming Places – Town and Community Hub Programme: Six Monthly Update on Progress

**From** James McKinstry, Chief Officer (Assets and Procurement)

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### Executive Summary

This report provides an update of the Town and Community Hub Delivery Programme, highlighting the status of each project.

This information is provided in line with The Plan for North Lanarkshire and the associated Programme of Works.

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### Recommendations

It is recommended that the Education, Children and Families Committee:

- (1) Acknowledge the position of each of the projects in the current Town and Community Hub Delivery Programme

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### The Plan for North Lanarkshire

Priority Support all children and young people to realise their full potential

Ambition statement (24) Review and design services around people, communities, and shared resources

Programme of Work Transforming Places

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## 1. Background

1.1 Policy and Strategy Committee approved the strategy, guiding principles, and prioritisation matrix linked to the Town and Community Hub Programme at the meeting held on 19<sup>th</sup> March 2020.

1.2 Updates regarding this programme are progressed through two strands: activity related to the strategy and the overarching *programme* is progressed via the Policy and

Strategy Committee; and activity related to hub delivery *projects* is progressed via Education, Children and Families Committee.

- 1.3 Projects within the Town and Community Hub programme are delivered in line with the available capital budget assigned to this programme. The Council's capital plan is generally reviewed and updated in five-year cycles. As such, the prioritisation and delivery of projects within the Town and Community Hub Programme are reviewed and aligned each time the wider capital programme is assessed, and funds allocated.
- 1.4 The Town and Community Hub programme must be managed within the funding allocation provided. Therefore, where costs or projects increase, the number of projects which can be delivered may need to be reviewed, or alternatively, where efficiencies can be realised, additional projects may be brought forward.
- 1.5 As with many of the council's strategic programmes of work, the Town and Community Hub programme reports through the Transforming Places Programme Board, consisting mainly of chief officers, who provide governance at officer level on this and other programmes of work. As and when required, decisions or options are and will continue to be reported to the relevant council committees.

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## **2. Report**

### **Town and Community Hubs – Current Delivery Programme**

- 2.1 Appendices 1 and 2 to this report provide details of all projects in the current Town and Community Hub delivery programme.
- 2.2 Appendix 1 provides both a progress summary briefing (appendix 1a) and a programme timeline chart of projects in the scoping stage, procurement, or construction (appendix 1b). Appendix 2 provides details of projects which have been approved but are currently at pre-delivery stage.
- 2.3 Each project under construction will have an agreed set of key performance targets with a number of these providing added benefits to our communities. Appendix 3 provides an update of community benefit achievements across both Hub construction projects and DBFM facilities.
- 2.4 Whilst each project has its own unique characteristics, Appendix 4 to this report provides an indication of some of the important milestones in delivery of a new hub facility. As projects develop, indicative dates for delivery milestones can be communicated. This will be subject to continuous review and reported in future updates to Education, Children and Families Committee as required.

### **Shared Ambition – Integrated Community hubs/campuses**

- 2.5 In March 2020, at the Policy and Strategy Committee, members approved the 'One Place – One Plan' report including recommendations linked to the Town and Community Hub Programme.
- 2.6 Specifically, members approved two key aspects:
  - 2.6.1 That a set of guiding principles be adopted and used to further develop the design proposals for Town and Community Hubs; and

- 2.6.2 That a prioritisation matrix to be used as the methodology to determine the priority order for Town and Community Hubs development.

## **Guiding Principles**

- 2.7 The guiding principles adopted to inform this programme are designed to ensure each project delivers facilities through which new ways of working can be promoted. These guiding principles primarily address the planning and build aspect of this programme (i.e. the zones that will be provided). The operating model, developed by colleagues in Education and Families, guide and promote the added value through co-location of services and multi-use of facilities within each hub delivered.

- 2.8 The six approved guiding principles are included in all updates to committee to ensure that committee members can assess the projects are being developed in line with these principles. The six principles are:

2.8.1 Principle One: Inclusive, universal provision

A community hub must serve the whole community and offer universal provision of services as default position. Where more targeted service provision is required, this should be delivered in such a way as to avoid stigma of accessing these services which may otherwise reduce uptake.

2.8.2 Principle Two: Sense of community ownership

A community hub is a community asset which serves the local community of that area. Central to the community hub model in North Lanarkshire is the learning and teaching facilities offered. However, the wider community must perceive the asset to be a whole community asset.

