

# Finance and Resources Committee

10.00am, Thursday, 12 August 2021

## Asset Management Works Programme – 2020/2021 Update

Executive/Routine Wards All Council Commitments	Executive All
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### 1. Recommendations

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- 1.1 It is recommended that Finance and Resource Committee:
- 1.1.1 Notes that due to Covid-19, the pace of delivery of the five-year Asset Management Works (AMW) Programme has slowed down in 2020-2021; but the overall programme is on schedule;
  - 1.1.2 Notes the continuing positive impact of the AMW Programme by improving the asset condition of the operational assets (in 2020/2021 approximately 1.5% improvement in overall asset condition) and the associated benefits they bring to the stakeholders such as better building environments for users;
  - 1.1.3 Notes the actual 2020/2021 spend is £14,517,343; and which represents 48.4% of the 2020/2021 indicative budget;
  - 1.1.4 Notes the overall five-year AMW Programme capital spend remains ahead of schedule. Up to the end of March 2021, with 60% of the programme time expended, the total AMW Programme spend is at 69.9%; and
  - 1.1.5 Notes the additional funding required in the programme as proposed in the Capital Budget Strategy to ensure programme progress and as the AMW Programme has been identified as the future delivery route for 'EnerPHit'.

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## Asset Management Works Programme – 2020/21 Update

### 2. Executive Summary

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- 2.1 In January 2018, a new five-year programme, the Asset Management Works (AMW) 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. This report provides an update on the progress of the AMW's with the programme now having completed three full years of delivery. It also provides details of the AMW's achieved in 2020/2021 and their positive impact on the condition of the Council's operational estate; the impact of Covid-19 on programme delivery; and forecasts how the programme will evolve in the final two years and beyond to meet Council objectives and sustainability initiatives such as EnerPHit.

### 3. Background

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- 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 2017/2018 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 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 approved in January 2018 with a five-year indicative capital budget totalling £124.5m to identify, plan, commission and deliver the capital

Asset Management Works. The financial impact of the programme is covered under section 6 of this report and is summarised in Appendix 6.

## 4. Main Report

- 4.1 The AMW Programme commenced in 2018/2019 to achieve two main 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’s are now in its penultimate year of the original five-year period. The benefits so far have been positive with the programme’s completed projects having a significant beneficial impact in improving asset condition and resilience and enhancing the user environment for the operational estate.

### Asset Condition Ratings and Prioritisation of Capital Investment

- 4.3 One of the key measures of success of the AMW’s, 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. Accordingly, the majority of the buildings targeted for works in the first two years of the programme have been condition C (poor) and condition D (bad) buildings. With the majority of previous

condition C and condition D buildings having been addressed, in 2020/2021 the focus of the programme has taken on a more pre-emptive shift to ensure that the low scoring condition B buildings do not drop to condition C or worse. Currently, there are 7 buildings which are classified as 'operational' and which are in condition D. These are mainly located within the depots estate with their future being determined by the wider Depots Strategy.

4.6 Currently, the Council has 604 buildings in its operational estate (inclusive of Public Private Partnership (PPP)/Design, Build, Finance, Maintain (DBFM) properties) and the condition rating classifications, summarised in Figure 2 that, show the Council's operational buildings condition position to the end of March 2021:

- Condition A (good)- 142 buildings or 23.5%
- Condition B (satisfactory)- 402 buildings or 66.6%
- Condition C- (poor)- 53 buildings or 8.8%
- Condition D- (bad)- 7 buildings or 1.1%

Of the 604 buildings, 569 are maintained by the Council and 35 buildings are maintained by third parties under the Council's PPP and DBFM contracts.

