Finance and Resources Committee

10.00am, Thursday, 10 November 2022

Asset Management Works Programme- 2021/22 Update

Executive/routine	**Executive**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 It is recommended that Finance and Resource Committee:

1.1.1 Notes that despite the continuing impacts of COVID-19, the five-year Asset Management Works (AMW) Programme remains on schedule;

1.1.2 Notes the continuing positive impact of the programme by improving the asset condition of the operational assets and the associated benefits they bring to the stakeholders such as better building environments for users;

1.1.3 Notes the actual 2021/22 spend is £23.236m, which represents 114% of the 2021/22 budget;

1.1.4 Notes the overall programme capital spend is ahead of schedule. Up to the end of March 2022, with 80% of the programme time expended, the total AMW Programme spend is at 91.5%; and

1.1.5 Notes the AMW Programme has been identified as the future delivery route for future 'EnerPHit Tranche 1' programme of buildings retrofit works, as approved by the Policy and Sustainability Committee on 30 August 2022.

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Report

Asset Management Works Programme – 2021/22 Update

2. Executive Summary

2.1 In January 2018, a new five-year programme, the Asset Management Works (AMW) Programme was approved to upgrade operational property condition. This programme was designed to first stabilise, and then upgrade the condition of, the Council's operational estate to a safe and satisfactory condition and to address the backlog of maintenance issues.

2.2 This report provides an update on the progress of the AMW Programme having completed four full years of delivery. It provides details of the AMW Programme works completed in 2021/22; their positive impact on the condition of the Council's operational estate; the impacts of COVID-19 on programme delivery; and explains how the programme will evolve in its final year of delivery and beyond to meet the Council's sustainability and Net Zero objectives while continuing to upgrade and maintain the operational estate to a satisfactory condition.

3. Background

3.1 The Council's operational estate has grown organically over the years and is diverse, with assets of different functions, age, design and condition. The volume of buildings, coupled with a legacy of underinvestment, has resulted in a complex portfolio of buildings in varying conditions. Pre-2018, the historical programmes could only address priority issues due to budget limitations.

3.2 Until 2017/18 there had been a lack of detailed accurate management information on the condition of the Council's operational buildings which is needed to determine the capital investment to bring them to a safe, dry, legal and operable condition.

3.3 To improve the management information and forward planning capability, a comprehensive condition survey of the Council's entire operational estate was commissioned and completed in 2017. The outcome of that process was the detail required that resulted in the approval of a budget of £193m over five years to address the Council's operational buildings asset condition issues; to deliver the AMW Programme (capital); and to implement a new planned preventative maintenance (PPM) programme (revenue).

3.4 The AMW Programme was formally approved in January 2018 with a five-year capital budget totalling £118.9m to identify, plan, commission and deliver the works.

3.5 Against the backdrop of the original AMW Programme, there is now the Council's sustainability drive towards a Net Zero target by 2030. This Net Zero target will have a significant impact on the strategic direction of the AMW Programme and the Council's operational buildings portfolio in general.

3.6 There are 569 existing Council operational buildings accounting for an estimated 63% of the Council's total emissions. How the Council chooses to retrofit its operational buildings will have a direct impact on each building's operational carbon footprint and their contribution to the Council's Net Zero target.

4. Main report

4.1 The five-year AMW Programme commenced in 2018/19 with objectives:

4.1.1 To stabilise asset condition and ensure safe, legal and dry assets and to 'catch up' on the backlog of historic maintenance works to improve the risk profile for the operational estate; and

4.1.2 To upgrade and improve the asset condition rating and building user environment of the operational estate.

4.2 The AMW Programme is now in the final year of the original five-year period. The benefits so far have been positive with the programme's completed projects having significant beneficial impacts in improving asset condition and resilience and enhancing the user environment for the operational estate. The improved condition of buildings also reduces the ongoing requirement for repairs and maintenance. While this will not automatically result in an overall reduction in the repairs and maintenance revenue costs because of the ongoing increase in the size of the estate, some further analysis will be carried out on this issue at the end of the five year programme to provide an indication of revenue costs which have been averted due to the capital investment.

Asset Condition Ratings and Prioritisation of Capital Investment

4.3 One of the key measures of success of the AMW Programme, and the achievement of its intended objectives, is the impact of the programme on the operational estate's asset condition.

4.4 The Council uses 'Asset Condition Ratings' on a scale of condition A to D to assess and classify the condition of the operational assets. These ratings align with the Scottish Government's recommended condition classification methodology 'Core Facts' that was devised for the education estate. The definitions for each of the condition ratings are described in Figure 1.

Condition Rating Classification and Condition Scoring	Condition Definition
A (>85 – 100)	Good- performing well and operating efficiently

B (>60; ≤85)	Satisfactory- performing adequately but showing minor deterioration
C (≥40; ≤60)	Poor- showing major defects and/or not operating adequately
D (<40)	Bad- economic life expired and/or risk of failure

Figure 1- Asset Condition Ratings Classification and Definition

4.5 The asset condition ratings are used as part of a risk-based approach for future capital planning and investment decision-making. Capital investment is targeted at those buildings/properties with the lowest condition scoring and which present the highest risk to the Council in terms of asset failure.

4.6 The first buildings targeted for capital interventions in the programme were principally the Education estate with a condition C (poor) and condition D (bad) rating. In 2021/22, the focus of the programme has changed to be more pre-emptive to ensure that the low scoring condition B buildings do not drop to condition C or worse. Currently, there are still buildings which are classified as 'operational' and which are in either condition C or D. These are mainly located within the depots estate with their future being determined by the wider Depots Strategy. There are also a number of community centres for which their future will be dependent on the wider Community Centre Strategy.

