

To: Finance, Resources and Customer Services Policy Board

On: 1 September 2021

Report by: Director of Environment & Infrastructure

Heading: Facilities Management Operational Performance Report

1. Summary

- 1.1 Environment & Infrastructure brings together a range of Council services and activities, with both strategic and operational responsibilities. This report provides an operational performance update on Facilities Management (Hard and Soft Services) delivered by Environment & Infrastructure since the last Policy Board in June 2021.
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2. Recommendations

It is recommended that members of the Finance, Resources and Customer Services Policy Board:

2.1 Approves the content of this report

2.2 Approves the investment and placement of defibrillators for emergency resuscitation purposes at every school in Renfrewshire, accessible for community use at all times of the day and night as set out in paragraph 4.13 of this report.

3. Facilities Management - Hard Services

Building Services

- 3.1 Building Services has operated a reduced service during the COVID-19 pandemic as all routine and non-emergency repairs were suspended at the beginning of the first lockdown in March 2020 and suspended again through the further lockdown periods when only statutory, compliance and emergency repairs were being carried out.

However, as restrictions started to lift at the end of April 2021 the service has been actively managing the transition back to carrying out a normal repair service within the constraints of the Scottish Government guidance.

- 3.2 In conjunction with Housing Services it was agreed that the backlog of repairs on hold would be targeted from those repairs with the longest waiting time to the most recent. Following this decision Building Services has been working closely with Business Support and the Customer Contact Centre to contact tenants who have had repairs on hold to arrange appointments to carry out the works.

During the crisis it has been difficult to contact many tenants as the current contact details held on the system were found to be inaccurate. We are looking at each trade strategically in conjunction with Housing and are sending out letters to tenants asking them to make contact with our admin team to arrange appointments. If, however, we have not received a response following a 28 day period, the job will be cancelled and closed.

This targeted approach will be used to reduce the number of outstanding repairs on the system. Once completed only current repairs reported by the tenants will be on the system.

4.0 Operational Update

- 4.1 **Gas** – The domestic gas servicing and repair team have been working actively through the back log of works and have tried to contact those tenants who have been waiting for repairs for some time. The contact letters described above have been issued to tenants reporting gas related repairs that we have not been able to contact by phone. Appointments have been made with those tenants who have responded.

From 28 June all diaries have been opened for tenants to make appointments for new repairs. In the first quarter of 2021/22 the domestic gas servicing and repairs team carried out the following: -

- gas services to domestic boilers – 1034 appointments completed
- gas repairs and follow on works from servicing – 467 appointments completed
- gas emergency/ same day call outs – 1399 attended
- gas Urgent 5 days response – 51 attended

- 4.2 **Aids and Adaptations** - The service is working with Housing and Social work to actively programme disabled adaptations. Bespoke risk assessments are required to be carried out for vulnerable tenants. This is to ensure tenants needs and considerations are being met while the work is being carried. There remains a significant backlog of works to be carried out, however, works have been prioritised by social work into various levels of urgency based on service user's needs. We are working with housing to prioritise these works whilst accommodating smaller more recent requests.

- 4.3 **Double Glazed Units** – Since lockdown restrictions were lifted in January 2021, we have reduced 'on hold' double glazing works from 12 to 4. The remaining 4 have been measured and ordered and will be fitted as soon as these have been received.

Unfortunately, due to the current market conditions, there is a longer than normal waiting time for the production of double glazed units.

- 4.4 **Renewal of UPVC** - As the restrictions lifted on the 26 of April we have been working actively to address the backlog of doors and windows renewal with priority given to those waiting longest. As of the 30 June we can confirm that most of these jobs have been completed.

Outstanding works are detailed below:

- 9 doors/windows still to be fitted, we are contacting tenants to make arrangements for these fittings.
- 34 new doors and windows are awaiting delivery - there is currently a 10-12 week waiting time on all UPVC goods.

4.5 **Electrical Programme Q1**

Smoke detector programme –

- 136 installations completed.

Electrical testing programme for domestic housing –

- Jobs raised – 1016
- Tests completed – 910
- No access given by tenant – 106
- Follow on works after testing – 401

- 4.6 **Boiler Replacement Programme** – This programme recommenced after restrictions were lifted on 26 April.