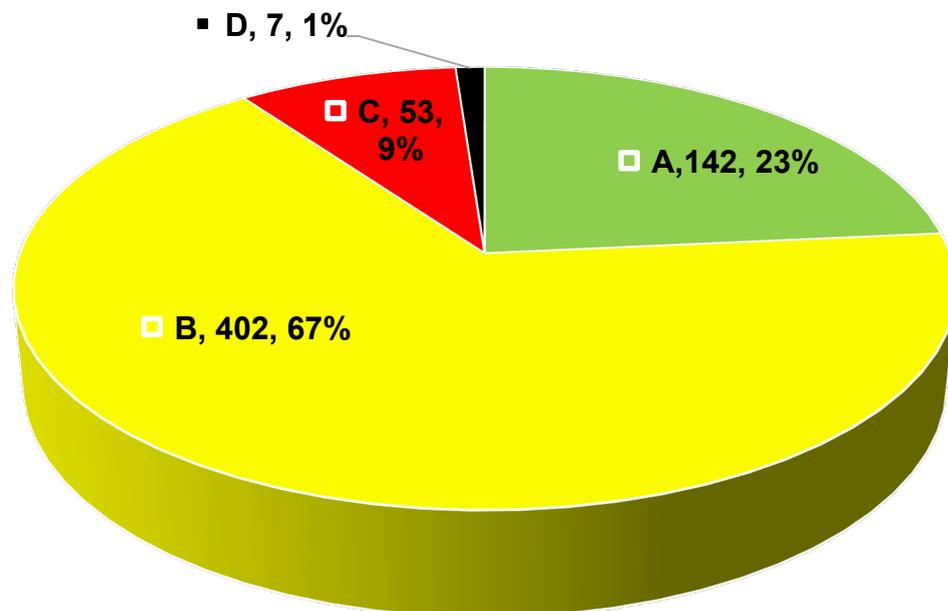


Figure 2- Asset Condition Ratings Split for the Council's operational buildings/properties

4.7 The breakdown of the condition ratings for the three main operational buildings/properties classifications of school estate buildings, community assets/buildings and 'other' buildings are summarised in Figure 3.

In Condition	A	B	C	D	Total
Number of Schools buildings	81	265	25	1	372
Number of Community Assets	19	59	11	1	90
Number Other Buildings	42	78	17	5	142
Total	142	402	53	7	604
Percentage of Operational Estate	23.5%	66.6%	8.8%	1.1%	

Figure 3- Asset Condition Ratings Split for Schools, Community and Other buildings/assets

- 4.8 In addition, there are 47 operational buildings operated 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 EL to seek contributions from the Council for any major capital upgrade. 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 2020/2021 with capital contributions from the Council, are included in Appendix 1.
- 4.9 The programme also includes generic upgrade and improvement works across the estate including fire services upgrade works, water upgrade works, energy management improvements and upgrades and structural improvement works.
- 4.10 Now in its fourth year of delivery, the programme has delivered significant condition improvements, although due to Covid-19 the pace of delivery has slowed compared to previous years. As a result, the year-on-year percentage improvement in asset condition improvement is lower in 2020/2021 when compared to 2019/2020. In 2020/2021, there has been a 1.5% overall increase in the number of operational buildings in good or satisfactory condition, as illustrated in Figure 4 below compared to the 5.9% increase achieved in 2019/2020.

	2019/20 Percentage Makeup for CEC Operational Buildings	2020/21 Percentage Makeup for CEC Operational Buildings	% Difference between 2020/21 and 2019/20
Condition A (Good)	21%	23.5%	+2.5%
Condition B (Satisfactory)	67.6%	66.6%	-1.0%
Condition C (Poor)	11.1%	8.8%	-2.3%
Condition D (Bad)	0.3%	1.1%	+0.8%

<b>Overall Condition Change between 2019/20 and 2020/21</b>	<b>A 1.5% increase in the number of operational buildings in good or satisfactory condition and a 1.5% decrease in the number of operational buildings in poor and bad conditions</b>
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Figure 4- Comparison Table of Operational Properties Condition Ratings in 2019/20 and 2020/21

- 4.11 In 2020/2021, there is a 0.8% increase in condition D (bad) operational buildings. 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.
- 4.12 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.

**2020/21 AMW Programme Update and the impact of Covid-19**

- 4.13 Despite the programme having to overcome significant Covid-19 related challenges such as periods of enforced lockdowns, reduced working hours and social distancing restrictions, a considerable number of operational properties still had works carried out in 2020/2021. 25 individual AMW projects were completed compared to 50 in 2019/20 and these are summarised in Appendix 2.
- 4.14 Compared with the works in 2018/2019 and 2019/2020, while the focus of the 2020/2021 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 2020/2021 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 2020/2021 ongoing and/or completed projects illustrating these upgrades can be found in Appendix 4.
- 4.15 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. 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 the 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.

- 4.16 The 2020/2021 'Top 10' ongoing and/or substantially completed projects in the order of the highest spend up to end March 2021 are indicated in Figure 5.

2020/21 'Top 10' ongoing and/or completed projects by highest capital spend up to end March 2021	AMW Project Site
1	Oxgangs Library
2	Kirkliston Primary School
3	Canal View Primary School
4	Usher Hall
5	Mortonhall Crematorium
6	Blackhall Library
7	Warrender Park Swim Centre*
8	Towerbank Primary School
9	Leith Walk Primary School
10	Liberton High School
* Edinburgh Leisure Project	

Figure 5- Top 10 ongoing and/or completed AMW Programme sites in order of highest capital spend up to end March 2021

