

To: Finance, Resources and Customer Services Policy Board

On: 31 March 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 February 2021.
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2. Recommendations

- 2.1 It is recommended that members of the Finance, Resources and Customer Services Policy Board:
- note the content of this report.
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3. Facilities Management - Hard Services
Update for Finance, Resources and Customer Services Policy Board - Facilities Management

- 3.1 This section of the report sets out the key changes for Facilities Management during this time, critical service areas that continued and any services or projects that were required to be paused.

Building Services

- 3.2 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 and emergency repairs were being carried out.

All Works Completed To 31 January 2021

Service Area	Total
Aids & Adapts	112
CRA Short Term/Emergency	2,553
External	1,579
Gas	18,493
HPU	848
Misc Capital Works - HRA	640
Other works	143
Property Maintenance / Owners	719
Short Term / Emergency	18,850
Stair & Close	1,075
Void	2,176
Total	47,188

- 3.3 Works that are currently in progress/completed but are not financially complete are detailed below. This is a fall of 1,259 from the December figure of 11,923.

Current Work in Progress at 31st January 2021

Service Area	Total
Aids & Adapts	66
Compliance	112
CRA Short Term / Emergency	800
External	456
Gas	3,554
HPU	138
Misc Capital Works	159
Other	15
Property Maintenance / Owners	365
Short Term / Emergency	3,367
Stair & Close	215
Voids	1,278
Total	10,664

N.B. A job is deemed financially complete only when it has been charged/invoiced.

- 3.4 Of the 10,664 jobs active, there are 268 jobs on hold in the following categories. This is a fall of 198 from the December figure of 466.

Current Hold Status Analysis 31st January 2021

Service Area	Total
Forced Entry / Gas Service	103
Disabled Adaptation / vulnerable	2
Double Glazed units	11
Renewal of UPVC doors/windows	113
Other Non-Essential	39
Total	268

Forced entry in order to carry out gas servicing is actively being reduced as we contact tenants to carry out the annual gas servicing. This has been a priority for the service and we will continue to minimise as far as possible if the tenants are self-isolating or have tested positive, they are asked to rescheduled within 14 days.

Minor adaptations such as key safes and grabrails are continuing where Social Work designate this to be a high priority however larger disabled adaptations are being planned where the resident can be made safe in another location while the works are carried out. A safe environment for both the tenants and the operatives carrying out the works cannot be guaranteed due to current COVID restrictions. As such, these types of works cannot be done while the tenants are at home.

Due to social distancing restrictions, the renewal of UPVC doors and windows is being undertaken on a risk assessed basis and the high risk of this type of work to the employees.

Please note that no door or window has been left unsecure and temporary repairs have been carried out to these properties.

3.5 After extensive discussions with Corporate Health and Safety and in consideration of current lockdown criteria the status of work packages has been itemised. Full consideration of the safety of both the residents and the operatives has been taken into account and revised Risk Assessments, PPE and Toolbox Talks are in place as follows:

- Smoke detector programme - commenced January 2021 and is progressing with 13 appointments carried out since the programme recommenced. There is generally a delay from the initial test to the remedial work being carried out due to a refurbishment survey being requested. The number of tests should increase exponentially over the next quarter.
- Electrical testing programme for domestic housing – commenced January 2021 and is also progressing well with 191 appointments carried out since the programme commenced. The programme has capacity to carry out 84 electrical tests per week.
- Window servicing programme – working with housing client to identify houses and specification.
- Boiler replacement programme – on hold at present, however emergency replacements continue to be replaced.
- SHQS tenanted houses – on hold due to the large volume involved and the disruption to tenants.
- Aids and adaptations – dealt with on a risk-based approach

Non-essential multi-trade repairs – on hold as they do not meet the requirement of the Scottish Government guidance.

Building Services continue to review works that are underway and will carry out those which meet the Scottish Government guidelines. Any areas of work which cannot yet be undertaken, at present, will continue to be reviewed and considered to start as soon as possible, whilst ensuring employees can remain safe and following the guidelines in place.

- 3.6 The gas servicing compliance program has continued throughout the last 11 months, as an essential service, with provision being made for vulnerable tenants and those with COVID -19 related illnesses. In addition, testing and inspection of electrics in public buildings, testing and inspection of emergency lighting and gas servicing/gas soundness testing have also continued.
- 3.7 Building Services continues to work on void houses and undertake full compliance checks for Homeless Persons Units (HPU). This has allowed people presenting as homeless to be accommodated.

