

AGENDA MANAGEMENT SHEET

Name of Committee Resources, Performance And Development Overview And Scrutiny Committee

Date of Committee 11th November 2008

Report Title School Summer Holiday 2008 - Building and Engineering Projects

Summary A report to inform members of the delivery of school building and engineering projects during the 2008 summer holiday.

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Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers None

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllrs D. Booth, G. Atkinson and J. Haynes
- Cabinet Member Cllr A. Cockburn - for information
- Chief Executive
- Legal Barry Jukes
- Finance David Clarke, Strategic Director, Resources - reporting officer
- Other Chief Officers
- District Councils
- Health Authority

Police

Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Executive Summary

- This report details the schools building and engineering projects carried out during the 2008 school summer holiday.
- During the summer holiday period, Resources – Property had a total workload of 474 projects at various phases having a value of £19.7 million.
- Of the 474 projects having a construction phase due for completion by the start of the school autumn term there were;
 - **NIL** Unmanaged Lates
 - 24 Managed Lates –These were projects that were not completed but were professionally managed, reprogrammed and alternative arrangements made with the schools in a timely manner, resulting in **NO** teaching disruption to the schools.

Agenda No

Resources, Performance and Development Overview and Scrutiny Committee - 11th November 2008.

School Summer Holiday 2008 - Building and Engineering Projects

Report of the Strategic Director, Resources

Recommendation

That the report be noted and that Members comment on the delivery of Building and Engineering projects completed during the school summer holiday 2008.

1. Background

- 1.1 In November 2002 this committee considered a report on the number of school building projects which were not completed on time by the end of the 2002 school summer holiday. Members noted the actions proposed to address the problem and requested that progress be reviewed in six and twelve months' time.
- 1.2 The reviews were duly carried out, and all projects outstanding at the end of the summer term 2002 were completed to time scales agreed with each school.
- 1.3 A similar review was undertaken and reported for all projects carried out during the 2003 to 2007 school summer holidays. This report details the performance with regard to the 2008 school summer holiday.

2. Summer Holiday 2008

- 2.1 This report refers to 'Unmanaged Late Projects' and 'Managed Late Projects'.
 - Unmanaged Late Projects are defined as projects that were not completed during the school summer holiday period and were not reprogrammed and no alternative arrangements made in a timely manner, thus resulting in disruption and inconvenience to the functioning of the school.
 - Managed Late Projects are defined as projects that were not completed during the school summer holiday period, but were reprogrammed and alternative arrangements made in a timely manner thus resulting in no teaching disruption to the school.

2.2 During the period 18th July to 31st October 2008, Resources – Property had a concurrent workload of 474 projects valued at £19.7 million. Of the projects having a construction phase due for completion by the start of the school autumn term, there were **NIL** projects that were Unmanaged Late Projects.

2.3 The following table shows a summary of the summer holiday projects over the last 7 years.

1. Summary of School Summer Holiday Projects by Year				
Year	Total No. of Projects	Total Value £'m	Total No. of Unmanaged Lates	Total No. of Managed Lates
2002	578	24.2	24	Not measured
2003	642	14.3	7	Not measured
2004	533	21.8	6	Not measured
2005	538	20.8	2	18
2006	416	20.7	1	9
2007	502	34.9	0	20
2008	474	19.7	0	24

2.4 These results indicate an overall sustained improvement in the service delivery of projects. This is encouraging and is further evidence of the commitment to provide a quality service. It is considered that a number of factors have led to this level of improvement, namely;

- Detailed resource programming of all planned maintenance projects from timeliness of work programme scheduling and budget allocation to specification stage and completion.
- Ongoing use of a comprehensive performance management system of contractors and project managers.
- Rigorous management of multi disciplinary workload monitoring to both contractors and project managers.
- A proactive approach to addressing issues arising from schools WES customer survey's resulting in a closer working relationship with schools.
- A systematic and responsive professional approach to project management and customer care.

2.5 Where delays have occurred, the schools have been made aware and alternative arrangements made to ensure the schools remain operational. **Appendix A** lists the total of 24 'Managed Late Projects' where alternative arrangements were made to ensure that there was no teaching disruption to the schools.