### Looking Ahead to the 2021/2022 Programme

- 4.17 Thee 30 on-going projects are targeted for completion in 2021/2022 as detailed Appendix 3.
- 4.18 It is expected that Covid-19 will continue to have an impact on the pace of delivery. Compared to pre-Covid, programme delivery post-Covid will take longer and will cost more. Currently, more of the AMW delivery suppliers are reporting shortages and difficulties in procuring building materials- due not only to Covid-19 but also increasingly due to the impact of Brexit. 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 increases in construction material costs of anything between 10-20% as well as delays in delivery.
- 4.19 The 2021/2022 'Top 10' planned AMW Programme projects in order of the highest spend are indicated in Figure 6. The trend in 2020/2021 is very much a continuation of the priority to address the education estate, in particular primary schools, but in addition to asset condition as the main driver behind the AMW Programme, the sustainability agenda and, in particular, 'EnerPHit' will have an increasingly significant influence on the direction of the AMW Programme and strategy.

2020/21 'Top 10' planned AMW projects by highest capital spend	AMW Project Site
1	Craightinny Primary School
2	Royal High Primary School
3	Benmore Outdoor Centre
4	Dean Park Primary School
5	Liberton Primary School & Nursery

6	Murrayburn Primary School
7	Roseburn Primary School
8	Portobello Swim Centre*
9	Flora Stevenson Primary School
10	Corstorphine Primary School
* Edinburgh Leisure Project	

Figure 6- 2021/22 Top 10 planned AMW Programme sites in order of highest capital spend

- 4.20 There will be a shift in the condition focus of the AMW Programme in 2021/2022. In the first three years of the programme the approach has 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 the majority of the condition C and D buildings already being addressed by 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, EnerPHit and their future impacts on the AMW Programme**

- 4.21 As part of the wider sustainability drive towards a Net Zero Carbon Target across the operational estate by 2030, an 'EnerPHit' pilot exercise is currently being undertaken to inform the approach and contribution that the operational estate will make to meet the target.
- 4.22 The pilot exercise consists of EnerPHit feasibility studies being carried out to two pilot buildings, which are Liberton Nursery main building and Brunstane Primary School main building. The feasibility studies will culminate in reports for the two buildings known as the EnerPHit Retrofit Plan (ERP). The ERP will report on the steps, principles and costs which are required to bring these buildings to their optimised EnerPHit standard.
- 4.23 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.
- 4.24 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. 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 will be simply not cost and carbon effective to apply an EnerPHit approach as the capital costs, resources and carbon involved will far outweigh any benefits achieved by adopting EnerPHit.
- 4.25 Accordingly, this will mean that the main driver behind the formation of the AMW Programme in the first place that of managing the assets condition of operational

buildings and the mitigation of asset risk; will be augmented by the additional driver of low carbon and energy efficiency considerations. Practically, where in the past Council buildings have been selected for inclusion in the programme based on an analysis of their asset condition/asset risk only, in the future buildings will be selected based not only on asset condition but will combine low carbon and energy efficiency opportunities and their contribution to low carbon targets.

- 4.26 The cost and time impact of adopting an EnerPHit approach for the Council's operational estate are subject to the results and findings of the pilot feasibility studies and will be reported separately upon completion.

## **5. Next Steps**

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- 5.1 Considerable preparation and capital planning/analysis for the 2021/2022 programme has already been completed, with all the new projects in 2021/2022 being fully committed, commissioned, design development well underway and procurement ongoing. The first significant window for disruptive works in the schools is the 2020/2021 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 with respect to the allocation of resources to deal with the considerable volume of 2021/2022 planned capital works and to 'catch up' on the Covid-19 impacted works. Additional supply chains for the delivery of the works have been engaged and the project delivery teams continue to work closely with the Procurement service and Capital Planning Asset Management team to form new procurement frameworks contracts to deliver the works when required. As a result, the volume of work being delivered by the programme so far has not only met but has surpassed expectations in spite of Covid-19.
- 5.3 In addition, and especially given the need to catch-up on Covid-19 impacted delays to the programme, there will be a greater emphasis on the utilisation of working outside normal hours such as increased working during the evening and at weekends. Delivery progression will continue to be closely monitored for the duration of the AMW Programme.

## **6. Financial Impact**

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- 6.1 The current cost profile for the five-year AMW Programme (approved budget and actual spend up to end 2020/21) is summarised in Figure 7. It should be noted that this cost profile is based on the AMW Programme actual spends in 2018/19, 2019/20 and 2021/22 and the original AMW Programme budget figures approved by Committee in February 2018. 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.

6.2 The total AMW Programme indicative budget for the five-year period that was set by Committee in February 2018 is £124.5m. 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- £18.537m; 2019/2200- £30m; 2020/2021- £30m; 2021/2022- £25.516m and 2022/2023- £20.45m.

