

North Lanarkshire Council Report

Policy & Strategy Committee

approval noting

Ref JMcK/MMcB

Date 26/09/19

Steps Primary School and Community Campus

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Executive Summary

The purpose of this report is to advise Committee of a drainage defect at Steps Primary School and Community Campus that will necessitate remediation works which will require the temporary relocation of Steps Primary School and nursery through the use of decant accommodation at a cost to the Education 2010 PPP partner.

Recommendations

It is recommended that the Policy & Strategy Committee:

- (1) Note the contents of this report;
- (2) Note the Forward Communication Plan, contained in section 4 of this report, in relation to this issue; and
- (3) Authorise the PPP Authority's Representative to undertake the necessary commercial negotiations relating to any interim project agreement revisions and ancillary documents required as a result of the remediation proposal.

The Plan for North Lanarkshire

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

Ambition statement (6) Raise attainment and skills for learning, life, and work to enhance opportunities and choices

1. Background

- 1.1 Steps Primary School and Community campus is one of the projects that is within the Education 2010 Public Private Partnership (PPP) portfolio which included construction, maintenance and lifecycle over a 32 year term concession. Construction for that project completed in 2007 and the buildings and site have been subject to full operational PPP service delivery since 12/11/2007.
- 1.2 Transform Schools (North Lanarkshire) (TSNL) is the PPP special purpose vehicle who are party to the project agreement with North Lanarkshire Council.

- 1.3 In 2018, a localised blockage to one of the pupil toilet blocks was dealt with through localised remedial works by the FM Contractor. This triggered an appointment to clean and inspect the drains and undertake further CCTV surveys. Those findings found issues such as displaced joints, excessive drainage sags and inadequate falls in those areas. This was followed up by some intrusive investigations through 4 trail pits during summer lifecycle works.
- 1.4 TSNL appointed a number of technical advisers to review the investigations and they concluded that the ground and a section of the main drainage run had settled 200mm below the ground floor slab and on a number of occasions the drainage hangers had failed and no drainage hangers were found. The failure of the drainage hangers caused drainage pop ups.
- 1.5 The TSNL board, including Innisfree the equity investor, advised the council's Authority's Representative (Property Manager Estate Development) of a drainage defect on the Stepps campus at a meeting on 25 March 2019 as they believed the remediation of this defect may give rise to a full decant of the facilities off site.
- 1.6 Follow up correspondence in April 2019 advised that Equitix Management Services (EMS) would be put in place on behalf of TSNL to project manage the defect remediation process. Subsequently a meeting on 14 May 2019 to introduce EMS provided the first draft preliminary overview of the defect and intended process and a follow up meeting on 10 June 2019 provided a detailed draft proposal. A preliminary report was submitted to CMT in June 2019 advising of the defect and the proposed corrective action.
- 1.7 Following the report to CMT in June 2019, regular technical meetings have taken place to further develop the strategy of rectification of the drainage defect and decanting the existing school to modular accommodation located on the adjacent Hockey Fields. An updated report was submitted to CMT in September 2019.

2. Report

2.1 Temporary Accommodation

- 2.1.1 Following Equitix Management Systems (EMS) engagement with the prospective drainage remediation building contractors, it became apparent that vacant and unrestricted access of the existing School was necessary. The level of disruption the works will cause would not make the areas fit for delivery of education and the works would potentially expose building users to unnecessary health and safety risks such as dust, excessive noise and deep excavations. Temporary accommodation is therefore deemed a requirement to complete the drainage remediation works.
- 2.1.2 Engie are the incumbent facilities management contractor and service provider maintaining and providing services at Stepps PS for TSNL under a Facilities Management Agreement. Under this Agreement, Engie will continue to provide essential services at Stepps during the drainage remediation works.

Given the existing arrangement that TSNL have in place, the necessary interface implications between the existing School and the temporary accommodation as well as the need for a multidiscipline delivery partner for the temporary accommodation, Engie agreed to provide a solution for TSNL as the Principal Designer and Principal Contractor for the temporary accommodation.