2.6 Analysis of the 'Managed Late Projects' indicates that the reasons for the delays fall into the following categories. This information has been taken into account when drawing up the conclusions and action plan for future years.

Reason for Delay	No. of Projects Affected
Supply Chain Delay	7
Unforeseen Site Specific Problems	3
Project Amendment /Additional Work / Late Instruction	6
Inclement Weather	4
Contractor Error / Issue	4

2.7 It should be noted that on the 15th July 2008 confirmation was received that a major contractor used by Property ceased to trade and was unable to fulfil its contractual obligations. Property had circa £1 million of work planned with this contractor. Property in conjunction with Legal and Procurement rescheduled and reallocated summer critical works to alternative contractors / sub contractors thus limiting the effect felt to schools. This was a major piece of work in addition to the fundamental planning required to deliver the programme.

3. Conclusion

3.1 Lessons learnt from the 2008 results are similar in theme to the 2007 results and will continue to be actioned to continually strive to improve service delivery. The items to address and continue to improve on include;

- Continue to ensure identification of realistic work programmes with all stakeholders.
- Continue to ensure adequate lead in time is allowed on all projects, and orders are placed well in advance of the scheduled start dates to enable contractors to effectively manage workload.
- To support the above action points, the delivery of the planned building and engineering maintenance programme will be programmed to be resourced internally during a January to December timescale to ensure a longer lead in time to the school summer holiday period.
- Continue to carry out pre-contract intrusive checks to areas to determine possible hidden problems and potential delays, where appropriate.
- Seek confirmation of approval of all clients ahead of schemes starting on site.
- Develop specific completed project work portfolios to enable clients to visualise the proposed finished scheme.

3.2 Members are asked to note the 2008 works and comment as necessary on performance.

DAVID CLARKE
Strategic Director, Resources

Shire Hall, Warwick
19 October 2008

SUMMARY OF 'MANAGED LATE' * PROJECTS 2008/09 – SCHOOL SUMMER HOLIDAYS

UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
5021	The Ferncumbe CE Primary School, Hatton	Adaptations to toilet facility and other internal adaptations	8,000	Arden Construction	Some specific adaption's e.g. handrail to be fitted when child attends school to ensure correct height etc	Handrail to be fitted by agreement with the school	26.9.08
5066	Lapworth CE Primary School	Provision of a hygiene changing room	15,000	SOL Construction	Design difficulties and lead time for steelwork	Revised programme and working agreed with school	31.10.08
1247	Goodyers End Primary School, Bedworth	Extend hygiene changing room and widen doors and external works	15,000	SOL Construction	Site conditions necessitated alternative design for ramp and thus a revised Building Regs application	School made aware. Ramp to be completed half term	31.10.08
5009	Budbrooke Primary School	Hygiene change facility	18,000	Arden Construction	Work complete apart from delivery of specialist bed	Revised delivery date being sought and agreed with school	26.9.08
5015	Cubbington CE Primary School	Hygiene change facility	14,000	Arden Construction	Design difficulties and Building Regs application precluded start and completion during summer holiday	Revised programme and working arrangements to be agreed with school	31.10.08

*Not completed, but reprogrammed and alternative arrangements made with the school in a timely manner, resulting in **NO** teaching disruption to the school.