6.3 The actual programme spend was £21.326m in 2018/2019 (115% of original 2018/19 budget) and £48.547m in 2019/2020 (162% of the original 2019/2020 budget). In 2020/2021, due to Covid-19, the programme spend was £14.517m (48.4% of the original 2020/2021 budget). The 2021/2022 spend to date (up to end May 2021) is £4.82m.

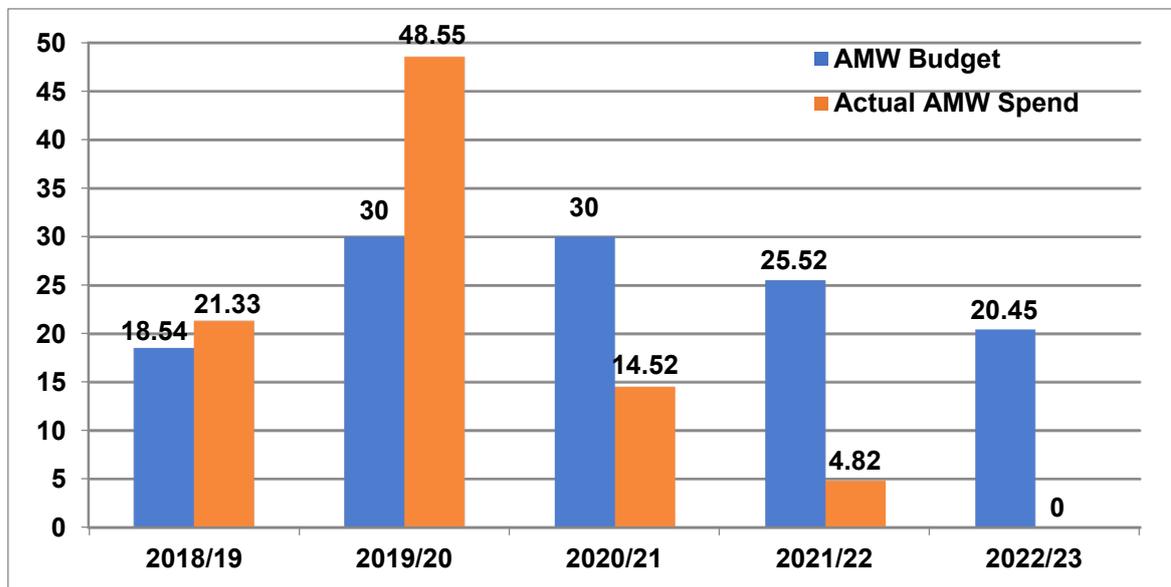


Figure 7- AMW Programme Cost Profile: Approved Original Budget vs. Actual Spend up to end 2020/21

6.4 Despite the slow-down in capital spend in 2020/2021, due to the acceleration of works and programme spend in the first two years, the overall programme is ahead of schedule. Up to end 2020/2021, 60% of the programme time has elapsed and 67.8% of the 5-year programme budget has been expended. The programme is well on course to achieve its original 5-year indicative target £124.5m expenditure, even with the expected continued slow-down in delivery due to Covid-19.

6.5 The programme includes capital funding contributions to Edinburgh Leisure property upgrades projects. The total 2020/2021 capital contribution to Edinburgh Leisure was £560,124 with the spend focused on three Edinburgh Leisure properties: 48.3% was spent on Warrender Swim Centre refurbishment works; 44.2% was spent on Portobello Swim Centre upgrade works and 7.5% was spent on the Royal Commonwealth Pool refurbishments. Completion photographs of some of these projects can be found in Appendix 4.

- 6.6 The main financial risk for the AMW Programme is that by 2022/2023, most of the five-year AMW Programme budget of £124.5m will have been expended and there will be insufficient budget remaining to undertake works in the final year of the programme. This risk has been offset by the slowdown in 2020/2021 spend but with the expected increase in programme delivery post-Covid-19 the risk of insufficient budget remains. There will also be a requirement to increase funding allocation to the programme if as expected, the AMW Programme is chosen as the de-facto delivery route for future EnerPHit works to the Council's operational estate.
- 6.7 There are several reasons for the programme cost pressure and why the original 5-year AMW Programme capital budget may be insufficient in the final year of the programme:
- 6.7.1 market inflation and rise in contractor's costs. This will become increasingly marked due to increased costs due to Covid-19 such as construction material shortages which will have an impact on construction costs as demand outstrips supply;
  - 6.7.2 additional project scope as a result of 'hidden and unknown' but essential works such as asbestos removal which are not apparent from visual surveys;
  - 6.7.3 the increased requirement for 'out of hours' working to avoid disruption to operating establishments. The original costings were based on industry standards assuming 'vacant possession' of buildings;
  - 6.7.4 additional works undertaken to meet changing operational needs e.g. full-scale kitchen refurbishments which are necessary to meet the operating and catering requirements of the schools; and
  - 6.7.5 The requirement to incorporate EnerPHit as the default Council approach to future refurbishment projects to meet the Council's Net Zero Carbon target.
- 6.8 In recognition of these extra costs to the programme, the Council's Capital Budget Strategy has been updated and that has allocated additional funding for the Asset Management Works programme in future years, once the current enhanced five-year programme is complete. In addition to the previous assumed AMW Programme base budget of £14m per annum, the Strategy provides an uplift to the programme of £4.8m in 2022/2023, and £5.6m per annum thereafter until 2030/2031. Despite such funding uplifts, additional funding would still be required should the AMW Programme be chosen as the delivery mechanism for future EnerPHit projects. Refer to Appendix 6 for the AMW Programme 10-Year Cost Profile.