- 34 full gas central heating installations in void properties.
- 18 full gas central heating installations in tenanted properties. 3 houses per week now programmed in for full installations.

- 4.7 **SHQS Tenanted houses** – have been on hold due to the large volume of work required and the disruption to tenants. Since the 26 April the focus has been on delivering the SHQS void programme with very low demand for the SHQS tenanted property works due to the pandemic.

4.8 **Voids**

Building Services continues to work on void houses and undertake full compliance checks for the Homeless Persons Units (HPU). This has allowed people presenting as homeless to be accommodated.

220 voids have been completed during Q1 2021/22.

Void Returns Q1 2021/22			
Full Void Works*	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
220	34	26	191

Prelim works include:

- Full property clear outs
- Removal of full kitchens for asbestos contractor
- Removal of bathroom suites for asbestos contractor
- Removal of gas central heating systems for asbestos contractor
- Temporary electricity boards fitted for asbestos contractor
- Full reinstatements after asbestos removal

- 4.9 **SHQS Voids** - Building Services has been allocated additional SHQS Voids, which were previously carried out by an external contractor. This has increased from 2 to 4 properties a week since 26 April 2021.
- 4.10 **PPE Hub** - Building Services is now managing the Renfrewshire HSCP distribution hub for PPE at Unit 5 in Underwood Road. In partnership with HSCP we are now servicing over 100 care facility properties per week and supplying Lateral Flow test kits to care homes.
- 4.11 **Water Management** - Building Services operatives have continued to carry out water management testing throughout the pandemic. They test and inspect various water outlets within any school or public building. This involves taking water samples and checking the temperatures of both hot and cold outlets as well as at calorifiers and storage tanks. Samples are then taken to our specialist company to test for contaminates such as legionella. This is recorded and upload to our electronic system. They will also carry out remedial and alteration works to compromised pipe work and water systems.
- 2,983 tests
 - 34 properties for samples taken
 - 21 remedial repairs
- 4.12 **Commercial Gas** - Specialist facilities engineers carry out all compliance works which include gas servicing, F-Gas servicing (air conditioning), AHU servicing and the cleaning of kitchen canopies and filters.

Gas servicing is carried out in schools, public buildings and domestic properties i.e. Janitors houses, this can also lead to various faults being found with boiler parts and subsequent maintenance requirements.

Commercial Gas

- 23 properties
- 58 boilers serviced

Domestic Gas

- 5 properties
- 5 boilers serviced

- 12 water heaters serviced
- 26 tightness tests carried out

F-Gas servicing includes cleaning of filters, leak testing and repairs where required.

- 10 properties
- 96 units serviced including cleaning filters

AHUs (air handling units) require filters and belts changed and repairs where required.

- 9 properties
- 53 AHUs
- 220 filters changed

Kitchen canopies are cleaned both inside and out and all filters are cleaned.

- 16 properties
- 17 canopies cleaned inside and out
- 114 filters cleaned

In addition, specialist facilities engineers are currently fitting new commercial boilers at the McKillop Institute in Lochwinnoch as part of the Council boiler replacement programme.

4.13 Defibrillator Installation Programme – Currently there are defibrillators for emergency resuscitation purposes at each of the secondary schools in Renfrewshire. This paragraph sets out to expand the number of defibrillators available for school and community use in Renfrewshire by locating a defibrillator at all Primary schools in Renfrewshire. The location of these will be around the entrance gates/ fencing to the school so that they are accessible by the local community in addition to use by the school. For secondary schools if the current location is not accessible by communities, a second unit will be located around the entrance to the school. The procurement process is currently underway and the units will be installed during 2021 at the earliest opportunity. This programme will ensure that communities have access to a defibrillator 24 hours per day, 7 days per week.

4.14 Streetlighting - Throughout lockdown the street lighting maintenance service has continued to provide a 24-hour emergency service to Renfrewshire residents. The Street Lighting team has been fully operational and has completed the following works during Q1 2021/22:

- 264 Emergencies attended during working hours
- 11 Emergencies attended out of hours
- 943 Dark lamps put in lighting (attended)
- 349 Planned maintenance completed
- 23 Excavations completed

Performance Indicators

Reported street lighting faults which were attended within the 7-day timescale - Q1 2021/22

100% were attended within the 7day period against a target of 95%.

