
PROPERTY AND ESTATE ASSURANCE

Report by Service Director Assets & Infrastructure

AUDIT AND SCRUTINY COMMITTEE

13 May 2019

1 PURPOSE AND SUMMARY

- 1.1 This report provides a summary update on various matters which have had implications for the Council's operational property portfolio.**
- 1.2 This report fulfils a request on the Action Tacker of the Audit and Scrutiny Committee agreed at its meeting on 26 June 2018 with further information included.
- 1.3 Specifically, this report provides details of the SBC response, instructions or works which have been undertaken primarily in response to concerns raised following several specific and tragic events which occurred nationally.
- 1.4 The report notes that in light of these recent events, the Scottish Government has indicated that irrespective of the contractual procurement route, Local Authorities cannot abdicate responsibility for quality assurance and oversight with respect to the construction and maintenance of operational properties.
- 1.5 The report notes potential future changes which may be enacted in law which may have further future consequences for the Council and other third-party construction works.

2 RECOMMENDATIONS

- 2.1 Officers recommend that Audit & Scrutiny Committee: -**
- (a) Notes the contents of this report;**
 - (b) Notes that Officers will continue to ensure that appropriate systems and processes are in place to manage and mitigate risk wherever possible in respect of the Council's operational estate;**
 - (c) Notes there may be further implications for the Council as further likely legislative changes are implemented.**

3 BACKGROUND INFORMATION

- 3.1 In recent years there have been nationally, several health and safety related incidents which by extrapolation, have had the potential to have serious implications for the Council, and its partners, across their operational property portfolios.
- 3.2 These specific incidents include:
- Liberton High School, Edinburgh wall collapse which unfortunately resulted in the fatality of a young schoolgirl.
 - Howdenburn Primary School in Jedburgh which suffered a partial external wall collapse due to storm damage.
 - Oxfgangs PPP School in Edinburgh which resulted in a partial wall collapse, and the subsequent closure of 17 No. Edinburgh PPP Schools resulting in a public enquiry led by John Cole.
 - Grenfell Tower, London in which a fire resulted in the significant loss of life due to the nature and type of cladding installed during a refurbishment of the tower.

4 LIBERTON WALL INCIDENT, EDINBURGH

- 4.1 In April 2014, a 12 year old schoolgirl was fatally injured when a free-standing modesty wall serving as a partition to provide privacy while showering in changing rooms collapsed.
- 4.2 A fatal accident inquiry into the death of the girl commenced in Edinburgh in June 2017, and the following receipt of the subsequent report prepared by the Sheriff Principal Mhairi Stephen, City of Edinburgh Council noted her conclusion that there were no reasonable precautions that could have been taken to avoid the accident which resulted in the girl's death. The Sherriff further found that the maintenance and inspection regime at Liberton High School complied with statutory requirements and that there was a comprehensive understanding of the fault reporting system among staff. The determination also stated that the Council had taken all reasonably practicable measures to ensure that the wall was inspected and maintained.
- 4.3 As an immediate consequence of the fatality however, and in April 2014, the Council's property personnel undertook emergency visual inspections of the Council's entire property portfolio (not just the education estate), followed up by intrusive works where required, to identify if any SBC properties had similar free-standing walls. These inspections were also not restricted to internal walls but also covered external boundary walls and retaining structures.
- 4.4 All reports were uploaded to the Council's property asset management system (Technology Forge) and a consequence of these inspections one wall was subsequently deemed unsafe and removed on health and safety grounds.
- 4.5 There have been no further reports to date of any similar issues.