## **7. Stakeholder/Community Impact**

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- 7.1 It is expected that the AMW Programme, together with the Council's Planned Preventative Maintenance (PPM) Programme, will 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 the improvements in asset condition, the AMW 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.

7.2.1.1 improved asset resilience and future proofing of asset condition;

7.2.1.2 reduction in health and safety incidents;

7.2.1.3 reduction in the risk of unplanned closures of operational buildings;  
and

7.2.1.4 improved operating and thermal efficiency of buildings, thereby reducing the Council's running costs and contributing to the Council's Net Zero Carbon targets.

7.3 With the focus of the 2021/2022 AMW Programme works continuing to be on the Council's primary schools, 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. Where the programme has displaced and affected community users e.g. 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.

## **8. Background Reading/External References**

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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- 2018/19 Update](#) – 23 May 2019, Finance and Resources Committee.

8.4 [Asset Management Works Programme- 2019/20 Update](#) – 5 March 2020, Finance and Resources Committee.

## **9. Appendices**

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9.1 Appendix 1: AMW Programme- Edinburgh Leisure Capital Upgrade Projects with AMW Contributions in 2020/21

- 9.2 Appendix 2: AMW Programme- Summary of AMW Programme Projects substantially completed in 2020/21
- 9.3 Appendix 3: AMW Programme- Summary of AMW Programme Projects scheduled for substantial completion in 2021/22
- 9.4 Appendix 4: AMW Programme- Examples of 'Before' and 'After' photographs of ongoing and substantially completed AMW Programme Projects in 2020/21
- 9.5 Appendix 5: Principles of EnerPHit
- 9.6 Appendix 6: Asset Management Works (AMW) Programme Capital Budgets and Costs Summary/Profile 2018/19 to 2030/31

## Appendix 1- AMW Programme- Edinburgh Leisure Capital Upgrade Projects with AMW Contributions in 2020/21

No	Edinburgh Leisure Establishment Upgrade Project	2020/21 AMW Contribution (£)
1	Portobello Swim Centre Upgrade: Balconies & Front Façade Upgrade	247,585.85
2	Royal Commonwealth Pool: BEMS & Diving Pool Tiling	42,123.24
3	Warrender Swim Centre: Refurbishment	270,415.06
	<b>Total</b>	<b>560,124.15</b>

## Appendix 2 - AMW Programme- Summary of AMW Programme Projects substantially completed in 2020/21

No	Property/Building	Works Summary	Scheduled Substantial Completion Month
1	Oxgangs Library	Roofing, boilers, electrical earth bonding	Mar-21
2	Kirkliston Primary School	Roof, Windows, Toilets, M&E, Ceilings, Externals	Dec-21
3	Canal View Primary School	Roofing M&E, Access Road, Décor	Mar-21
4	Usher Hall	Boiler Replacement, AHU's & Chillers	Dec-20
5	Mortonhall Crematorium	Roofing, Windows, M&E & Décor	Feb-21
6	Blackhall Library	Boiler replacement, toilets, entrance, ceilings & décor	Mar-21
7	Warrender Park Swim Centre*	Upgrade Condition A/B	Mar-21
8	Towerbank Primary School	Windows, Access, Electrical, Externals & Décor	Oct-20
9	Leith Walk Primary School	Windows, Toilets, Externals & Décor and ceilings	Aug-20
10	Liberton High School	Handrail, Toilets, M&E, Internal Fabric	Sep-20
11	Gilmerton Primary School	Upgrade to Condition A/B (Windows/Toilets/Roofs/M&E	Mar-21
12	Leith Primary School	Staff Toilet Improvements (Complete) & Ceilings	Mar-21
13	Craigentinny Community Centre	Stonework Enhancement	
14	Stenhouse Primary School	Ceilings, Windows & Doors, M&E & Décor	Mar-21
15	Trinity Primary	Upgrade to Condition A/B (Boiler Separation), Electrical, Toilets, Boundary Wall, Roofing & Windows)	Sep-20
16	Duddingston Primary School	Upgrade to Condition A/B (Window & Door, Roof, M&E, HW, Externals & Décor)	Apr-20
17	Gracemount Primary School	Upgrade Condition (Roof, Toilets, Int/Ext Areas & Fence)	Feb-21
18	Echline Primary School	Ceilings (Enabling Works) Roof, Drainage & Boundary Wall (package 1) M&E Upgrade (Package 2)	Mar-21
19	Davidsons Mains Primary School	Roofing, rooflights, windows, toilets M&E, internal fabric, external areas, décor	Mar-21
20	Sighthill Primary School	Roofing, Windows & Doors, Electrical, Externals & Décor	Mar-21
21	Balgreen Primary School & Nursery	Upgrade to Condition A/B (Roof Windows M&E Externals WQ Décor)	Aug-20
22	City Chambers	Electrical Installation & Lighting Improvements	Mar-21
23	Dean Park Primary School Annexe	Roof, windows, toilets, heating, electrical, externals & ceilings	Mar-21
24	Bruntsfield Primary School	Roof to Boys WC, Rewire, Refurbish Windows, Kitchen Ventilation, Décor	Dec-20
25	City Mortuary	Toilets, Security, Lift, Internal Fabric	Jun-20