2.8.3 Principle Three: Maximum availability and usage

Community hubs will be accessible from early in the morning until late in the evening and all spaces within the community hubs should afford multi-functional use for the whole community. Facilities should only be provided where it can be demonstrated that they would be used both through the day and in the evening – no facilities should be provided where they are only for use in the evening.

2.8.4 Principle Four: Designed with rather than for the community

Options of proposals should be provided to local communities for discussions as early as possible to ensure community ownership of the proposed facilities.

2.8.5 Principle Five: Tailored, bespoke, representative

Each community hub has the option to be unique to ensure it meets the specific requirements of the community which it will serve. The design of the building should provide the community with a sense of pride in the community asset that has been created.

2.8.6 Principle Six: Maximise the services on offer

Public services available within the community hub should complement rather than compete with other public and third sector services which serve the same local community.

## **Prioritisation Matrix**

- 2.9 Following approval at the Policy and Strategy meeting in March 2020, work on the prioritisation matrix was progressed. This work includes determining how each individual project can be scored, and therefore compared, to other potential projects. A further update was provided to Policy and Strategy Committee in September 2021 within “The Place, The Vision – Update”. Specifically, the list of schools which will be focus for initial feasibility, was outlined within Appendix Three, within the September 2021 update to Policy and Strategy.
- 2.10 This list was compiled with an initial focus on the highest weighing factor in the matrix – that of ‘socio-economic and wellbeing’. Two assessments were made against each pre-1996 catchment area: deprivation (using SIMD) and population density (using SAPE). Further information on this process was outlined in section 2.15 of the report presented to Policy and Strategy on 30<sup>th</sup> September 2021.
- 2.11 The current capital programme was reset in April 2024 and now covers the period 2024 to 2029.

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### **3. Measures of success**

- 3.1 Delivery of projects in line with the guiding principles linked to this programme of work, which in turn are designed to deliver against the strategic priorities within The Plan for North Lanarkshire.

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### **4. Supporting documentation**

Appendix 1a: Hub Delivery Programme – Current Delivery Programme.  
Appendix 1b: Hub Delivery Programme – Programme Timeline Chart.  
Appendix 2: Hub Delivery Programme – Phase 3 Pre Delivery Projects.  
Appendix 3: Hub Delivery Programme – Community Benefits Programme Outputs.  
Appendix 4: Hub Delivery Programme – Programme Timeline Chart.



**James McKinstry**  
**Chief Officer (Assets and Procurement)**

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## 5. Impacts

<b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b> Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?  If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a> Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>5.2 Financial impact</b> Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?  Significant inflationary pressures and other external factors continue to have an impact on this programme and other capital budgets across the council – these have been subject to separate reporting to Policy and Strategy Committee.
<b>5.3 HR policy impact</b> Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
<b>5.4 Legal impact</b> Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
<b>5.5 Data protection impact</b> Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a> Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>5.6 Technology / Digital impact</b>

Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?

Yes  No

If Yes, please provide a brief summary of the impact?

All new assets (New builds) have data connection requirements – these are part of the overall process and involve relevant stakeholders including the digital teams, to ensure infrastructure such as data connections/Wi-Fi etc., are planned as part of the build process.

Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?

Yes  No

**5.7 Environmental / Carbon impact**

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes  No

If Yes, please provide a brief summary of the impact?

The environmental and carbon impact on any given project is assessed as part of the project from the outset – with a determination to reduce carbon footprint as much as possible within each project delivered.

**5.8 Communications impact**

Does the report contain any information that has an impact on the council's communications activities?

Yes  No

If Yes, please provide a brief summary of the impact?

**5.9 Risk impact**

Is there a risk impact?

Yes  No

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

**5.10 Armed Forces Covenant Duty**

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes  No

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

**5.11 Children's rights and wellbeing impact**

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes  No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

(Article 2) The right to an education is embedded in statute and the council applies these rights without discrimination

(Article 3) The best interests of the child is a primary consideration and pupils are involved in the design process for any new hub linked to their existing school.

(Article 5) Parents and carers are involved in the design process for any new hub linked to their child and their existing school.

(Article 6) The child's wellbeing under GIRFEC is a consistent framework and shared language that promotes supports and safeguards the wellbeing of our children and young people.

(Articles 12, 13) The design process for any new Town or Community Hub includes numerous engagement sessions with the children and parents to ensure the views of the child are considered.