5 HOWDENBURN PRIMARY SCHOOL, JEDBURGH

- 5.1 On 9 December 2015, during a storm and while the school was unoccupied, a length of external wall on the building collapsed. On investigation, while the wall appeared to have been designed for lateral (horizontal) loading it was not sufficiently robust to resist the wind loading that was imposed on it during those specific conditions.
- 5.2 Immediate action was taken to secure the site by the Property Management team with a visual inspection undertaken by the Council's Structural Engineer the following day. It was concluded by the Emergency Planning Team that the school would be closed with pupils relocated to Parkside Primary School and that no further immediate emergency remedial action was needed, beyond securing the site.
- 5.3 In early January 2016, the Council's Architects' Section was brought into the project and a firm of external consultant structural engineers, Christie Gillespie, were then appointed to undertake a more detailed inspection.
- 5.4 Two visits were made to the school. The first visit was used to carry out a visual inspection of the school and assess what further investigations would be required. The observations from the first inspection resulted in recommendations for the opening up of some areas of the school to enable an intrusive inspection of some of the wall construction interfaces and this further inspection was carried out on the second visit. An extract from their report noted:
- "The wall was a gravity wall with no structural head restraint and the external buttresses at each end of the wall did not provide sufficient resistance to the wind loading to which the wall was subjected. This wind loading may have been unusual turbulence caused by abnormal gusting or wind direction. The wall has rotated (overturned) about the damp proof course level to a degree sufficient for it to become unstable and to ultimately collapse and fall over."*
- When the bond between the masonry and the damp proof course was broken, the wall would have been weaker and less able to resist wind loading.
- 5.5 The report is too detailed to include in this document; however, it should be noted the only area of concern within the school identified for attention was the hall where the wall had collapsed.
- 5.6 Drawings were prepared by the Architects' Team with structural design provided by Christie Gillespie & a building warrant obtained. Property Management procured the building contract to make the repairs with a local building firm and the school was reopened after the Easter school holiday.
- 5.7 With the subsequent announcement of funding for the new Jedburgh Intergenerational Learning Campus in 2017, Howdenburn Primary School will be demolished, and the site redeveloped once the new building is complete. Vacant possession is currently scheduled for April 2020.

6 PPP SCHOOL ESTATE

- 6.1 As a result of a series of surveys following a partial wall collapse at Oxfangs Primary School in Edinburgh in January 2016, concerns in relation to the structural stability of a number of walls were identified at all 17 schools built in Edinburgh between 2002 and 2005 under a PPP (Public Private Partnership) programme. This led to the temporary closure of all the affected schools and alternative arrangements for children in nearly all the schools had to be urgently put into place. A remediation contract was completed which focussed on ensuring the proper incorporation of wall and head restraint ties and related works.
- 6.2 This occurrence has attracted considerable interest at a national level and within the Construction Industry, particularly considering the number of school buildings affected in Edinburgh and emerging evidence of the discovery of similar shortcomings across some school buildings in other parts of Scotland.
- 6.3 The City of Edinburgh Council commissioned an independent inquiry, led by John Cole, to examine the history of events leading to and the period following the discovery of these structural issues with the objective of establishing any learning that might be derived from these unfortunate circumstances that may help prevent similar building construction issues, and the resulting consequences, arising in future.
- 6.4 A report entitled "Report of the Independent Inquiry into the Construction of Edinburgh Schools" was subsequently published in February 2017 and runs to some 270 pages in length.
- 6.5 SBC has responded to various requests for information, and clarification that similar inspections have been carried out, particularly in respect of any PPP schools which had been constructed in a similar manner, using a similar form of contract.
- 6.6 On 15 June 2017, the Service Director Assets & Infrastructure attended a joint session with the Minister for Local Government & Housing and Scottish Government's Building Standards team which was also attended by 30 of 32 local authorities. Each Council was called upon to individually articulate its response to the Inquiry Report, planned future activities, governance arrangements and any other pertinent details. (For noting, this meeting took place the day after the Grenfell Tower incident).
- 6.7 Subsequent to the meeting of 15 June, the Cabinet Secretary for Education and Skills also issued a similar request to Councils asking that investigations be undertaken on relevant educational properties.
- 6.8 Within the school estate Scottish Borders Council has three secondary schools (Berwickshire, Earlston and Eyemouth) constructed under a public private partnership (PPP) contract. Under the PPP Consortium the Council pays an annual unitary charge which covers all aspects of the project from initial construction to maintenance and Facilities Managements servicing for the period of 30 years. All three schools were completed during 2009 and are operated by Scottish Borders Education Partnership (SBEP) through Bilfinger RE Asset Management and

maintained by Amey FM Services. (Bilfinger RE have now rebranded as Apleona GVA Real Estate Advisors).