\*Edinburgh Leisure property

### Appendix 3 - AMW Programme- Summary of AMW Programme Projects scheduled for substantial completion in 2021/22

No	Property/Building	Works Summary	Scheduled Substantial Completion Month
1	Craigentiny Primary School	Roof, Windows & doors, toilets, M&E, CCTV system, fencing & Décor	Mar-22
2	Royal High Primary School	Roof, Windows, Masonry, Toilets & Décor	Aug-21
3	Benmore Outdoor Centre	M&E, Toilets, Kitchen, Fire Upgrade, Fire detection system, External & Décor	Apr-21
4	Dean Park Primary School	Upgrade to Condition A/B (M&E Roofing, Windows, Switchgear & Gym Hall Floor	Aug-21
5	Liberton Primary School & Nursery	Roof, Windows, Toilets, M&E, Lighting, Ceilings, Externals & Décor	Apr-21
6	Murrayburn Primary School	Upgrade Condition A/B (Roof, Doors, Toilets, Electrics, Décor and Ceiling Works)	Aug-21
7	Roseburn Primary School	Smoke Detection System, Roof, Windows, Ext Fabric, Heating, Toilets, Externals & Décor)	Aug-21
8	Portobello Swim Centre*	Balconies & Front Façade Upgrade	Apr-21
9	Flora Stevenson Primary School	Roof renewal, windows, toilets, electrical, stonework, décor, ceiling works and new boiler	Mar-22
10	Corstorphine Primary School	Windows, External Fabric, Tarmac, Décor and ceilings	Aug-21
11	Royal Mile Primary School	Heating, Windows, Externals & Décor	Aug-21
12	Granton Primary School	Roof, Windows, M&E, Ceilings, Externals, Ceiling Enabling Works & Décor	Apr-21
13	Leith Academy	Window Improvements, Calorifiers, Electrical Distribution Board, Lighting Rewire, Fire Alarm Detection System & Decoration.	Mar-22
14	Stockbridge Primary School	M&E, Windows, Ceilings & Walls, Kitchen, Flooring & Décor	Apr-21
15	Various C&F	Kitchen Upgrades (Leith & Wardie 20/21 and Ferryhill Duddingston 21/22, Trinity 22/23)	Mar-22
16	James Gillespie's Primary School	Ceilings/Staff Kitchen/Masonry/Externals/Boundary Wall	Apr-21
17	St Mark's Primary School	Lighting Upgrade	Apr-21
18	Colinton Primary School	Heating, lighting, toilets & décor	Aug-21
19	Portobello High School	Roofing Improvements	Mar-22
20	Various Estate Wide Monuments	Upgrade Jawbone Arch	Aug-21
21	Holycross Primary School	Refurb, M&E, Ceilings, Toilets, External & Décor	Aug-21
22	City Chambers	Boilers & Asbestos Removal	Mar-22
23	Gylemuir Primary School	Roof & Rooflights to main building, externals & decoration	Mar-22
24	Currie Primary School	Windows, Boilers, Roofing, Toilets, External fabric, fencing & Décor	Mar-22
25	Dalry Primary School	Roofing, Windows, Stonework, Toilets	Mar-22
26	Abbeyhill Primary School	Upgrade toilets, electrical upgrade nursery, externals & roofing	Jan-22
27	Cramond Primary School	Roofing, staff toilets, ceilings, heating, electrics, external doors, fencing	Mar-22
28	Pentland Primary School	Toilets, roofing	Mar-22
29	St Leonard's Nursery School	Roof, Windows, M&E, Décor	Mar-22
30	WHEC	Upgrade Block A & Kitchen refurb	Mar-22