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes  No

*An assessment has not been carried out as this report is only to update on the Hub programme. No policies or procedures have been changed which affect these Rights.*

**Appendix 1 Hub delivery programme – Current delivery programme**  
**Appendix 1a: Progress Summary**

**Updated: January 2026**

<b>Project</b>	<b>Contract Stage</b>	<b>Contract Value</b>	<b>Contract Construction Programme dates</b>	<b>Key Activities in period / planned next</b>
St Kevin's Community Hub Coatbridge	Construction (Tier 1 contractor - Kier Construction).	£17,554,197	Target handover of new facility Q2 2026	Hub South West has recently informed the council that because of a critical path delay to the water utility connection, there will be a knock-on delay to the overall handover of the new facility. HubSW is advising that the revised handover date will likely now be April 2026. The council is awaiting an updated programme from HubSW setting out the revised programme of works.
Orbiston Community Hub Bellshill	Construction phase (Tier 1 contractor Morgan Sindall Construction)	£43,073,869	Phase 1 Completion October 2025. Target phase 2 completion date Q4 2026.	Phase 1, which includes new Community Hub building and All-Weather Sports Pitch was completed and fully operational in October 2025.  Phase 2 works have commenced in the period which includes the demolition of the existing Lawmuir and Sacred Heart Primary Schools, construction of the main car park and completion of the landscaped areas. The temporary car park on Babylon Road will be removed on completion of the phase two works. HubSW are reporting that the project is currently on programme.
St Stephen's Community Hub Coatbridge	Construction phase (Tier 1 contractor Morrison Construction)	£34,226,361	Target handover of new community hub Q4 2026	Main Construction activities south of the existing school are progressing well. Works in the last period include but not limited to; Steel frame, roof, external brickwork and internal partitions. HubSW are reporting that the project is currently on programme.
Chryston High School Extension Northern Corridor	Construction phase (Tier 1 contractor BAM Construction)	£39,029,360	Target Phase 6 (New Extension) completion date Q4 2026	Following replacement of the playing surface, the existing 11-a-side All Weather Sports Pitch (AWSP) is now fully operational for both school and community use.

Project	Contract Stage	Contract Value	Contract Construction Programme dates	Key Activities in period / planned next
			Overall target completion Q4 2027	<p><u>Phase 6 – New Extension</u></p> <p>Works are well under way with the retaining walls and steel frame complete. Roof, external brickwork and internal partitions works have commenced and in the next period, first fix Mechanical &amp; Electrical works will get underway.</p> <p>Internal phased refurbishment works are ongoing. During summer 2026, the contractors will break through into the existing school to connect the new extension.</p> <p><i>It should be noted that this project consists of 13 phases of work which will continue until Q4 2027. Phase 6 is the main extension and LEIP funded element of the overall programme or works.</i></p> <p>HubSW are reporting that the project overall is currently on programme.</p>
Gartcosh Community Hub Northern Corridor	Construction phase (Tier 1 contractor BAM Construction)	£33,273,302	Target handover Q3 2026	<p>Construction works are progressing well; roof works are nearing completion. Brickwork, secondary steel framing system, partitions, M+E and window installation are all underway.</p> <p>Works to form the Main Entrance to the site will commence in the coming weeks. Residents have been informed of the potential disruption to Woodneuk Avenue during the course of the works.</p> <p>HubSW are reporting that the project is currently on programme.</p>

Appendix 1 Hub Delivery Programme – Current Delivery Programme: **Appendix 1b:** Programme Timeline Chart – January 2026

Appendix 1 Hub Delivery Programme – Current Delivery Programme Appendix 1b: Programme Timeline Chart	Updated January 2026								
Infrastructure Delivery Programme and Projects	2025			2026					
	Jul-Aug	Sep/Oct	Nov/Dec	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep/Oct	Nov/Dec
<b>Hub Delivery Investment Programme</b>									
<b>Orbiston Community Hub</b>									
Phase 1 handover (Community hub/all weather pitch) - handover October 2025		Oct-25							
Phase 2 handover (main car park/residual landscaping works/demolition of existing facilities) - notional handover date December 2026									Dec-26
<b>St Kevins Community Hub</b>									
Handover - revised handover date April 2026					Apr-26				
<b>St Stephens Community Hub</b>									
Phase 1 handover - Notional Handover date Q4 2026 (Community hub/play areas to the East of the site).								Oct-26	
Phase 2 handover - Notional Handover date Q2 2027 (remaining hard and soft landscaping)									
<b>Chryston High School extension</b>									
Handover phase 6 (new build extension) - Notional handover date Q4 2026									Nov-26
Overall handover (reconfigure existing accomodation) - Notional handover date Q4 2027									
<b>Gartcosh Community Hub</b>									
Handover - notional handover date September 2026								Sep-26	