- 6.9 A series of structural surveys have been undertaken in recent years at all three PPP schools following wall collapses at Liberton High School and Oxfgangs Primary School.
- 6.10 During April 2014, initial surveys at each of the three schools were undertaken by Robertson Eadie Consulting Engineers, as a result of cracking to walls and lintels identified through visual inspections undertaken by Amey Services (and post the Liberton School incident).
- 6.11 The surveys identified that several lintels at Eyemouth and Earlston High School were found to be inadequate and remedial steel angles were installed to a specification provided by the structural engineer. The surveys at both Earlston and Eyemouth High Schools concluded that cracking identified on walls was associated in the main with thermal movement and were of no structural concern. Whilst the report relating to Berwickshire High School concluded that the building had been constructed in a workmanship like manner with few defects and where any defects were evident these were associated with shrinkage or deflection of supporting structures.
- 6.12 On the basis of the Robertson Eadie reports, and as a precautionary measure Graham Construction (original builders) instructed McFarland Associates in June 2014 to undertake a further inspection of the internal concrete lintels spanning doors and openings at Earlston and Eyemouth High School following the reported concerns surrounding their structural adequacy. Remedial works to coat and seal the lintels were undertaken in line with the structural engineer's recommendations. Following the completion of the recommended works Graham Construction also removed a concrete head lintel for analysis and lab testing by the structural engineer to provide further re-assurance regarding their adequacy. Information received confirmed that the remediations completed to the lintels were adequate and that no risk remained.
- 6.13 In May 2015, concerns raised in relation to internal wall cracking and ground subsidence in a courtyard area at Eyemouth High School led to further structural surveys being commissioned by SBEP (Currie & Brown) and Scottish Borders Council (Christie Associates, Consulting Engineers). Both surveys confirmed that the cracking within the building was non-structural in nature and attributable to movement caused by moisture and temperature changes. In addition, the reports concluded that the external ground settlement was not connected with the cracking evident on the internal walls.
- 6.14 During the same period Graham Construction appointed Coffey as principal designer to design a system to prevent future ground subsidence of the block paving within the external courtyard. The extensive remedial works completed in the early part of 2016 included altering carrier pipes, adding additional attenuation and diverting existing drainage lines.

- 6.15 In April 2016 because of the wall collapse and failures in the Edinburgh City Councils school estate, SBEP appointed an external consulting engineer (Curtins) to undertake structural surveys at all three sites. The scope of the surveys at each of the three sites was to inspect the principal structural elements and although not confined to, paid particular attention to the wall ties, size of cavities, head restraint details and wind post designs.
- 6.16 Each of the reports provided recommended actions to be undertaken at the three sites and areas for follow up or intrusive investigation. Graham Construction completed the intrusive investigations in line with required actions and confirmed that as a result of the inspections there was no further evidence of structural distress or required works in connection with structural issues. All other items noted within the report which were confirmed as non-structural or aesthetic were completed as part of an active plan of work.
- 6.17 In addition to the various structural surveys that have been undertaken a planned and preventative maintenance programme is undertaken by Amey Services at regular intervals to retain the function and operation of the assets along with a programme of lifecycle replacement.
- 6.18 Monitoring and Contractual Compliance – although the PPP contract is in effect, 'self-monitoring', following discussions and initial input from SFT's PPP team, SBC engaged Turner & Townsend to review the service specification provision. The outcome of this review identified mixed service performance with Berwickshire and Eyemouth High Schools being well maintained whilst issues were uncovered at Earlston High School. As a result of the findings, an increased focus was placed on contract performance and this continues to be monitored by Council Officers.

7 GRENFELL TOWER, LONDON

- 7.1 Grenfell Tower was a 24-storey residential tower block in North Kensington, London which was completed in 1974, as part of the first phase of the Lancaster West Estate. Following its most recent refurbishment in 2015/16 it had a total occupancy of 127 flats and 227 bedrooms. It also received new windows and a new ACM cladding system with external thermal insulation during this refurbishment. A major fire seriously damaged the building on 14 June 2017 and at least 72 people were confirmed or presumed dead, a further 70 were injured while 223 escaped. It was the deadliest structural fire in the United Kingdom since the 1988 Piper Alpha disaster and the worst UK residential fire since the Second World War. The fire is currently subject to a public inquiry, police investigation and coroner's inquests.
- 7.2 As previously noted in 6.6, and at the same meeting which by coincidence took place the day after the Grenfell Tower incident, the Scottish Minister took the opportunity to instruct Local Authorities of his expectations to provide a co-ordinated response to Government, irrespective of whether the Local Authority was a stock transfer Authority or not. This was followed by correspondence requesting that all Authorities provide an update on both high rise and low-rise residential

accommodation, particularly focussing on those which may have been over clad or refurbished using an ACM (Aluminium Composite Materials)

- 7.3 Through coordination with the Council's Housing team at the time, there was significant engagement with the relevant Housing Associations within the Scottish Borders area – primarily comprising SBHA, Eildon HA, Waverley HA and Berwickshire HA and others – it was determined that there were no high rise properties meeting the relevant criteria (a habitable floor 18m above ground level) or low-rise properties which had been retrofitted with ACM type cladding.
- 7.4 SBC also undertook a review of non-housing projects, for example, the sports centre building adjacent to Peebles High School which had been fairly recently constructed using a modular cladding system (although different) and determined that the same sort of risk identified in the use of ACM cladding at Grenfell was not applicable to any SBC properties.