\*Edinburgh Leisure property

**Appendix 4 - AMW Programme- Examples of 'Before' and 'After' photographs of ongoing and substantially completed AMW Programme Projects in 2020/21**



**Photographs of typical changing cubicles at Balerno High School before and after enhancements**



**Photograph of new fencing and gates at Corstorphine Primary School**



**Photograph of Brunstane Primary School nursery building main entrance before enhancements**



**Photograph of Brunstane Primary School nursery building main entrance after enhancements**



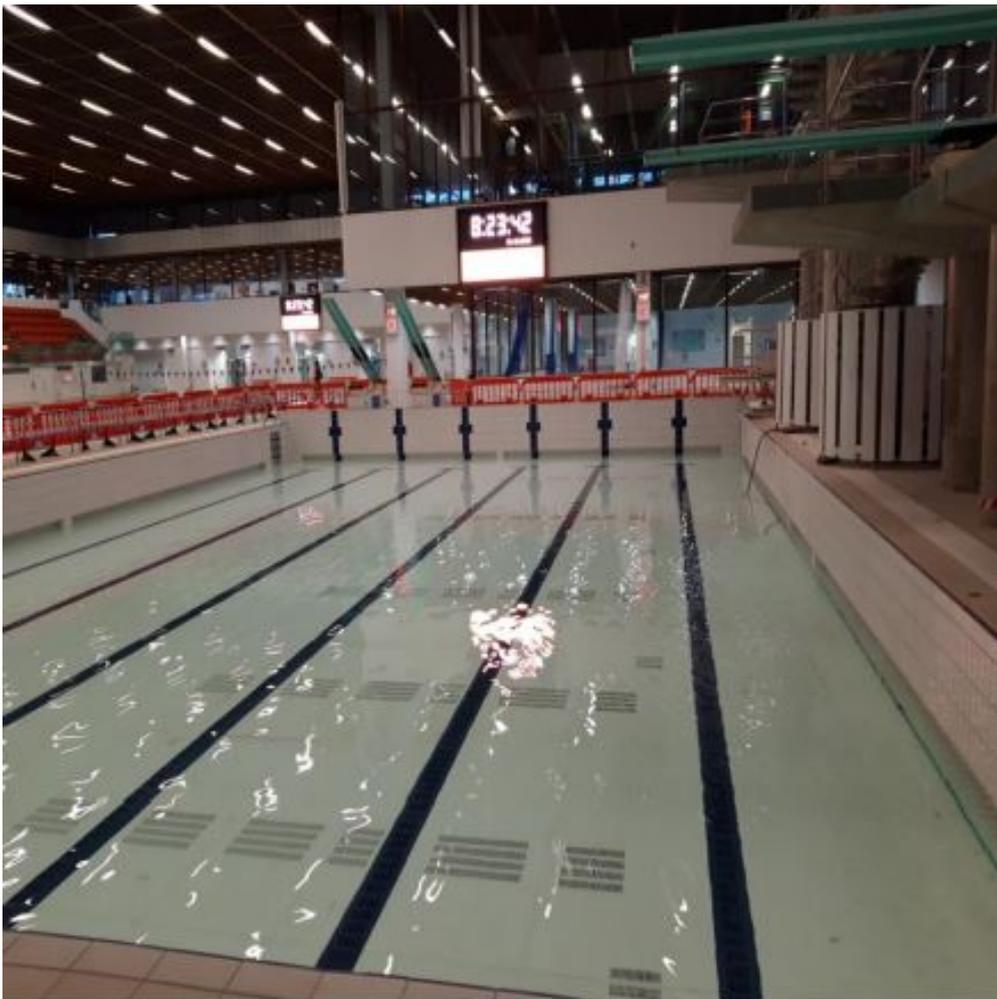
**Photograph of Brunstane Primary School nursery building external walls before enhancements**