- 2.1.3 Engie recently completed a tender competition for the temporary accommodation works with Wernick Modular Buildings selected as the preferred supplier. Design development is currently underway in preparation for a Building Standards Application. The current proposals are to construct the Modular Accommodation on the Hockey fields adjacent to the existing school facility thereby utilising the existing school car parking for use by staff and parents during the period of the decant.
- 2.1.4 The education advisor from the schools and centres programme is currently working with the EMS team to develop the detailed design of the modular accommodation units in order to ensure that they are capable of supporting delivery of the education curriculum.
- 2.1.5 The temporary accommodation is classed as permitted development and as such, does not require planning permission.

2.2 Drainage Remediation

- 2.2.1 It is important to note that the drainage system at the Stepps campus is operational and functional and there is no current material disruption to the school or community areas which continue to perform and remain available for use. Engie and TSNL continue to monitor closely and remain prepared for any service faults should any drainage disruption occur. In terms of water and gas utilities, they have reported that there are no issues evident from inspections and no drop in the monitoring of consumption. TSNL and Engie has reported that there are no health and safety matters that would give rise to the building not being occupied until alternative accommodation can be put in place. Monitoring arrangements, which form part of the contract service delivery will continue.
- 2.2.2 EMS and Fairhurst Engineers have completed a competitive tender process and identified Luddon Construction as the preferred contractor to rectify the drainage system. The proposals maintain the original design principles of a gravity driven suspended drainage system. The concept methodology is to excavate tunnels / trenches in order to access and remediate the drainage before reinstatement of the membrane, slab and floor coverings. The school will require to be vacant due to the level of disruption and health and safety implications. The community space would remain live during the works as this area can be isolated from the remediation works. The construction programme is currently scheduled as 36 weeks and will follow completion of the temporary accommodation and decant of the School.
- 2.2.3 EMS will now work with their Preferred Contractor to develop detailed method statements and risk assessments around the specific methodology for the remedial works.

2.3 Programme

- 2.3.1 The preference is to programme completion of the temporary accommodation by June/July 2020 allowing the School to be decanted and moved during the summer break. The drainage remediation will then go ahead with a targeted overall completion March/April 2021, Staff and pupils would then move back in to the existing School, the temporary accommodation removed, and the playing fields would be reinstated back to their original condition. Adopting this programme strategy ensures that should a delay occur, there is sufficient contingency in terms of time, to accommodate the delay before staff and pupils return from the summer break.

Notwithstanding, the temporary accommodation will not be removed from site until the remedial works are complete.

- 2.3.2 As a result of the changes in Building Standards in relation to the surface spread of flame for cladding materials that come into effect on 1 October 2019, the Building Warrant will now be submitted after this date to ensure that the design of the accommodation satisfies the most up to date regulations around the spread of fire.
- 2.3.3 A detailed master programme for the work is due to be submitted by EMS however, for the purposes of this report, the following milestones are set out as:

- Sep 19 – Draft civil and structural designs.
- Oct 19 - Submit Building Standards Application.
- Nov 19 – Finalise civil and structural design.
- Nov 19 – Finalise and complete Detailed Design.
- Feb 20 – Building Standards Application and Warrant complete.
- Jun 20 – complete temporary accommodation works ready for occupation.

2.4 Communication

- 2.4.1 An extensive and comprehensive communication plan has been developed to ensure that all stakeholder groups have timely, accurate and reassuring information.
- 2.4.2 This plan includes written information, face-to-face briefing sessions and meetings with elected members, staff, parents and other users of the facilities at Stepps Primary School. Drop-in sessions have been organised for parents to ask any questions they might have about the works.
- 2.4.3 A dedicated newsletter about progress will be put in place which updates all stakeholders on progress as the project continues.

3. Equality and Diversity

- 3.1 Fairer Scotland Duty
Not applicable.
- 3.2 Equality Impact Assessment
Not applicable.