SUMMARY OF 'MANAGED LATE' * PROJECTS 2008/09 – SCHOOL SUMMER HOLIDAYS

UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
5290	Briar Hill Infant School, Whitnash	Adaptations to accessible toilet to incorporate shower and change bed and handrails	4,500	Arden Construction	Work complete apart from delivery of specialist bed	Revised delivery date being sought and agreed with school	26.9.08
5033	Thorns Community Infant School, Kenilworth	External works / door threshold / ramp and roof to swimming pool	48,000	Arden Construction	Delay with specialist supplier of roof sheeting	Revised programme and working agreed with school	26.9.08
5101	Clapham Terrace Community Primary School, Leamington Spa	Adaptations to toilet facility	3,000	Arden Construction	Most work is complete - additional item requested by school	Work will be carried out by agreement with school	26.9.08
1133	Our Lady of the Angels Catholic Infant School, Nuneaton	Toilet adaptations to incorporate shower and Security fencing works	7,000	SOL Construction	Late client request, contractor did not have capacity to complete by end August	Revised programme and working agreed with school	31.10.08
5086	Telford Junior School, Leamington Spa	Extend and tarmac pathways	3,500	Arden Construction	Late client request, contractor did not have capacity to complete by end August	Revised programme and working agreed with school	31.10.08
4298	Welford-on-Avon Primary School	Provision of height adjustable bed in hygiene room and handrails to steps	2,500	Arden Construction	Late client request, contractor did not have capacity to complete by end August	Revised programme and working agreed with school	31.10.08

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UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
3070	Boughton Leigh Infant School	Refurbishment of Hall	21,000	Ian Williams Ltd	Extended deliver time for wall panelling	School advised. School function not affected	Arranged with school to complete during October half term
1120	Stockingford Infants School	Complete replacement of defective roofing	35,000	Central roofing	Inclement weather and specification changes	School advised. School function not affected. High risk works completed during summer shut down	Completion agreed with school week commencing 08/09/08
1143	Queens Junior School	Complete replacement of defective roofing	120,000	Clarendon Roofing	Inclement weather	School advised. School function not affected. High risk works completed during summer shut down	Completion agreed with school week commencing 22/09/08
2209	Birchwood Primary School	Installation of Canopies and internal works	23,000	NWP Limited	Original main contractor (PJ Rowan) ceased trading 15 th July 2008. Urgent alternative arrangement made with sub contractors	Canopy works ordered through sub contractors and completed on time. Internal works reprogrammed with school agreement	Internal works to be carried during September / October by arrangement to eliminate disruption of the school function

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UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
1137	Alderman Smith	Complete replacement of defective roofing to dining / changing areas	80,000	James M Green	Inclement weather	School advised. School function not affected. High risk works completed during summer shut down	Completion agreed with school during October half term
1249	Newdigate Primary School	Internal alterations	35,000	A E Maintenance	Original main contractor (PJ Rowan) ceased trading 15 th July 2008. Urgent arrangement made with alternative contractor	School advised. School function not affected	Completion planned for 06/10/08
1015	Exhall Cedars Infant School	Toilet Refurbishment	25,000	Newdigate Builders	Late instruction for go ahead of work received from client	Work phased to ensure school function not affected	Planned for completion 30/09/08
3204	Provost Williams Primary School	Alteration and refurbishment of toilets	40,000	Ian Williams	Issues with existing drainage in shower room	School advised. School function not affected. Work to continue so as not to cause disruption to school	Overall function of school not affected. New disabled shower room not completed however no immediate need for this facility at present

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UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
3090	Bilton High School	Complete replacement of defective roofing	220,000	Mitie	Inclement weather	School made aware, work continuing to progress on site. School function not affected	Planned Completion 26/09/08
3114	Henry Hinde Junior School	Complete replacement of defective windows	78,000	James Pearson	Original main contractor (PJ Rowan) ceased trading 15 th July 2008. Urgent arrangement made with alternative contractor	School advised and programme agreed to progress into autumn term. School function not affected	Planned Completion 26/09/08
4191	Shipston High School	Provision of Entrance Canopy	27,000	Arden Construction	Manufacturer failed to meet planned timescale	School made aware. Revised programme agreed	Canopy to be installed during October half term
1121	Stockingford Junior School	Boiler Refurbishment and heating distribution replacement	145,000	Lord Combustion	Initial insufficient human resources allocated to contract	School made aware. Internal heating distribution works completed during shut down. Works contained within boiler continuing	Completion for 21/09/08. School function not affected
5079	Campion School & Community College	Main switch gear replacement and part rewire to main block	75,000	Novacray Ltd	Utilities provider did not perform to agreed provider	School made aware. School function not affected. Internal works completed	Final main panel to be replaced during October half term

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