4.7 The AMW Programme will align closely with the Council's future Operational Buildings Rationalisation Strategy. The programme does not prioritise buildings which could be rationalised, and which could be declared surplus to the Council's operational requirements.

4.8 In 2021/22, a classification exercise was completed to review all the previously reported 600+ operational buildings in the Council. It was found that many of the previously reported operational buildings were in fact small structures and sheds which could be re-classified as part of a building's external ground structures rather than buildings. Consequently, the number of Council operational buildings has been re-calibrated to 569 buildings.

4.9 The condition ratings for the 569 buildings (inclusive of PPP/DBFM properties) is summarised in Figure 2 (position to the end of March 2022):

- Condition A (good) - 213 buildings or 37.4%
- Condition B (satisfactory) - 293 buildings or 51.5%
- Condition C (poor) - 57 buildings or 10%
- Condition D (bad) - six buildings or 1.1%

4.10 Of the 569 buildings, 534 are maintained by the Council and 35 buildings are maintained by third parties under the Council's PPP and DBFM contracts.

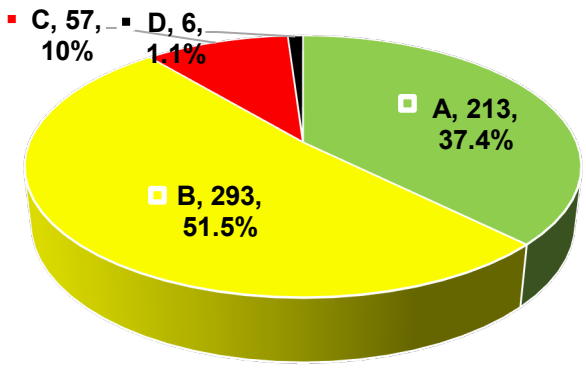


Figure 2- Asset Condition Ratings Split for the Council's operational buildings/properties

4.11 In addition, there are 48 operational buildings which are run by Edinburgh Leisure (EL). The service delivery and day to day maintenance of those buildings are the responsibility of EL, however, the terms of lease allow them to seek contributions from the Council for major capital upgrades.

4.12 Provision has been made within the AMW Programme to cover this obligation and a summary of the EL properties, which had refurbishment works carried out in 2021/22 with capital contributions from the Council, are included in Appendix 1.

4.13 The AMW Programme includes generic upgrade and improvement works across the operational estate such as fire services upgrade works, water upgrade works, energy management upgrades and structural improvement works.

4.14 Now in its fifth and final year of delivery, the programme has delivered significant condition improvements. In 2021/22, there has been an increase in number of 'condition A - Good' rated buildings compared to 2020/21 but the numbers of 'condition B - Satisfactory' rated buildings have reduced. There has been a marginal increase in the number of 'condition C - Poor' buildings with no change in the number of 'condition D - Bad' buildings as illustrated in Figure 3.

	2019/20 Percentage Makeup for CEC Operational Buildings	2020/21 Percentage Makeup for CEC Operational Buildings	2021/22 Percentage Makeup for CEC Operational Buildings	% Difference between 2021/22 and 2020/21
Condition A (Good)	21%	23.5%	37.4%	+13.9%
Condition B (Satisfactory)	67.6%	66.6%	51.5%	-15.1%
Condition C (Poor)	11.1%	8.8%	10%	+1.2%
Condition D (Bad)	0.3%	1.1%	1.1%	No change

Figure 3- Comparison Table of Operational Properties Condition Ratings in 2021/22 and 2020/21

4.15 Currently there are only six remaining buildings which are classified as condition D. All are depot buildings.

4.16 The main reason for some of these buildings still being in condition D is that many of these buildings continue to be 'Under Review'. Until such time that the reviews are complete, and their long-term future decided, these buildings would not be

included in the AMW Programme. Instead, minimum 'wind and watertight' works will be carried out to ensure that they are, as a minimum, safe for occupation. These works are undertaken as FM maintenance works rather than works under the AMW Programme.

4.17 In addition to the current Council operational buildings which are in condition D, there are other Council buildings which are non-operational i.e. they are no longer open nor provide a service to the public, though they are still owned by the Council. Many of these buildings are also in the 'under review' category while some are planned to be demolished. Again, for this group of buildings, there are no plans to invest in them although statutory compliance checks continue to be carried out by the Council's FM team.

2021/22 AMW Programme Update and the impact of COVID-19

4.18 Compared to the year before, there was less COVID-19 related challenges on the programme in 2021/22 but some impacts remain. There have been fewer periods of enforced lockdowns in 2021/22, working hours are closer to pre-COVID levels and physical distancing restrictions have been lifted. As a result, 20 individual AMW projects were completed in 2021/22, a list of which is summarised in Appendix 2.

4.19 Compared with the works in previous years of the programme, while the focus of the 2021/22 works is still very much on upgrading primary schools, extensive works were also carried out to other types of operational buildings. The type of works are varied and tailored for each building based on its condition. Works carried out in 2021/22 range from external fabric enhancement works, such as roof and curtain wall/windows upgrades; mechanical and electrical improvements; internal fabric enhancements and toilet upgrades. A selection of photographs from some of the 2021/2022 ongoing and/or completed projects illustrating these upgrades can be found in Appendix 4.

4.20 Like previous years, the volume and scale of the programme require significant interventions to the building fabric and services. It has not been possible to restrict this scale of works to the school holidays for the education estate and the work programme has continued over term time.