4. Implications

- 4.1 Financial Impact
 - 4.1.1 Under the PPP agreement, the costs for making good the defect including the provision of alternative accommodation will sit with TSNL. The payment mechanism and the services specification shall apply to the alternative accommodation in so far as they are capable of being reconciled to the nature of that accommodation.
 - 4.1.2 Once the technical remediation solution and alternative accommodation proposals are agreed in principal, the nature of the PPP transaction will require the council and PPP funders to be fully engaged with respect to the commercial aspects and

variations to the project agreement such as the necessity to update Direct Agreements and Collateral Warranties to ensure that the Authority has no long term liability in respect of the defect remedial works. The payment mechanism provisions and services specification will need to be re-aligned and agreed on an interim basis to the alternative accommodation and any applicable FM interface matters considered.

4.2 HR/Policy/Legislative Impact

Education and Families (Contracts and Provision Team) will be required to put in place a transition plan and communications with staff, Unions, Parent Councils and the wider school community. This will be similar to the plans used for transitioning to new school builds.

4.3 Environmental Impact

Not applicable.

4.4 Risk Impact

The continuity of educational provision is supported by the proposal for alternative accommodation and the management of the transition of educational activities to the accommodation by Education and Families would be similar to the transition process currently in place when schools move into a new build facility.

5. Measures of success

- 5.1 The pro-active remediation proposed will mitigate against any sudden unexpected loss of educational and community provision as a result of the suspended drainage issues and ground settlement beneath the slab.

6. Supporting documents

- 6.1 Plan showing concept temporary accommodation proposals.



James McKinstry
Head of Asset & Procurement Solutions

6.1 Supporting Information (Concept Design Layouts)

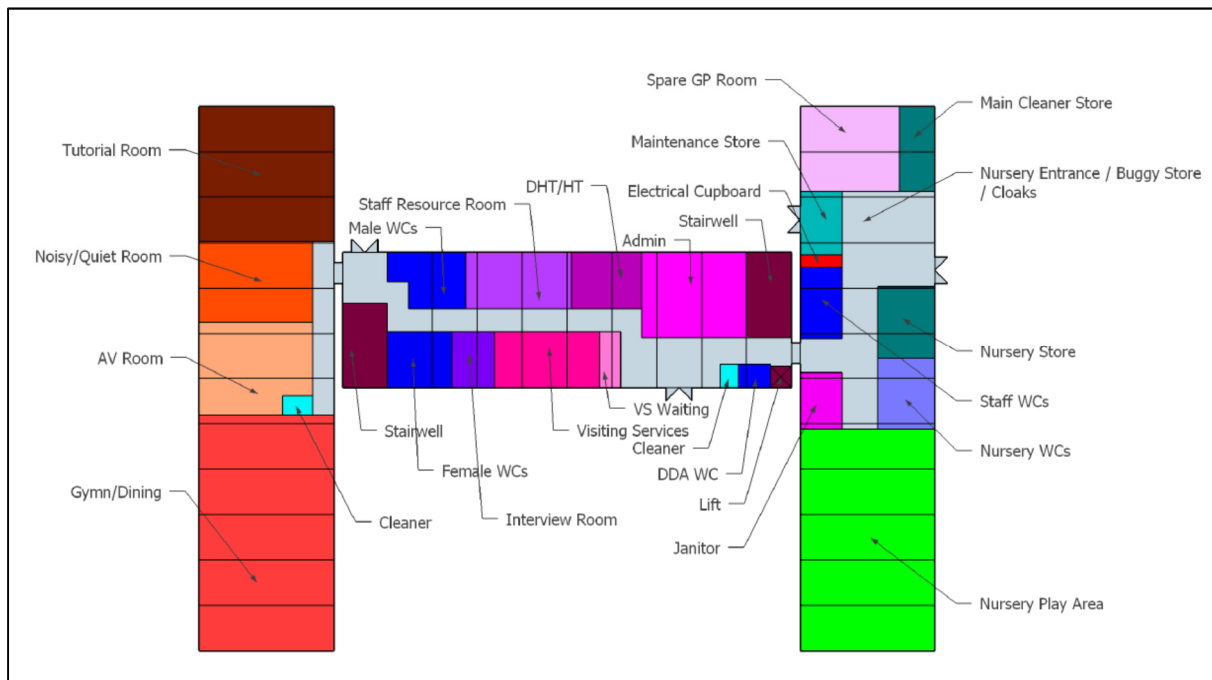


Figure 1 - Temporary Accommodation Concept Design, ground floor.