8 OPERATIONAL ARRANGEMENTS FOR CAPITAL PROJECT DELIVERY

- 8.1 Capital projects have typically been delivered over recent years using a scalable approach where a project development team is assembled to cover the overall project management and professional service elements followed by the delivery team including a main contractor. In all projects the use of industry standard conditions of contracts and scope of service allow for all parties to be clear about the responsibility for safety at both design and construction stage, including the roles of Principal Designer and Principal Contractor. These are required by controlling legislation such as the Construction (Design and Management) Regulations 2015 which ensures that an industry standard approach to health and safety is adopted.
- 8.2 The development stage of a project is controlled by relevant SBC Officers with skill and experience so that design and specification choices are managed to avoid, manage or mitigate risks. The selection of a main contractor includes a quality assessment within which Health and Safety is a major component. Issues relating to Health and Safety are reported to Officers on projects regularly and are a prerequisite of successful project delivery.
- 8.3 Construction quality during the delivery stage of a project is monitored using site-based procedures and policies typically managed by the main contractor supplemented using Independent Checkers, a Clerk of Works and/or members of the design team as appropriate.
- 8.4 In addition, recent projects such as Broomlands and Langlee Primary Schools have made use of specific digital technology (Multivista) with regular site-based information gathered (Photography/Video/Drone) to ensure that records are kept of the key stages of the construction process.
- 8.5 Any issues identified during the construction stage are dealt with by the delivery team and managed to a successful conclusion

9 OPERATIONAL ARRANGEMENTS FOR PROPERTY MAINTENANCE

- 9.1 SBC's Property and Estates team are responsible for the on-going maintenance and repair of the Council's operational estate using a variety of systems and processes.
- 9.2 As part of a wider restructure within Assets & Infrastructure, the Corporate Landlord model is being introduced in stages. The concept of a Corporate Landlord is that the ownership of an asset and the responsibility for its management and maintenance is transferred from a service department to the Corporate Landlord, in this instance the Property & Estates team within Assets & Infrastructure directorate.
- 9.3 All property and facilities information is currently held in a central (HQ only) system called Technology Forge. This will shortly be upgraded (by CGI) to a cloud-based solution called TF Cloud which will allow remote access and updating of this data as required to provide a more flexible and agile solution. This could potentially include allowing access to the data by trusted partners, for example, when undertaking PAT testing of electrical equipment or fire alarms within schools meaning that there is no 'double handling' of this information by Officers. TF Cloud is used a by several Local Authorities in Scotland who have all previously transitioned from Technology Forge.
- 9.4 All properties are subject to a regular survey and inspection regime which ensures that a detailed condition survey is undertaken at maximum five-year periods. Some properties, such as the school estate, are undertaken on a more regular basis due to the requirement to report a 'Core Facts Summary' to Scottish Government on an annual basis, which includes data on condition, suitability and sufficiency (capacity).
- 9.5 Secondly, there is an on-going programme of (revenue) activities, at a variety of frequencies, that ensures that all planned and cyclical programmes of work, in relation to the overall hard facilities management of the property, are undertaken. This can include PAT (electrical) testing, asbestos inspections, water and legionella testing, heating and gas installations, and every aspect which requires regular inspections.
- 9.6 Beyond the planned and cyclical works, and because of finite revenue funding through the Property Maintenance fund, Property Officers primarily direct and prioritise reactive revenue resources to the following areas:
1. Emergency response and repairs
 2. Health and Safety related matters
 3. Wind and Watertight
- 9.7 Changes are also currently being implemented in the Council's reactive property maintenance arrangements and a new external supply chain framework will be implemented during 2019.