4.21 For the larger scale school projects, the programme can run over a two-year period or longer. However, the AMW delivery teams have been and will continue to coordinate and work closely with buildings users to minimise disruptions to school operations and to ensure the works are carried out safely. In general, the school users have been accommodating, in that, they see beyond the inevitable short-term disruption to the long-term environmental improvements that the programme brings.

4.22 The 2021/22 'Top 10' substantially completed projects in the order of the highest spend up to end March 2022 are indicated in Figure 4.

2021/22 'Top 10' substantially completed projects in order of highest capital spend up to end March 2022	AMW Project Site
1	Warrender Park Swim Centre*
2	Estate wide Kitchen Upgrades
3	Buckstone Primary School

4	Royal High Primary School
5	Dean Park Primary School
6	Royal Mile Primary School Phase 2
7	Corstorphine Library
8	Murrayburn Primary School
9	Currie Primary School
10	Colinton Primary School
* Edinburgh Leisure Project	

Figure 4- Top 10 substantially completed AMW Programme sites in order of highest capital spend up to end March 2022

Looking Ahead to the 2022/2023 Programme

4.23 There are 26 on-going projects which are targeted for completion in 2022/23 as detailed Appendix 3.

4.24 It is expected that COVID-19 and the recent spike in inflation will continue to have an impact on the AMW programme in 2022/23 as programme delivery will take longer and will cost more. It remains to be seen how much of an impact this will have on the programme delivery in the longer term but with demand for construction materials in the UK outstripping supply, suppliers are already reporting shortages in the supply of certain construction materials, delays in materials supply and delivery as well as up to 30% to 40% increases in construction material costs.

4.25 The 2022/23 'Top 10' planned AMW Programme projects in order of the highest spend are indicated in Figure 5. The trend in 2022/23 will be very much a continuation of the priority to address the education estate, in particular primary schools. Increasingly however, in addition to asset condition being the main driver of the programme, Net Zero considerations and in particular, 'EnerPHit' will have a significant influence on the direction of the AMW Programme and strategy in 2022/23 and beyond:

2022/23 'Top 10' planned AMW projects by highest capital spend	AMW Project Site
1	Balerno Community High School
2	City Chambers
3	Benmore Outdoor Centre
4	Craigentinny Primary School
5	Central Library
6	Lagganlia Outdoor Centre
7	Holycross Primary School
8	Cramond Primary School
9	Dalry Primary School
10	Abbeyhill Primary School

Figure 5- 2022/23 Top 10 planned AMW Programme sites in order of highest capital spend

4.26 There will continue to be a shift in the condition focus of the AMW Programme in 2022/23. In the first four years of the programme, the approach had been to address buildings which are deemed to be the highest risk based on their condition- i.e. buildings with condition C (poor) and condition D (bad) ratings. Due to many of the condition C and D buildings already being addressed or already planned for in the programme, the emphasis of the programme is now more on ensuring that all

operational buildings are maintained to at least to a condition B (satisfactory) condition and that buildings do not deteriorate into condition C (poor) or condition D (bad).

Sustainability, Net Zero and their future impacts on the AMW Programme

4.27 The Council's sustainability drive towards a Net Zero target by 2030 will have a significant impact on the strategic direction of the AMW Programme and the Council's operational buildings portfolio in general. This is not surprising given there are approximately 569 existing Council operational buildings, all of which need to be reviewed in terms of their individual operational carbon footprint and their individual contribution to the Council's Net Zero target.

4.28 Accordingly, this means that the main driver behind the formation of the AMW Programme in the first place, to mitigate asset risk by managing the condition of operational buildings, will be augmented by the additional drivers of low carbon and energy efficiency considerations.

4.29 In the past, Council buildings were selected for AMW Programme interventions based on an analysis of their asset condition and asset risk. In the future, buildings will be selected based not only on asset condition but also upon on low carbon and energy efficiency considerations and their potential contribution to low carbon targets.

4.30 The present AMW Programme delivers lifecycle replacement elements (windows, roofs, building services etc.) to current statutory standards. The specifications and standards used are focused on minimum condition requirements and fall short of bringing the estate up to the necessary low energy standard to meet the Net Zero target. Future works delivered by the AMW Programme will therefore need to be informed by the wider Net Zero agenda set by the Council and will be delivered to Net Zero or equivalent low carbon standard such as 'EnerPHit'.

The EnerPHit Standard and other Sustainable Retrofit Standards

4.31 EnerPHit is the Passivhaus energy and comfort standard that focuses on retrofits on existing buildings. It focuses on improving the building fabric and the heating source and typically centres on improving thermal insulation, installation of energy efficient windows, comfort ventilation, heat recovery, airtightness, reduction of thermal bridging and energy efficient heating systems and circulation. Appendix 5 provides an illustration of the typical EnerPHit principles and interventions.

4.32 The adoption of an EnerPHit approach for the operational estate will have an increasing bearing on the AMW Programme, as the programme, being the Council's existing buildings refurbishment delivery vehicle is seen as the ideal delivery mechanism to implement future EnerPHit works. This approach was endorsed by the Policy and Sustainability Committee, on 30 August 2022, that approved the EnerPHit business plan and the first tranche of buildings to be considered.

4.33 Not all existing operational buildings are suitable for an EnerPHit approach however as its effectiveness is dependent on a building's construction type, its design/layout and its current condition. For some buildings it is simply not cost nor carbon

effective to apply an EnerPHit approach as the capital costs, resources and carbon involved will far outweigh any benefits achieved by adopting EnerPHit. Different buildings will benefit from different interventions and some will be greater than others.