## Appendix 2: Hub Delivery Programme: Pre-delivery projects

Project Description	Status
Glenboig Community Hub	<p>The statutory education consultation for this project was approved in May 2025.</p> <p>A feasibility study was concluded towards the end of 2025 and discussions are ongoing at officer level around the impact and cost implications, with a view to finalising a budget for this project.</p> <p>The project has been working through procurement stage, which is progressing well. The procurement for this project is likely to be different than for previous projects and will potentially include works which will 'unlock' the site for both the new hub and housing requirements at the site.</p>
Ravenscraig Community Hub: Incorporating two new primary schools within Ravenscraig (Motherwell)	<p>Following the reports and discussions in Policy and Strategy Committee in December 2024, officers reviewed the up to date known housing information linked to this strategic area of land. This information then informed an options appraisal exercise, which was concluded during 2025.</p> <p>The outcome of this options appraisal, at the subsequent proposals and strategy linked to this project will be presented to Policy and Strategy Committee in the first half of 2026.</p>
Abronhill Community Hub	<p>The update for the Abronhill Community Hub is consistent with the previous update:</p> <p>Revised specifications and requirements are being analysed due to the withdrawal of NHS Lanarkshire from this proposal.</p> <p>The site remains the preferred site to deliver this hub. Procurement, design, and costs are currently being assessed.</p> <p>It is expected that, once the procurement of the Glenboig Community Hub is in place, work can turn to the procurement for this hub. Glenboig is the priority due to capacity pressures, but Abronhill Community Hub will follow on as soon as people resources are available.</p>

**NORTH LANARKSHIRE COUNCIL - HUB DELIVERY TEAM**  
**Scottish Futures Trust (SFT) Themes, Outcomes, and Measures (TOMs)**  
**COMMUNITY BENEFIT TRACKER**  
**DETAILS AS AT: January 2026**

**APPENDIX 3**

**Please note that the following SFT TOMs relate to the following projects:  
 Orbiston, St Kevin’s, St Stephen’s, Gartcosh and Chryston High School  
 Extension. Reporting by exception:**

<b>TOMs DESCRIPTION</b>	<b>CONTRACTED COMMITMENT</b>	<b>ACHIEVED TO DATE</b>
NO. OF LOCAL PEOPLE (FTE) ON CONTRACT FOR ONE YEAR OR THE WHOLE DURATION OF THE CONTRACT, WHICHEVER IS SHORTER, EMPLOYED THROUGH THE SUPPLY CHAIN AS A RESULT OF YOUR PROCUREMENT REQUIREMENTS.	<b>54</b>	<b>83.425</b>
LOCAL JOBS ADVERTISED	<b>24</b>	<b>39</b>
NO. OF HOURS DEDICATED TO SUPPORT YOUNG PEOPLE INTO WORK (E.G. CV ADVICE, MOCK INTERVIEWS, CATEERS GUIDANCE UNDER 20 y.o.)	<b>975hrs</b>	<b>1,351hrs</b>
MEANINGFUL WORK PLACEMENTS THAT PAY LIVING WAGE; 6 WEEKS OR MORE (INTERNSHIPS, PAID)	<b>84wks</b>	<b>151wks</b>
NO. OF STAFF HOURS SPENT ON LOCAL SCHOOL AND COLLEGE VISITS E.G. DELIVERING CAREERS TALKS, CURRICULUM SUPPORT, LITERACY SUPPORT, SAFETY TALKS, INTRODUCTION TO THE CONSTRUCTION INDUSTRY	<b>600hrs</b>	<b>446hrs</b>
NO. OF APPRENTICESHIPS (NO. OF WEEKS) CREATED ON CONTRACT THAT HAVE EITHER BEEN COMPLETED DURING THE YEAR, OR THAT WILL BE SUPPORTED BY THE ORGANISATION TO COMPLETION	<b>2,070wks</b>	<b>1,809wks</b>
NO. OF EMPLOYEES ON THE CONTRACT THAT HAVE BEEN PROVIDED ACCESS FOR AT LEAST 12 MONTHS TO MULTIDIMENSIONAL WELLBEING PROGRAMMES.	<b>70</b>	<b>114</b>
DONATIONS OR IN-KIND CONTRIBUTIONS TO LOCAL COMMUNITY PROJECTS (£ & MATERIALS)	<b>£26,500</b>	<b>£22,343</b>