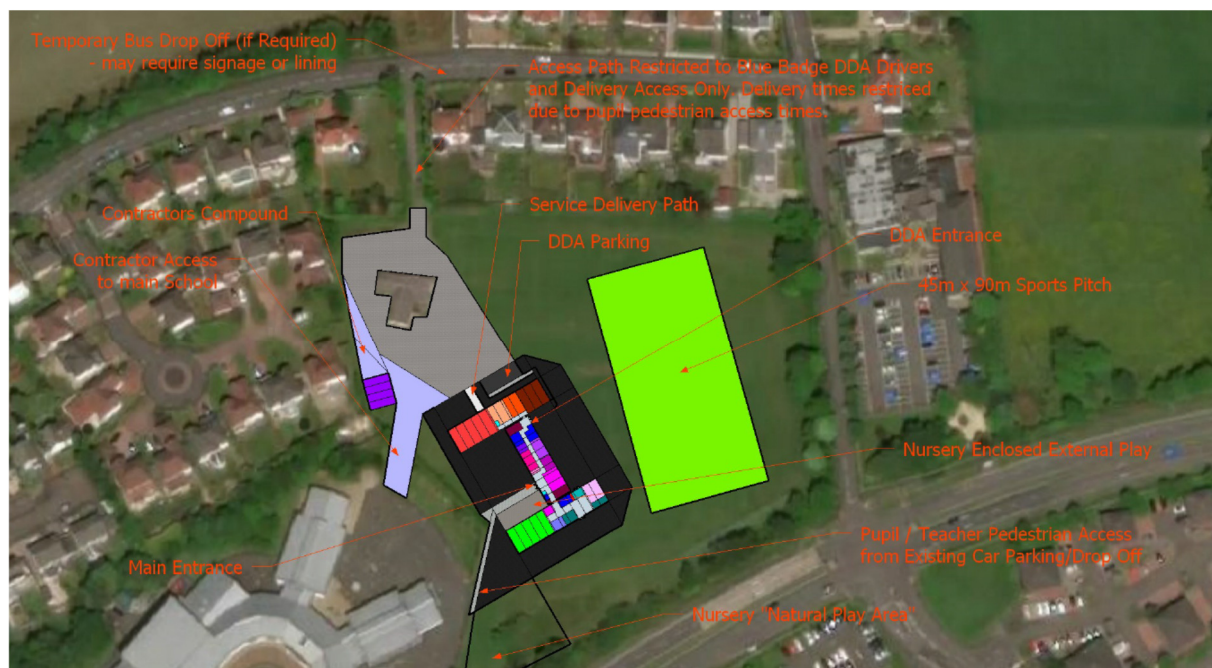


Figure 2 - Temporary Accommodation Concept Design, site plan.