4.34 Despite the above, applying an EnerPHit informed approach and implementing the tools, systems and methodologies that are the basis of EnerPHit will lead to benefits from the rigour and consistency of the EnerPHit informed approach, even for those buildings that will not actually target the specific metrics to meet the standard. However, there will be a cost premium in adopting an EnerPHit type standard which is likely to cost more per m2 to retrofit compared to a 'normal' retrofit standard.

5. Next Steps

5.1 Considerable preparation and capital planning/analysis for the 2022/23 programme is already complete, with all new projects in 2022/23 fully committed, commissioned, design development well underway and procurement ongoing. The first significant window for works in the schools was the 2021/22 schools summer holidays, although many projects are continuing over the course of the year, where they can co-exist with an operational school environment.

5.2 Steps have already been taken by the project delivery teams to deal with the effects of COVID-19 on the programme. In general, there has been a reduction in the value and volume of completed AMW Programme works in 2022/23 compared to pre-COVID with works generally taking longer to complete and costing more.

5.3 In addition, given the AMW Programme will deliver future EnerPHit works, there will be a 'step change' in the programme in future years as the programme will deliver both condition and sustainability/Net Zero retrofitting and enhancement works for the Council's operational buildings.

5.4 There is also an increasing need to consider suitability related improvements which should be carried out at the same time as condition or Net Zero buildings improvement works. How these suitability works will be funded is currently under review.

6. Financial impact

6.1 The current cost profile for the five-year AMW Programme (approved budget and actual spend up to end 2021/22) is summarised in Figure 6. It should be noted that this cost profile is based on the AMW Programme actual spends in 2018/2019, 2019/2020, 2020/2021 and 2021/2022 and the original AMW Programme 'baseline' budget figures approved by Committee in February 2018.

6.2 The purpose of this cost profile is to demonstrate the percentage of the yearly AMW Programme budget spent against the 2018 Committee approved budget and no

account has been taken of slippage/acceleration from previous years or additional funding received from other sources (i.e. grant funding).

6.3 The total AMW Programme indicative budget for the five-year period that was set by Committee in February 2018 was £118.9m. The yearly budgets which were set for each year of the programme, and which do not take into consideration budget slippages or spend acceleration in previous years are 2018/2019- £18m; 2019/20- £30m; 2020/21- £30m; 2021/22- £20.45m and 2022/23- £20.45m.

6.4 The actual programme spend was £21.326m in 2018/19 (118% of the original 2018/19 budget); £48.547m in 2019/20 (162% of the original 2019/20 budget); £14.517m in 2020/21(48.4% of the original 2020/21 budget) and £23.236m in 2021/22 (114% of the original 2021/22 budget). The current 2022/23 spend (to end August 2022) is £4.08m.

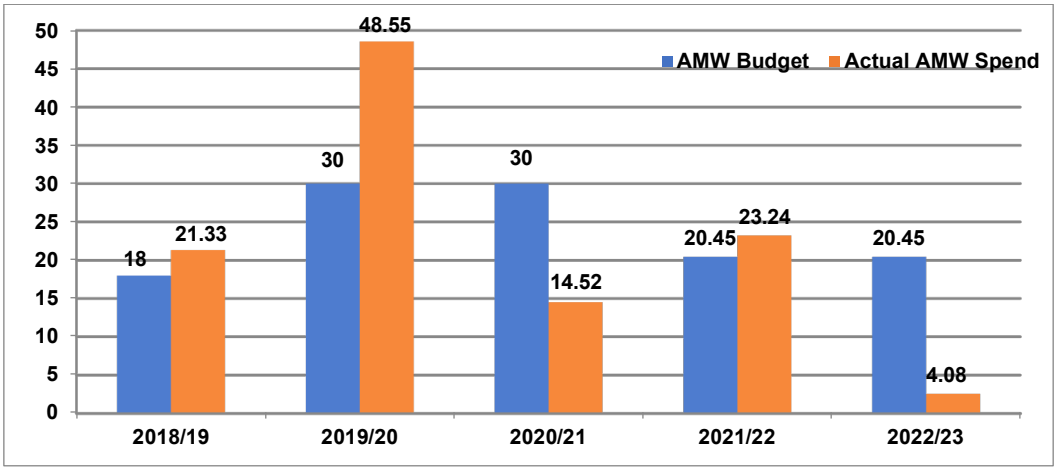


Figure 6- AMW Programme Cost Profile: Approved Original Budget vs. Actual Spend up to end 2021/22

6.5 Despite the slow-down in capital spend in 2020/21, due mainly to the effects of COVID-19, there has been a recovery of the programme spend in 2021/22 with spend actually exceeding the original 'baseline' anticipated spend.

6.6 Due to the acceleration of works and programme spend in years one and two of the programme, the overall programme is ahead of schedule. Up to end 2021/22, 80% of the programme time has elapsed but 91.5% of the five-year programme budget has been expended. The programme is on course to achieve its original five-year indicative target £118.9m expenditure, even with the expected continued slow-down in delivery due to COVID-19.

6.7 The programme includes capital funding contributions to Edinburgh Leisure property upgrades projects. The total 2021/2022 capital contribution to Edinburgh Leisure was £2.986m with that spend focused on Warrender Swim Centre refurbishment.