**If you would like more detailed information on any of the projects, please contact Pamela Ross (email address: [RossP@northlan.gov.uk](mailto:RossP@northlan.gov.uk))**

Full report available on request

**Highlights in the last period:**

- **Kier S2/3 Girls into Construction** – Following the success of last year’s programme. S2 girls from Coatbridge and St Ambrose High Schools; total of 30nr pupils are given an insight into construction and the key stages/roles involved in a construction project from pre-construction through to construction. The aim is to inform and inspire the pupils to consider careers within the construction industry and help them make informed subject choices. The

girls attend sessions including site visits and practical activities and then they will be tasked to present at the end of the programme about what they learned/took from the experience.

We are in discussions with Morrison Construction in developing a programme with students from St Andrew's High School.

- **TIGERS Training/Morgan Sindall Joint Venture** – Since the first intake for the pre-apprenticeship programme in January 2023 TIGERS have worked with 71 young people leading to 41 being employed through the TIGERS/Morgan Sindall shared apprenticeship programme and a further 15 gaining direct employment. The shared apprenticeship programme continues to be a great success, and apprentices are currently working at Gartcosh and St Kevin's and St Stephen's sites, and future placements at Chryston High School Extension are under discussion.
- **Morrison Construction's Apprenticeships** – Various apprenticeship opportunities were presented to St Andrew's High School's S4 assembly, further meeting arranged for January 2026 to plan the construction programmes including girls into construction.

#### Appendix 4

#### GUIDELINES ON TIMESCALES FOR PROJECT DEVELOPMENT AND CONSTRUCTION FOR NEW BUILD HUB PROJECTS INVOLVING SCHOOLS

Core Project (New Build)	Overall Timeline	Committee Approval Stages	
	Procurement to Occupation	Project Development	Construction Start / Duration
Community Hub incorporating a single primary school - Two stream (Up to 434 pupils)	2.25 years*	12 months*	15 months
Community Hub incorporating a single primary - Three stream (435-651 pupils)	2.75 years*	15 months*	18 months
Community Hub incorporating a High School	3.4 years*	18 months *	22 months
Community Hub incorporating more than one primary school. This scenario usually includes either two schools, or school/s and community facilities.	3.2 years*	18 months *	20 months
Town Hub/Community Hub incorporating more than one education sector. This scenario may include: High school; primary school(s); early years; ASN; community; partnership; sport and leisure zones; etc. Town hubs with more elements/zones will be require more time at 'project development' stage and may require more time at 'construction stage' dependant on complexity of project.	At least 3.7 years*	At least 20 months *	At least 24 months

### **Overall Timeline - Procurement to Occupation**

The timeline for the Delivery Programme starts from all committee approvals being in place, a site in council title and a project being approved for progression through appropriate governance processes (such as Hub Deliver Board).

### **Project Development**

This Delivery Project Development process includes the procurement to appoint the contractor and their external design team; the technical site surveys to allow design to commence; Stage 1 concept design development, 12 weeks statutory pre planning consultation; Stage 2 detailed design and work package tender preparation; 5 months statutory full planning approval, tendering to external supply chain for all construction activity; Pricing and Contract negotiation, committee approval for the final price and execution of the construction contract.

\* With the delivery of Town and Community Hubs – due to the specific nature of each project and the expected engagement with local communities, an intelligent brief will be developed for each project. This may be because of the complexity of the site; multiple service users within a shared campus environment; Carbon reductions strategies; constructions phasing risks to existing users; etc. This added element inevitably adds time to the process but will ensure alignment with the Town and Community Hub guiding principles. The project development timescales outlined in the table above, may therefore be extended.

### **Construction Duration**

The start of construction requires committee approval to agree a contract is to be entered into as this constitutes approx 95% of the total funding. This depends on size of building, the extent of site abnormalities and their remediation and any construction phasing. Construction will be longer if new school/s being built on a site of an existing school that will remain in operation and requires to be demolished in order to complete all of the new development. The indicative average timeline reflects the first phase of construction which is normally that the new building is first to be built for occupation.