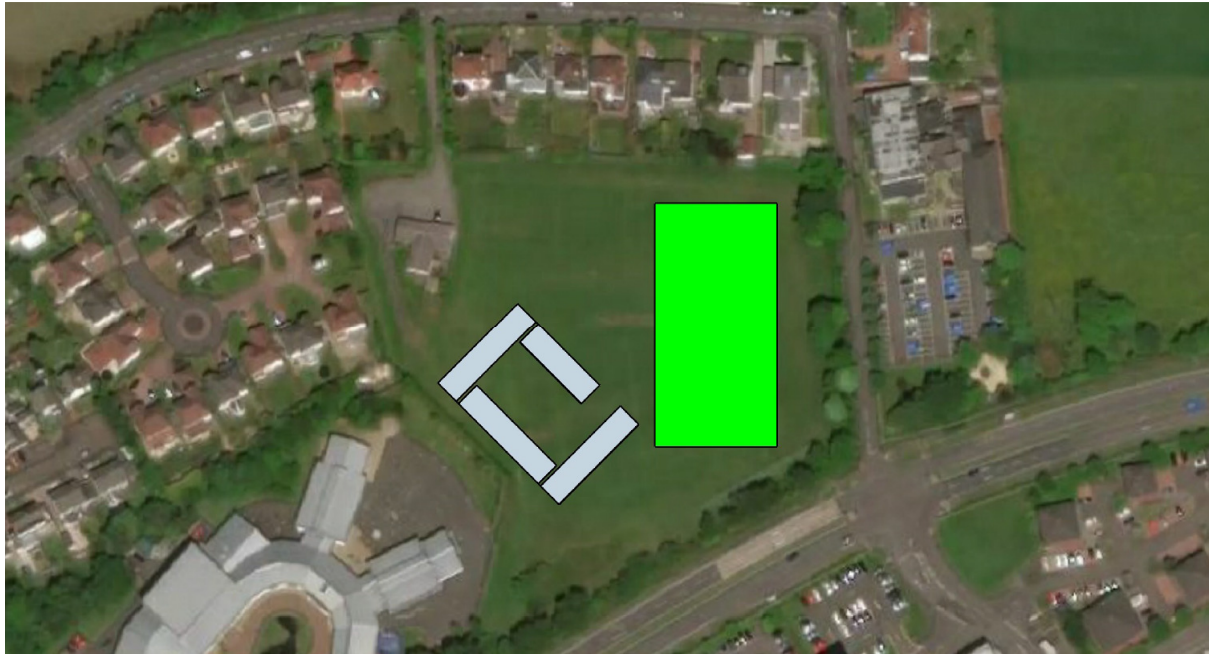


Figure 3 - Alternative single storey configuration

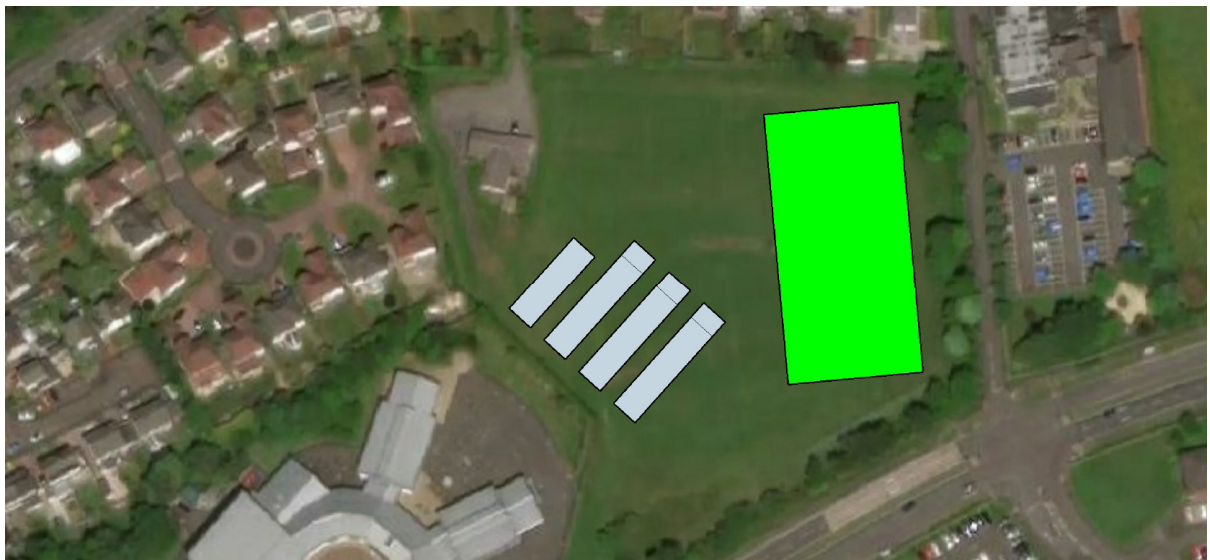


Figure 4 - Alternative single storey configuration