6.8 On completion of the five-year programme, there will be a continued need to invest in improving the condition of Council buildings. There is also a requirement to address the net zero challenge through investment in the EnerPHit programme. In recognition of these extra costs, the Council's 10-year Sustainable Budget Strategy, approved at the Council's budget meeting in February 2022, provides an annual budget of £14m for AMW together with £51m of Council capital funding planned EnerPHit retrofitting works over the next five years. In addition, £10m of conditional

funding has been secured from the Scottish Government's Green Growth Accelerator Funding for EnerPHit works. Refer to Appendix 6 for the AMW Programme 10-year Cost Profile.

6.9 The main financial risk for the AMW Programme going forward is that higher capital costs are expected for all future programme works due the residual impact to COVID-19. This impact is due to a number of factors including: design changes, the outcome of the procurement exercise, increases in price of materials and/or labour or delays in the supply chain and, in particular, construction cost inflation. This risk will be mitigated to the extent possible by adjusting the programme work scope to suit the annual programme budgets.

7. Stakeholder/Community Impact

7.1 It is expected that the AMW Programme, together with the Council's Planned Preventative Maintenance (PPM) Programme, will continue to significantly reduce the risk profile associated with operational estate asset condition, that has been and continues to be one of the Council's top risks.

7.2 Besides improvements in asset condition, the AMW Programme, especially with the embedding of EnerPHit works in the programme, has other associated benefits which will ultimately benefit the affected stakeholders and local communities, such as:

7.2.1 Improved environment and ambience for building users;

7.2.2 Improved asset resilience and future proofing of asset condition;

7.2.3 Reduction in health and safety incidents;

7.2.4 Reduction in the risk of unplanned closures of operational buildings;

7.2.5 Following the programme works delivery, the users and occupiers of the buildings included in the programme will benefit with buildings of improved comfort, of better resilience and which are more energy efficient with lower heating loads; and

7.2.6 The programme will provide sustainability and emissions reductions benefits for the Council, for Edinburgh more widely and on a national level. It will also contribute to the fulfilment of the key carbon reduction initiatives as set out in the Council's Emissions Plan (CERP) and the city-wide Climate Strategy.

7.3 With the main focus of the 2022/23 AMW Programme works continuing to be on the Council's schools estate, the main impact on the school's stakeholders and the community has been during the works delivery phase. To ensure the works are delivered in a safe manner and that school disruptions are kept to a minimum (including any affected after-school activities), regular coordination meetings are being held with Communities and Families representatives and there is constant dialogue and communications with the affected school's Head Teacher and Business Manager.

7.4 Where the programme has displaced and affected community users such as community activities taking place out with school hours, the project delivery teams continue to liaise with the School Lets team to offer alternative venues where possible. The provision of breakfast clubs and after school care has been safeguarded to protect continuity of provision.

7.5 For the EnerPHit works in particular, the biggest challenge to the programme is the impact the programme's works delivery will have on the building users as the works, by their very nature, are highly intrusive and disruptive. Each individual building retrofitting project within the programme will require typically 18 to 21 months of site works and the impact on the building users will be significant.

7.6 Significant engagement with the building users will be required and while the delivery teams will work with the suppliers to minimise the level of user disruption during site works- i.e. phasing of works and targeting the most disruptive works during the summer holidays for school buildings; user disruption will be inevitable and varying degrees of decant will be required in order to deliver the works.

8. Background reading/external references

8.1 Outcome of Property Condition Surveys - 23 January 2018, Finance and Resources.

8.2 Property Condition Project- Delivery Programme - 27 March 2018, Finance and Resources.

8.3 Asset Management Works Programme- 2018/2019 Update - 23 May 2019, Finance and Resources Committee.

8.4 Asset Management Works Programme- 2019/2020 Update - 5 March 2020, Finance and Resources Committee.

8.5 Asset Management Works Programme 2020/2021 Update - 12 August 2021, Finance and Resources Committee.

9. Appendices

9.1 Appendix 1: AMW Programme- Edinburgh Leisure Capital Upgrade Projects with AMW Contributions in 2021/2022.

9.2 Appendix 2: AMW Programme- Summary of AMW Programme Projects substantially completed in 2021/2022.

9.3 Appendix 3: AMW Programme- Summary of AMW Programme Projects scheduled for substantial completion in 2021/2022.

9.4 Appendix 4: AMW Programme- Examples of 'Before' and 'After' photographs of ongoing and substantially completed AMW Programme Projects in 2021/2022.

9.5 Appendix 5: Principles of EnerPHit.

9.6 Appendix 6: Asset Management Works (AMW) Programme Capital Budgets and Costs Summary/Profile 2022/2023 to 2031/2032.

Appendix 1- AMW Programme- Edinburgh Leisure Capital Upgrade Projects with AMW Contributions in 2021/2022

No.	Edinburgh Leisure Property	Upgrade Project Description	2021/22 AMW Contribution (£)
1	Ainslie Park Leisure Centre	Improvements to Pool Basin	175,000
2	Edinburgh International Climbing Centre	Fire Doors	53,665
3	Leith Victoria Swim Centre	Upgrade to Condition A/B (Retention Payment)	88,683
4	Royal Commonwealth Pool	Front entrance improvements	213,434
5	Warrender Park Swim Centre	Upgrade Condition A/B	2,454,876
Total			**2,985,657**

Appendix 2 - AMW Programme- Summary of AMW Programme Projects substantially completed in 2021/22