439 voids have been completed since the commencement of lockdown in 2020 through to 31st January 2021.

Void Returns 24/3/20 - 31/1/21			
Full Void Works*	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
439	51	90	195

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.
- 3.8 Building Services has been allocated additional SHQS voids, which were previously carried out by an external contractor. Building Services are currently recruiting 12 new trade operatives to enable them to increase the level of void returns and provide a steady flow of refurbished suitable housing for those in need.
- 3.9 Building Services is now fully operational and 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 in addition we are now supplying Lateral Flow test kits to care homes.
- 3.10 Water management has been ongoing during the period of the pandemic, with many inspections/checks and remedial works carried out across the Renfrewshire Council estate. Properties that have been closed due to COVID have had a flushing regime put in place to allow the opening of properties when restriction are lifted.
- 3.11 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 November – January:

329 Number of emergencies attended during working hours
19 Number of emergencies attended out of hours
1150 Number of dark lamps put in lighting (attended)

November: 3 cable faults, 2 column realignments

December: 8 cable faults, 1 new column installation, 1 column realignment

January 4 Cable faults, 1 column realignment.

- 3.12 The delivery of several larger scale construction projects was severely impacted by the COVID-19 pandemic and was suspended for several months during lockdown; however, these have recommenced, and work has been on going to complete these projects.
- Refurbishment of recovery café in Whitehaugh Paisley. Building Services started back week commencing 8th February and the new lighting was fitted. We have now received the revised specification for the door and are sourcing them currently. Site meetings have recommenced.
 - The refurbishment works at the Lochwinnoch Primary School nursery commenced on site on the 14th September and was completed for handover to the school on the 25th January 2021.
 - Works are commencing on the large toilet upgrade plans for schools across Renfrewshire. The first school to be programmed is West Primary with 10 toilet areas being upgraded. Building Services have commenced site meetings at West PS to determine the programme of works in conjunction with the school. The Hard FM team are revisiting some of costings, in relation to some of the very old toilets and practical ways of upgrading the space. Practical solution will include suspended ceilings and new cubicles in place of exposed concrete and brick.
 - Building Services are visiting each of the schools in the toilet refurb programme at one per week, to confirm exact specifications and to work closely with the individual schools. The first visit is to St Mary's PS.
- 3.13 Building Services has been supporting the set-up of the 3 mass vaccination centres in Renfrewshire during January. They provided electricians to alter and upgrade the electrical infrastructure to allow the fridges for the vaccine to be installed. The heating provision was also upgraded to ensure areas were warm enough for staff and the public. In addition, they also collected new back up fridges and distributed them to the new centres.
- 3.14 Building Services continued to provide a winter gritting programme to many facilities across Renfrewshire. This service was very busy over the recent cold period in January.
- 3.15 Building Services in conjunction with Housing Services are working in partnership to provide places for adult apprentices, who have been made redundant, under the Adopt an Apprentice scheme.

Support Services (Facilities Management)

- 3.16 The primary focus within this area is maintaining the compliance regime within the Councils operational property portfolio.
- 3.17 As we have continued to operate within a lockdown and with a limited operational footprint, resources have been targeted towards maintaining compliance and essential repairs within those properties that are in operation.
- 3.18 There has been some slippage in the aggregate % of compliance tasks completed. For the period up to 31 December 1,717 tasks have been completed of the 2,251 that are scheduled: a rate of 76.27% against target of 90%.
- 3.19 The team continues to triage the risks based on the opening schedule and operational capacity. Resources from both external specialist contractors and from Building Services are being directed accordingly to meet the opening schedule.
- 3.20 In addition, the Support Services team have been involved in the following workstreams during this period:
- Mass Vaccination Centres – Ensuring compliance checks are completed and buildings utilised are fit for purpose; and
 - School Infrastructure Projects – Assessing and pricing a number of proposed infrastructure works across the school estate. Budgeted costs are around £1.6m.
- 3.21 Legionella Written Scheme – Updating the Council policy in relation to Legionella and arranging for the appropriate staff to be trained and made aware of their responsibilities in connection with this policy. The scheduled training will be completed once operational practice has been returned to a more normal status.

