

Our Ref: AK/JW

9 June 2017

Dear Mr Dornan

RE: REQUEST FOR INFORMATION FROM THE EDUCATION AND SKILLS COMMITTEE

Further to your letter of 15 May to our Chief Executive enquiring into the Council's response following the issues identified in Edinburgh Schools. The Council continue to assess and review our arrangements following the recommendations however in relation to your questions I would confirm:

Inspection and remedial work of the current estate since January 2016

Following the initial identification of the issues in Edinburgh and in conjunction with information collated through SFT we undertook a review of a number of aspects of our estate. This included risk assessing:

- 38 building projects completed since 2005
- Identification that no projects had been completed by Miller Construction
- A focus on 4 campuses opened under the Council's PPP Project in 2007/08
- A focus on 14 projects where large areas of Cavity masonry exist
- A focus on 5 projects that identified issues arising during or post construction

This included visual inspections of all locations identified above, a review of construction records including site inspection records and photographs plus an analysis of maintenance, repair and fault records since construction. The review did not identify any specific concerns that would lead the Council to undertake any further intrusive surveys as part of this investigation or required any significant repair.

We continue to undertake inspections and investigations of the building fabric and structure of our estate and are further refining our approach to include greater focus on programming regular, detailed and intrusive inspection of these aspects of our buildings. This is being incorporated into our current robust procedures for statutory inspections that currently include Asbestos, Legionella, Gas and Electrical Safety.

Also as part of the Council's current 10 year £500m Capital Programme, the Council has invested a significant capital value into replacing and refurbishing the build environment to address long term deterioration of the estate. This will, over the next 3 years, include the improvement of the three schools that remain below a B condition. The investment has included work to address deterioration of brickwork and structural concrete in buildings 40-50 years old; investigating and repairing masonry on A-listed Victorian sandstone buildings; and addressing core structural components including roof replacement. The impact of this work has been minimised as in the main work has been undertaken during normal operational activity with

appropriate segregation and health and safety controls. A decision was taken to decant one school from a sandstone building that was being extended and refurbished to allow further remedial work to be completed to mitigate any potential risk to pupils.

Quality Assurance Practices

The Council's £500m capital programme includes a wide range of projects from new build and refurbished education establishments, community facilities, industrial units and housing. In managing this programme there are well established and effective project management practices which includes quality assurance.

All projects operate project management principles with relevant project teams and project boards; documented risk registers and effective contract administration and reporting protocols based on RIBA project stages. We believe that this ensures the effective management of projects from design development, through procurement and construction to handover although have considered the specific lessons from the Cole report.

In relation to construction quality assurance, the Council had already recognised the value of the Clerk of Works role and has ensured this has been provided within the project management arrangements. We have used this role in all contract types, including the addition of this over and above the contract requirements in our PPP project and the current DBFM Hub project. As part of the response to the Construction Procurement Review Action Plan the Council had already began the recruitment of additional procurement and legal staff to support construction procurement and these posts were filled in 2016 which has provided further strengthening of our assurance through tendering and contract management.

Our experience to date across PPP, DBFM and our own direct procurement routes although requiring different solutions has remained in the main positive. We continue to ensure additional quality assurance and independent inspections are included in every programme, as well as establishing positive working relationships with contractors, consultant professionals and advisors. We have also prioritised internally that project teams have included a range of professional expertise including our own construction and project professionals, health and safety, legal, insurance, procurement as well as education and user representation. This approach, we believe, already addresses the key recommendation around retaining an 'intelligent customer' and has resulted in robust challenge/compare/contrast approach to maintain the Council's interest.

Clearly there are a significant number of recommendations and hopefully the above provides a summary of the key issues identified in relation to the questions asked however please contact me if you require any further information.

Yours sincerely

ANDREW KENNEDY
Head of Facilities and Property Management