No	Property/Building	Works Summary	Scheduled Substantial Completion Month	Spend April 21 to March 2022 (£)
1	Buckstone PS	Windows, toilets, boiler, heating & décor	Jan-22	674,930.29
2	Carrickknowe PS	Upgrade Windows and ventilation	Jul-21	34,191.76
3	Colinton PS	Heating, lighting, toilets & décor	Oct-21	320,166.28
4	Corstorphine Library	Heating, electrical rewire, roofing, décor	Sep-21	422,389.57
5	Currie PS	Phase 2: Windows, Roofing, External fabric	Nov-21	386,001.77
6	Dean Park PS	Upgrade M&E Roofing, Windows, Switchgear.	Mar-22	485,417.14
7	James Gillespie's PS	Ceilings/Staff Kitchen/ Kitchen/Masonry/Externals/Boundary Wall	Mar-22	317,483.86
8	Liberton PS & NS	Roof, Windows, Toilets, M&E, Lighting, Ceilings, Externals & Décor	Aug-21	143,606.92
9	Longstone PS	PH1: Boiler Heating and Sanitary upgrade	Nov-21	253,337.62
10	Murrayburn PS	Phased Upgrade: heating Roof, Doors, Structural work, Toilets, Electrics, ceilings and Décor	Oct-21	388,275.75
11	Pentland PS	Toilets, roofing	Oct-21	199,232.77
12	Portobello Swim Centre	Balconies, Front roof and Front Façade Upgrade.	Sep-21	226,240.39
13	Prestonfield PS	Toilets, Drainage, Décor	Oct-21	232,494.94
14	Royal High PS	Roof, Windows, Masonry, Toilets.	Aug-21	608,007.63
15	Royal Mile PS PH2	Heating, Windows, Externals & Décor	Nov-21	435,270.24
16	St Mark's PS	Heating and Lighting Upgrade	Jul-21	166,315.86
17	Estate wide Water Quality Improvements. Rolling Programme.	Water Tank replacement. Water quality and legionella improvements.	Mar-22	140,140.91
18	Estate wide Kitchen Upgrades	Kitchen Upgrades Leith, Ferryhill and Duddingston Primary schools	Mar-22	1,946,801.82
19	Usher Hall	Boiler Replacement, AHU's & Chillers	Aug-21	23,921.13
20	Ford's Road Home	Boiler Renewal/Upgrade	Mar-22	185,941.65
			Total	**7,590,168.30**

Appendix 3 - AMW Programme- Summary of AMW Programme Projects scheduled for substantial completion in 2022/2023

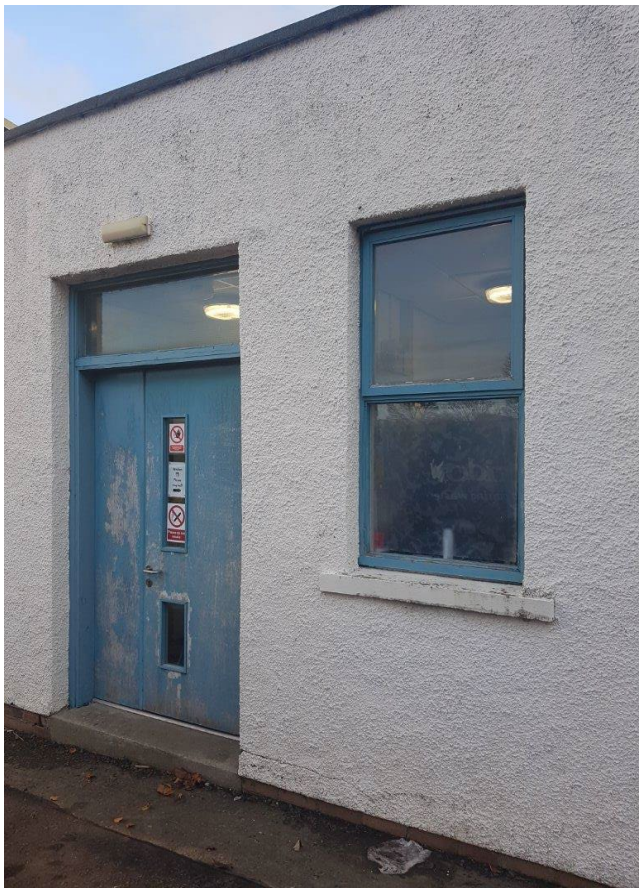
No	Property/Building	Works Summary	Scheduled Substantial Completion Month	Spend as of March 2022 (£)
1	Abbeyhill PS	Upgrade toilets, electrical upgrade nursery, externals, roofing	Jun-22	288,504.28
2	Balerno CHS	Roofing, ceilings, pool windows, courtyard doors, 1st floor toilets & changing, DHW, distribution boards, fire detection system, externals & décor. Kitchen Upgrade. (Demolition of SSO house)	Oct-22	2,148,257.95
3	Benmore Outdoor Centre	M&E, Toilets, Kitchen, Fire Upgrade, Fire detection system, External & Décor, External Fabric.	Aug-22	880,969.38
4	Central Library	Roof, Stonework, Windows, Toilets, Lift, M&E, Structural & Décor, Dry Riser	Nov-22	570,089.35
5	Craigentinny PS	Roof, Windows & doors, toilets, M&E, CCTV system, fencing, décor ceiling.	Jun-22	844,372.40
6	Cramond PS	Roofing, staff toilets, ceilings, heating, electrics, external doors, fencing	Jul-22	381,817.51
7	Dalry PS	Roofing, Windows, Stonework, Toilets ceiling work.	Apr-23	374,350.73
8	Dean Park PS Annexe	Roof, windows, toilets, heating, electrical, externals & ceilings	Aug-22	244,380.35
9	Fords Road Care Home	Boiler upgrade.	Apr-22	185,941.65
10	Flora Stevenson PS	Roof renewal, windows, toilets, electrical, stonework, décor, ceiling works new boiler.	Mar-23	117,335.10
11	Gracemount Primary School	PH2: Floor upgrade and asbestos removal	Aug-23	233,925.42
12	Granton Primary School	Roof, Windows, M&E, Ceilings, Externals & Décor	Apr-22	64,432.19
13	Holycross PS	Refurb, M&E, Ceilings, Toilets, External & Décor.	Aug-22	464,953.77
14	Kirkliston Primary School	Roof, Windows, Toilets, M&E, Ceilings, Externals	Apr-22	242,086.86
15	Lagganlia Outdoor Centre	Roof, Ext & Int Fabric to Main Bldg. External fabric to	Jul-22	483,095.66