4.15 **Contracts** - The delivery of several larger scale construction projects was severely impacted by the COVID-19 pandemic and were suspended for several months during lockdown. However, these have recommenced, and work has been on going to complete these projects.

- Works have commenced on the large toilet upgrade plans for schools across Renfrewshire. West Primary is the first school to commence with 4 out of the 10 toilet areas now completed. Material for St Mary's Primary will commence shortly.

4.16 **Apprentice Programme** - Building Services working in partnership with Housing Services are recruiting new youth and adult apprentices. There were 104 youth and 15 adult apprentice applications. Interviews were held during July and 10 apprentices been offered the position with a breakdown as follows:

3 Painters (youth apprenticeship)

1 Joiner (adult apprenticeship)

3 Electricians (2 youth apprenticeships and 1 adult apprenticeship)

3 Plumbers (2 youth apprenticeships and 1 adult apprenticeship)

The 3 painters and the 1 joiner started their college placement on 16 August. The other 6 candidates recruited are waiting on PVG before official start dates at college in September/October.

We are very pleased to be in a position to offer these apprenticeship opportunities within Renfrewshire. This builds on our existing complement of apprentices.

4.17 **Stores and Materials**

Building Services has continued to carry out emergency, compliance, and void works in line with Scottish Government guidance. Following the move the Level 0, there has been changes in the supply and pricing of the materials that we use on a daily basis.

Building Services has so far managed the shortages of materials across the construction industry by utilising all contacts we have locally and nationally. However, as the rest of the construction industry also gets back to a more normal level, the supply chains have been further stretched.

Brexit has had a significant impact on the supply chain with normal channels further elongated by border controls and import paperwork. This is having a huge effect on the timescales for delivery and the costs of the materials.

Covid 19 has also had an impact on the manufacturing of goods across the globe with factories having to reduce the outputs or close completely during the various lockdowns and restrictions within their own countries.

A report commissioned by Scotland Excel published in June 2021 confirms that the Construction Leadership Council (CLC) continues to report shortages of construction materials and forecasts this disruption to continue for the foreseeable future.

In addition, ongoing engagement with suppliers confirmed that:

“material shortages, longer lead times and steep price increases will continue to impact the supply chain. This represents a significant risk to Scotland’s construction-led recovery and the planning of a backlog of maintenance and repair programmes now permissible with the easing of restrictions.”

Scotland Excel have also confirmed that they are experiencing an unprecedented level of price increase requests across the building and timber framework. Suppliers are currently experiencing weekly increases on timber from importers. In addition, the framework suppliers have issued warnings that currently key products are on limited allocation and over the coming months there may be reduced availability of key items.

5. Risks to on-going recovery.

Due to the market position described above there is a risk that some of the works that Building Services carry out may not be able to be carried out or completed due to the materials issues highlighted above. However, we are working to ensure we secure as many supplies as possible and find alternative products where required.

As a consequence of the current and on-going market conditions, there will be a need to increase the budget available for the purchase of materials as prices rise to unpredictable and unprecedented levels. Building Services are working with Finance and Procurement to identify the impact this will have on budgets and are keeping this under constant review.

6. Soft FM (Facilities Management)

- 6.1 The service continues to work closely with Children’s Services and Health and Safety to ensure that it provides a safe and clean environment for pupils and staff in all educational establishments. The service works closely with Health & Safety colleagues to ensure that it meets the requirements detailed within the Scottish Government’s published Coronavirus (COVID-19): guidance on reducing the risks in schools.
- 6.2 Since August 2021, children in primary 4 are now eligible for a free school meal as part of the Scottish Government’s extension to the Universal Free School Meal Provision. The service is working closely with schools to ensure the lunch service is delivered efficiently with the expected increase in numbers.
- 6.3 This Universal Free School Meal Provision is to be extended to all pupils in primary 5 from January 2022 and for primary 6, and 7 pupils from August 2022. The service is working with colleagues from Hard FM to survey school kitchens to determine the

capital works required to ensure that there is capacity across the school estate to deliver the additional meals required. A capital bid will be submitted for funding from the Scottish Government as part of this national initiative.