**Photograph of Brunstane Primary School nursery building external walls after enhancements**

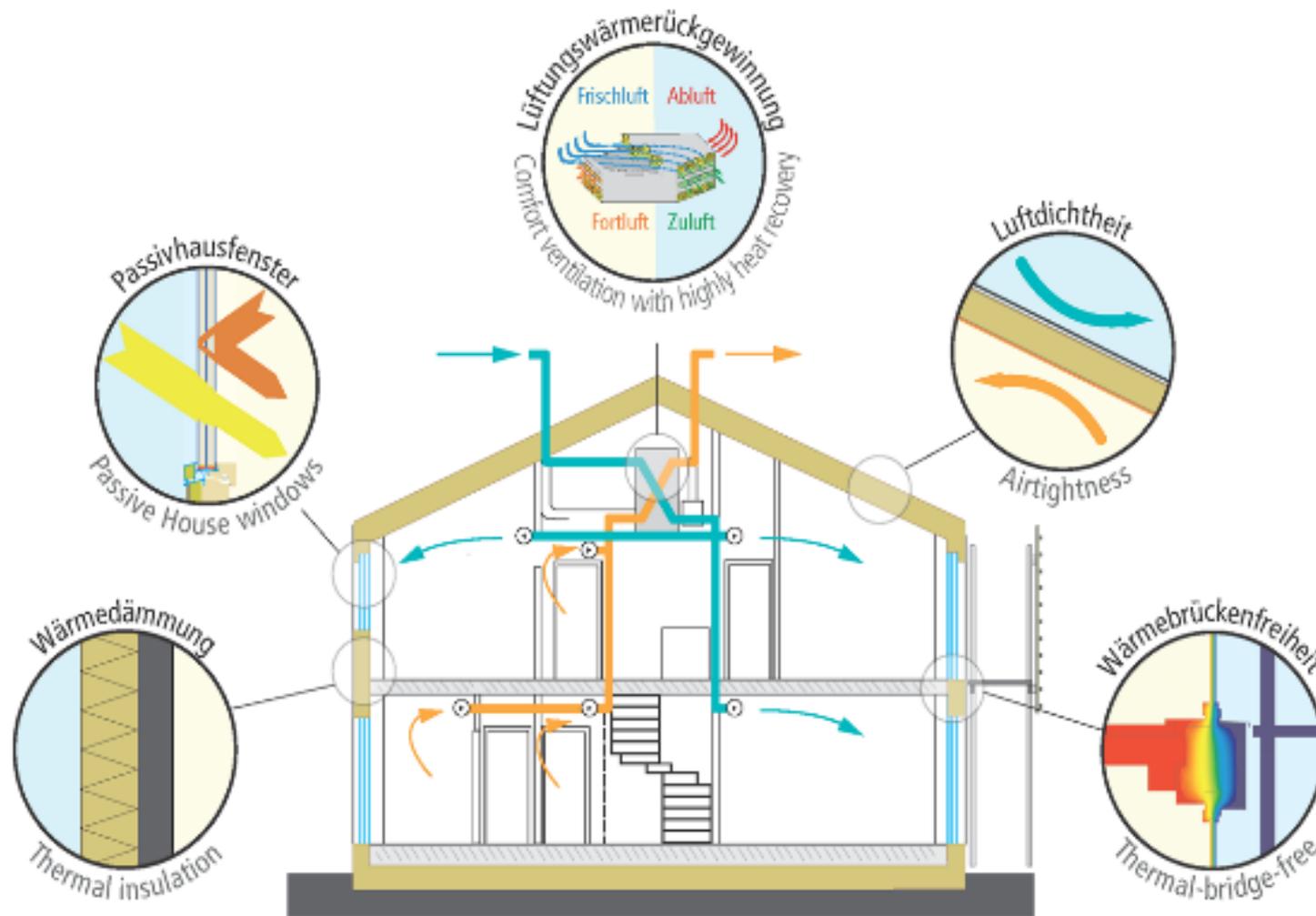


**Photograph of Royal Commonwealth Pool during refurbishment (CEC funding contribution to Edinburgh Leisure managed property)**



**Photograph of Royal Commonwealth Pool after refurbishment (CEC funding contribution to Edinburgh Leisure managed property)**

## 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 2018/19 to 2030/31

No.	Profile of AMW Programme approved yearly budgets	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total for 18/19 to 22/23 (5-year programme)	Total for 18/19 to 2030/31 (over 13 years)
	Unit	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>AMW Programme Budgets &amp; Cost Profile</b>																
1.	Original AMW Programme Budget (excludes slippage/acceleration)	18,537	30,000	30,000	25,516	20,450	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	124,503	236,503
2.	AMW Programme Capital Increase (Feb 2020 Council budget for AMW works)	-	-	-	-	4,800	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	4,800	48,000
3.	AMW Programme Capital Increase (Feb 2020 Council budget for accessibility)	-	-	-	400	400	400	400	400	400	400	400	400	400	800	4,000
	Revised AMW Programme Budget- 1+2+3 (excludes other slippage/acceleration)	18,537	30,000	30,000	25,916	25,650	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800	130,103	288,503
<b>Actual AMW Programme Capital Spend</b>																
	Actual AMW Programme Spend Profile & Percentage of the Original AMW Programme Budget	21,326 (115%)	48,547 (162%)	14,517 (48%)	-	-	-	-	-	-	-	-	-	-	84,39 (to end 2020/21) or 67.8%)	84,39 (to end 2020/71) or 35.3%)