		Anderson Lodge. M&E to Support Unit. Removal of remaining asbestos		
16	Portobello High School	Roofing Improvements	Mar-23	681.60
17	St Leonard's Nursery School	Roof, Windows, M&E, Décor	Sep-22	30,029.73
18	Stenhouse PS	Ceilings, Windows & Doors, M&E & Décor.	Apr-22	190,966.18
19	Stockbridge PS	M&E, Windows, Ceilings & Walls, Kitchen, Flooring & Décor (Contractor in liquidation June 21)	Mar-23	24,286.88
20	Tollcross PS	Replace metal casement & South West Casement windows (Phase I Phase II) stone roof sanitary and ceiling work.	Jul-22	114,978.25
21	WHEC	Upgrade Block A. Kitchen refurb added Sept 20	Aug-22	
22	City Chambers	Heating Alterations & Asbestos Removal	Aug-22	9,508.51
23	City Chambers	Electrical Installation & Lighting Improvements	Aug-22	82,123.31
24	City Chambers	Roof, Fire System, Stonework, Windows, Toilets, AC Systems, Downpipes & Décor, M&E and PH 2 kitchen.	Mar-23	916,520.14
25	Usher Hall	PH 1: Fire Upgrade Works	May-22	83,480.25
26	Merchiston Cemetery	Structural Improvements to Boundary Walls	Aug-22	137,304.40
			Total	**9,114,391.85**

Appendix 4 - AMW Programme- Examples of 'Before' and 'After' photographs of ongoing and substantially completed AMW Programme Projects in 2021/2022

Photograph of windows & cladding at Currie Primary School (Games Hall) before improvements

Photographs of windows & cladding at Currie Primary School (Games Hall) after improvements



Photographs of external door and window at Currie Primary School before and after improvements

Photograph of Gym Hall at Trinity Primary School before improvements

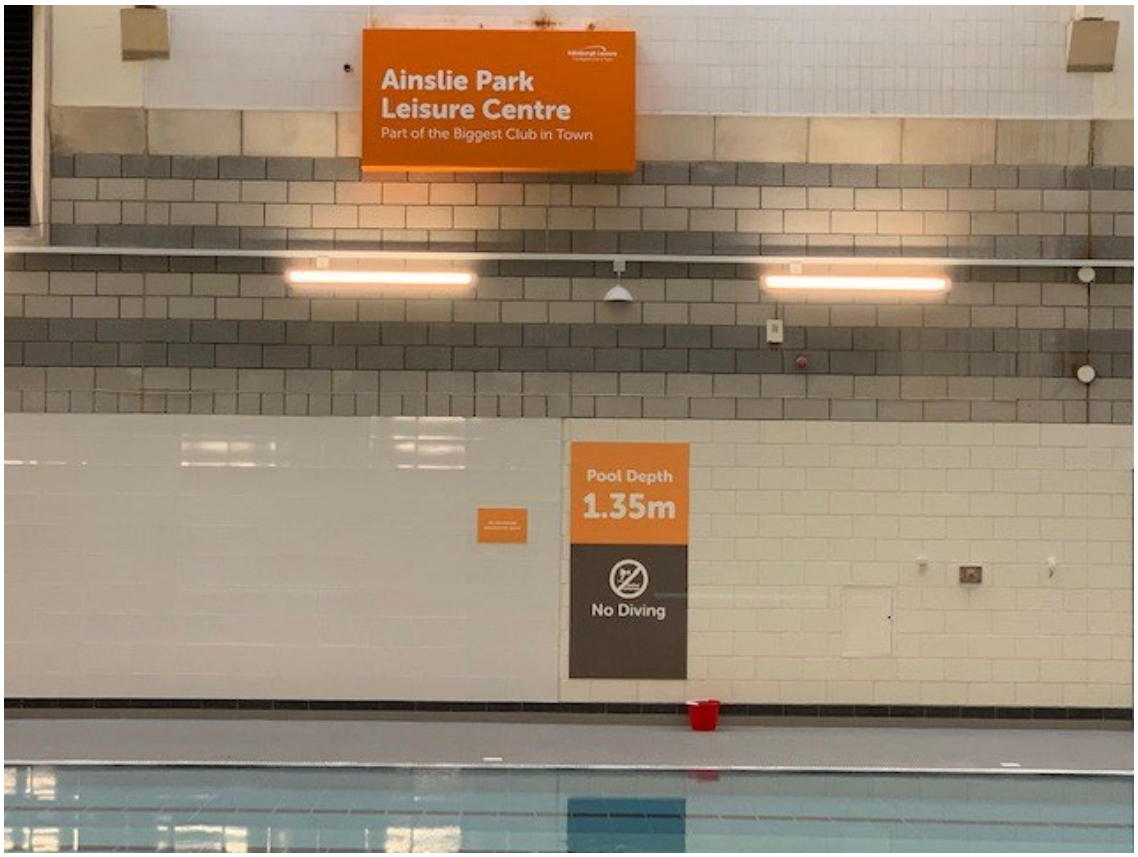
Photograph of Granton Primary School external building fabric & windows before improvements