10 DRINKING WATER / LEAD TESTING PROGRAMME

- 10.1 Subsequent to a request received from the Drinking Water Quality Regulator for Scotland (DWQR) regarding the presence of lead in drinking water in schools, SBC commenced a programme of water sampling initially within all our schools built before 1970 which totalled 54 education sites.
- 10.2 The use of lead pipework was effectively banned in 1969 and therefore those sites deemed to be higher risk – those built before 1970 - have been prioritised initially but the intention is to undertake testing across all sites, irrespective of age and irrespective of end use - not just schools
- 10.3 The Drinking Water Quality Regulator for Scotland (DWQR) exists to ensure that drinking water in Scotland is safe to drink. The current UK drinking water quality standards state that the level of lead in any water supply must not exceed 10µg/l (parts per billion). This came into force in December 2013 after the previous standard of 25µg/l was tightened from a previous level of 50µg/l and therefore the direction of travel to reduce lead levels is evident.
- 10.4 Although only drinking water outlets were required to be assessed, it is not considered reasonable to assume that water was only being ingested from specific sinks and that others, such as in classrooms or toilet WHB's, would also be potentially used by pupils or indeed staff. A decision was taken therefore to sample and test all outlets within the 54 initial sites.
- 10.5 This work has been undertaken in conjunction with our water supplier (Anglian Water) using an approved methodology requiring multiple samples to be taken at various times including stagnation periods, with secondary sampling being undertaken where required. Advice as to next steps is also provided as part of the reporting.
- 10.6 Sampling commenced on 16 October 2018 with the first phase being complete mid-December 2018. These initial results identified 12 sites with elevated results from specific outlets that would require secondary sampling which was undertaken between mid-December 2018 and mid-January 2019. The final report was received 30 January 2019 which highlighted 3 primary schools still with marginally elevated results, those schools being Trinity, St Boswells & Ednam. The specific findings for each site are as follows:

10.7 Trinity Primary School

Header tank within attic space which serves only the staff W.C. within the school kitchen was found to be lead lined with a lead pipe outlet which then connected to copper pipe. This tank was immediately isolated by a plumber as a result of the report and supporting advice. Work is scheduled during the upcoming Easter break to drain, dismantle & remove the water tank and to replace with a smaller plastic tank.

10.8 **St Boswells Primary School**

A single outlet located within a P5/6 classroom sink was found to have elevated levels however a further survey of school found that all internal pipework was of a good standard and therefore the problem had to relate to an external section of public (i.e. Scottish Water network) pipework causing the raised levels. The advice is that the pipe from the Springfield Terrace lane stopcock to the school's stopcock be replaced to eliminate this likely source of lead. This work is currently being costed at present and will be undertaken as soon as possible with assistance from Scottish Water where necessary.

10.9 **Ednam Primary School**

Both the initial and secondary survey of the school found that while the internal pipework was generally of an acceptable standard with no header tank present, the school continued to yield elevated lead levels of circa 30µg/l at several outlets. The advice was to replace the affected pipework immediately and therefore the decision was taken to provide the school with bottled drinking water, and subsequently decant the pupils (approx. 45no.) to the nearby Broomlands Primary School for the duration while remedial works are undertaken. A rapid response group was formed, and this decision was taken jointly between the Education and Property teams within an hour of the report being made available to SBC.

10.10 The remedial works are currently being costed and will progressed as soon as possible. In addition, fixed electrical testing has been undertaken while the school is vacated with no further works being necessary – it had originally been anticipated that an electrical upgrade would be required in the 20/21 timeframe.

10.11 Officers will also use the opportunity while having vacant possession of the property to undertake some minor asbestos removal works (the presence of which was known and there is a well-established protocol for dealing with such matters) which will be undertaken in the coming weeks along with some accelerated internal refurbishment works in conjunction with the Education capital block allocations.

10.12 The testing programme will continue across them remainder of the school estate and other sites, with appropriate remedial action being taken immediately any concerns are identified.

11 SCOTTISH GOVERNMENT BUILDING STANDARDS COMPLIANCE AND FIRE SAFETY CONSULTATION

11.1 In the wake of the Grenfell Tower fire in London and the prior Oxbgangs Primary School collapse in Edinburgh in January 2016, a Ministerial Working Group (MWG) was set up to oversee a review of building and fire safety regulatory frameworks for Scotland's buildings.

11.2 The focus of the MWG was on safety in high rise domestic buildings and other actions around fire and safety advice, and the adequacy of current fire and building regulatory frameworks.

- 11.3 Following on from this two expert review panels were established to consider relevant aspects of the Scottish building standards system:
- a) A Review Panel on Building Standards (Fire Safety) in Scotland, which looked at functional standards and associated guidance for building work in Scotland. In June 2018, it concluded that while the structure of mandatory standards should be retained, the status and limitations of the guidance needed to be made clearer.
 - b) A Review Panel on Building Standards Compliance and Enforcement examined the current operation of the building standards system, including its strengths, weaknesses and potential changes that could be introduced to address the identified weaknesses.