4. Soft FM (Facilities Management)

- 4.1 The service continues to work closely with Children's Services to ensure that it provides a safe and clean environment for pupils and staff during the phased return of pupils to full time schooling. The service works closely with Health & Safety colleagues to ensure that it meets the requirements detailed within the Scottish Government's published Guidance on the Reopening of Schools.
- 4.2 The service continues to employ day-cleaners in all schools and early learning centres, to ensure that continuous cleaning is carried out throughout the school day. These hygiene measures remain critical to minimise the spread of COVID-19.
- 4.3 The service continues to work closely with Health & Safety colleagues to ensure appropriate cleaning measures are in place to enable the safe re-opening of other council buildings, when it is deemed safe to do so.
- 4.4 The provision of school catering continues to be monitored to ensure that the school meals' service is delivered safely, in accordance with COVID-19 guidance. A revised interim menu continues to be delivered to ensure there are hot food options available daily. This situation is monitored on an ongoing basis between Soft FM and Children's Services.

- 4.5 The new Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020, take effect on 8 April 2021. The Soft FM service has prepared school meal menus which meet these new guidelines, which 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. The service will, however, continue to work in partnership with Children's Services to ensure that the school meal service is delivered safely, whilst adhering to the Scottish Government's published Guidance on the Reopening of Schools.
- 4.6 Work is continuing on the roll out of the remodelling of the Soft FM service. Site based recruitment is well underway, with a number of employees now embedded within their new roles. New training plans have been put in place to ensure employees are equipped with the skills and knowledge to enable them to carry out these new roles. Work continues to ensure a smooth transition to the new Soft FM model over the coming months.
- 4.7 Soft FM are working closely with colleagues from Children's Services to ensure the phased implantation of the 1140 programme continues. Plans are in place to ensure the service can support the opening of the new build centres over the coming months.
- 4.8 Soft FM continues to support the continued delivery of the Community Meals' service. This service continues to support around 500 vulnerable residents on a daily basis.
- 4.9 Contingency plans remain in place by Soft FM to ensure that the catering service can continue to be delivered across all service areas, in the event of issues with food provision supplies caused by Brexit.
- 4.10 The Soft FM 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 have been recruited to ensure the service can maintain safe levels of service delivery, whilst ensuring that all changes in national guidelines are addressed.
- 4.11 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.
- 4.12 The service continues to work 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.
- 4.13 The service has been working closely with the British Institute of Cleaning Science (BICS) to develop a training plan to roll-out a nationally recognised qualification for cleaning staff across all areas of the service. The service now has trained assessors and internal train-the-trainers who have begun the delivery of this training to frontline staff.

5. Key priorities and risks until next Board cycle

5.1 The service-specific key priorities relating to our recovery work and immediate concerns between now and the next cycle of Board meetings include:

- **Building Services** - to provide a repairs service in these challenging times. Recruit new tradesmen in order to be able to respond to the demand in the service when lockdown lifted.
- **Continue with the Refurbishment Projects** – working with Support Services and Education to roll out a programme of toilet upgrades to various locations across the Renfrewshire School Estate.
- **Contingency Planning** – in common with our colleagues across the Council, we are currently planning for a number of scenarios and local case management to provide public and staff reassurance where required.
- **Supporting the expansion** - of the 1140 hours of early years provision for all 3- and 4-year olds. Completing any building work required and soft FM staffing arrangements are in place. Due to the impact of COVID-19, full implementation is now scheduled to be completed by the revised date of August 2021.
- **Provision of school catering** – the provision of school catering has been amended to ensure that numbers within the dining halls are limited. This will continue to be monitored between Facilities Management and Children's Services staff to determine the best means of providing hot food safely within their school or centre.
- **Cleaning and enhanced hygiene measures** – continuing to support schools and other Council buildings for the safe return of pupils and staff and to deliver the additional daily cleaning requirements needed to minimise risk of transmission. Hygiene measures remain critical to minimise the spread of COVID-19 and as such this remains a key priority.
- **Remodelling of the Soft FM Service** – The service is continuing its consultation with Trade Unions whilst progressing with the next stage of site-based staff in the recruitment process. Training plans for the new posts are being developed and it is anticipated that the new model will be fully implemented by the end of the financial year.

5.2 The service remains on alert with agile contingency plans in place to continue delivering essential services should another local lockdown be required.

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.
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.

List of Background Papers - none

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