Photograph of Granton Primary School external building fabric & windows after improvements

Photograph of Leith Primary School kitchen before improvements

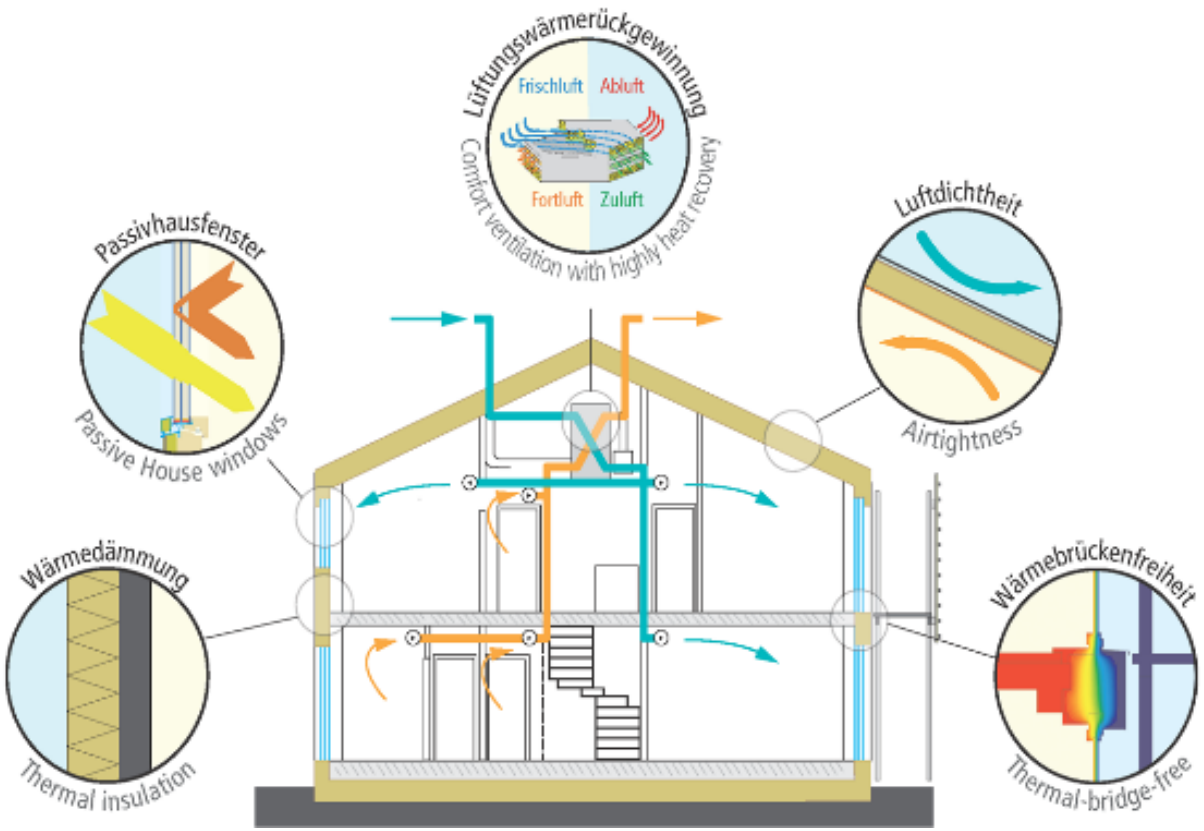
Photograph of Leith Primary School kitchen after improvements

Photograph of Ainslie Park Leisure Centre after swimming pool underwater lighting improvements



Photograph of Ainslie Park Leisure Centre after swimming pool signage improvements

Appendix 5 - Principles of EnerPHit



- EnerPHit is the Passivhaus energy and comfort standard that focuses on retrofits and existing buildings.
- EnerPHit allows building owners to upgrade the thermal performance of existing buildings.
- EnerPHit typically focuses on improved thermal insulation, energy efficient windows, comfort ventilation, heat recovery and energy efficient heating system and circulation, airtightness and reduction of thermal bridging.

Appendix 6 - Asset Management Works (AMW) Programme Capital Budgets and Costs Summary/Profile 2022/23 to 2031/32

No.	Reprofile of AMW Programme approved indicative yearly budgets	22/23 Indicative Budget	23/24 Indicative Budget	24/25 Indicative Budget	25/26 Indicative Budget	26/27 Indicative Budget	27/28 Indicative Budget	28/29 Indicative Budget	29/30 Indicative Budget	30/31 Indicative Budget	31/32 Indicative Budget	Total for 2022/23 to 2031/32 (over 10 years
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1.	Re-profiled AMW Programme Indicative Budget (includes slippages and acceleration from previous years)	23,117	13,500	14,000	14,000	14,000	14,000	14,000	14,000	14,000	15,350	134,617
2.	AMW Programme Works- EnerPHit	4,275	12,941	19,677	17,484	6,473	-	-	-	-	-	60,850
3.	Revised AMW Programme Budget- 1+2	27,392	26,441	33,677	31,484	20,473	14,000	14,000	14,000	14,000	15,350	195,467

Note: The £10m of conditional funding (revenue funding secured from the Scottish Government's Green Growth Accelerator Funding for EnerPHit works has been excluded from the above Capital Cost Profile.