- 11.4 The recommendations of those two panels form the basis of a consultation managed by the Scottish Government's Building Standards Division. The consultation was live during August and September 2018, with views collected via an online survey and supporting face to face consultation events. In total 222 survey responses were received, and 246 individuals attended the events.

The consultation findings were analysed by Pye Tait Consulting and were presented in a report which Scottish Government published in late December 2018.

Scottish Borders Council's Building Standards Team (part of Regulatory Services) provided a response to the consultation which was included in the initial report.

- 11.5 The consultation garnered a generally positive response, with most respondents being in favour of the proposals. In response to the consultation there is a generally optimism with a majority in favour of the proposals, demonstrated through the high levels of agreement with most of the consultation questions. Key areas of uncertainty and concern centre around whether Construction, Design and Management (CDM), Health and Safety, Construction Compliance and Notification Plan (CCNP) or other legislation and regulations meet the requirements of the new proposals.
- 11.6 Other areas relate to the practicality of implementing aspects of the proposal, for example, the resourcing of further Local Authority verification capabilities or the risk of losing local expertise through the generation of a central hub.
- 11.7 Concerns were primarily focused on the resourcing, both in financial and personnel terms, and the impact of the proposal without a robust enforcement capability that has legislative reinforcement. These are also key themes from the face-to-face consultation events. Enforcement is an issue that is deemed to have ramifications for aspects of other proposals within the consultation. Three quarters of respondents and the vast majority consulted in face-to-face events agreed that the enforcement capabilities are insufficient. Without a greater level of deterrence, perceptions are that for private developers "Cash is King" with the

priority being the bottom line and in public projects that political pressure could impact the quality of verification due to conflicting interests. Nearly all of those consulted deemed that a more proactive approach in enforcement was required and that this should be driven at the national level.

- 11.8 Resourcing was identified as a key concern for Local Authorities, and there were indications, anecdotally at least, they were deemed to be overstretched by all stakeholder groups. In many cases, affirmative responses to proposals were caveated with a need for increased resourcing, with a recognition that long-term support is required i.e. not just for the period it remains relevant. The introduction of a central hub is an area where competing interests seemed to rise in terms of resourcing, responsibility and who would be involved. It was deemed that the introduction of a central hub could reduce vital resources in rural Local Authorities, with preference given to urbanised authorities and the loss of expertise at the local level.

12 CONCLUSIONS / FUTURE PROPOSALS

- 12.1 Scottish Government have recently published interim guidance entitled "Scottish Procurement Construction Policy Note CPN 1/2017" dated 20 July 2017 which sets out to provide interim guidance following the publication of the Independent Inquiry into the Construction of Edinburgh Schools.
- 12.2 The key message is that "contracting authorities engaged in construction must make appropriate arrangements for the independent inspection of construction activities". As such, contracting authorities cannot abdicate responsibility for independent inspections irrespective of the form of procurement or contract being adopted and must maintain a degree of control over the site inspection process.
- 12.3 In response, SBC will reinforce their Clerk of Work capabilities through the continuing use of internal and external resource where appropriate. In addition, Officers propose to amend standard scopes of service for each consultant appointment (architect, engineer etc) to ensure that they (irrespective of procurement route) provide regular written reporting on the qualitative aspects of the construction period.

13 IMPLICATIONS

13.1 Financial

There are no additional revenue costs attached to any of the recommendations contained in this report. Any additional capital costs, for example in amending consultant scopes of service, will be accommodated within agreed capital project budgets.

13.2 Risk and Mitigations

The report sets out the systems and processes that are in place to manage and mitigate risk wherever possible in respect of the Council's operational estate. Officers will continue to address any issues identified

or raised in a responsive manner. There are no adverse impacts as a consequence of this report.

13.3 Equalities

There are no equalities impacts as a consequence of this report.

13.4 Acting Sustainably

There are no adverse impacts as a consequence of this report.

13.5 Carbon Management

There are no adverse impacts as a consequence of this report.

13.6 Rural Proofing

No adverse impacts are anticipated as a consequence of this report.

13.7 Changes to Scheme of Administration or Scheme of Delegation

No changes are anticipated as a consequence of this report

14 CONSULTATION

14.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

Approved by

Martin Joyce

Service Director Assets & Infrastructure Signature

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Background Papers: none

Previous Minute Reference: none