- 6.4 The service is also working on plans for the additional staffing and for other resource requirements arising from the delivery of these additional free school meals. An additional recruitment exercise is being developed to ensure there are adequate Facilities Operative resources in schools at lunchtimes to ensure the effective delivery of this increase in service. The service will work with head teachers to address the challenges in delivering the additional meals across the lunch service.
- 6.5 New school menus have been introduced to meet the requirements of the revised Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020, which were introduced earlier in the year. These menus are aligned more closely to the Scottish Government's Scottish Dietary Goals and are centred around four key themes to make school meals even healthier. As these regulations apply to the whole of the school day and not just to the lunch service, an informative training package on the guidelines has been developed to raise awareness to all staff working in schools.
- 6.6 The remodelled Soft FM service has now been fully integrated into schools and Early Learning Centres. Training plans continue to be delivered to ensure that all employees have the skills and knowledge to enable them to carry out their new roles. Regular meetings continue to take place with head teachers to address any issues or concerns which may arise.
- 6.7 Soft FM continues to support the delivery of the Community Meals' service. This service supports around 500 vulnerable residents on a daily basis.
- 6.8 The service is working closely with colleagues from HSCP to ensure that the housekeeping service delivery in care homes meets all national guidelines relating to COVID-19. Additional temporary management and housekeeping staff are still in place to ensure the service can maintain safe levels of service delivery, whilst ensuring that all changes in national guidelines are addressed.
- 6.9 Soft FM is actively involved in a number of Right for Renfrewshire projects. The service is providing ongoing managerial input to ensure the successful delivery of these corporate projects.
- 6.10 The service is working with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the Scottish Government's Period Poverty programme.
- 6.11 On June 24, 2021 Council approved a motion to conduct an inquiry into the cleanliness of schools. This inquiry has commenced and is being undertaken by internal audit. The outcomes from the inquiry will be reported back to this policy board for consideration.

- 6.12 The service has been shortlisted as finalists in the 2021 BICSc Annual Awards - Excellence in Training and Assessment (UK). The winners will be announced at their annual award ceremony at the end of September 2021.
- 6.13 The management team at BICS have also approached the service to ask if they can highlight the review of the Soft FM remodelling journey in as a case study of good practice.
- 6.14 A tender has been awarded for the installation of a new suited lock system across the school estate. This will ensure that keys for all schools are controlled centrally and that the service can ensure that all schools can be opened on time in the event of any staff absence. The installation of the infrastructure is already underway.

7. APSE Service Awards 2021

- 7.1 Facilities Management has been shortlisted as finalists in the 2021 APSE Service Awards in the category of Best Community and Neighbourhood initiative for the COVID-19 Support Hubs. The winners will be announced at APSE's annual seminar on 8 - 9 September 2021.

Implications of the Report

1. **Financial** – Any financial impact from COVID-19 referenced in this report will be progressed through the Council's financial & budget planning process. The investment and installation in defibrillators as set out in recommendation 2.2 and paragraph 4.13 of the report will be met from existing resources.
2. **HR & Organisational Development** – Any staffing changes from COVID-19 referenced in this report will be progressed through the Council's HR policies, including home working and flexible working.
3. **Community/Council Planning** – the report details a range of activities which reflect local community and council planning themes.
4. **Legal** – None
5. **Property/Assets** - as facilities start to open in line with the Scottish Government Routemap, adjustment may have to be made to physical spaces to allow for physical distancing and to comply with relevant guidance.
6. **Information Technology** - None
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – Advice and guidance is being given to protect the health and safety of employees and service users when carrying out priority services for the Council in line with government and health guidance.
9. **Procurement** – The ongoing COVID-19 pandemic and possible issues arising from Brexit has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods and services required by the Council.
10. **Risk** – As noted in section 5, the CRMG are currently reviewing the Council's risk profile in light of the coronavirus pandemic.
11. **Privacy Impact** – None
12. **COSLA Policy Position** – None
13. **Climate Change** – The installation of electric vehicle charging points will support the Council's climate change goals. Building Services repairs in line with new standards for renewable energy.

List of Background Papers - none

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