

To: Finance, Resources and Customer Services Policy Board

On: 10 November 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 September 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
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3. Facilities Management - Hard Services

Building Services

- 3.1 Building Services actively managed 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.

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 approach is still on going and we hope to have all of letters issued prior to the end of September.

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. From 1st April 2021 – 17th September 2021 the domestic gas servicing and repairs team carried out the following: -

- gas services to domestic boilers – 4,251 appointments completed. 144 of these were to new tenants.
- gas repairs and follow on works from servicing – 1190 appointments completed
- gas emergency/ same day call outs – 2251 attended
- gas Urgent 5 days response – 125 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 backlog of works at various stages of assessment 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.

From the end of May 2021 Building Services have completed 26 full adaptations and we currently have 12 live jobs at various stages.

- 7 booked in and agreed to be completed within the next 2/3 weeks.
- 2 on hold requiring information from the clients
- 5 site visits to be carried out and works booked in.

- 4.3 **Double Glazed Units** – Since lockdown restrictions were lifted in January 2021, we have reduced 'on hold' double glazing works to just 1. There are 4 older jobs that we are currently working on to complete. Unfortunately, due to the current market conditions, there is still 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.

Outstanding works are detailed below:

- 75 external doors and 15 windows currently at various stages of the process but there is currently a 14-16 week waiting time from point of order due to market conditions. We are actively seeking alternative suppliers that meet the security and weather specifications to try to reduce the ordering times.

4.5 **Electrical Programme**

Smoke detector programme –

- 3042 installations completed.

Electrical testing programme for domestic housing –

- Jobs raised – 2,385
- Tests completed – 2,119
- No access given by tenant – 266
- Follow on works after testing – 1,150

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

- 51 full gas central heating installations in void properties.
- 39 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.

237 voids have been completed during Quarter 2 in 2021/22. (up to 17/09/2021) with a total of 457 voids completed from 1st April to 17th September 2021.

Void Returns from 1 st April – 17 th September 2021/22			
Full Void Works*	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
457	51	53	372

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 has been managing the Renfrewshire HSCP distribution hub for PPE at Unit 5 in Underwood Road since July 2020. In partnership with HSCP we are now servicing 60 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. Works carried out from 1st April to 31st July 2021.

- 8750 tests
- 67 properties for samples taken
- Over 50 remedial repairs completed.

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. Work activity listed below is from 1st April 2021 – 17th September 2021.

Commercial Gas

- 67 properties
- 172 boilers serviced
- 39 water heaters serviced
- 64 tightness tests carried out

Domestic Gas

- 8 properties
- 8 boilers serviced

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

- 13 properties
- 67 AHUs

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

- 33 properties
- 35 canopies cleaned inside and out

Repairs to Public Buildings

- 35 emergencies
- 2 specialist appointments
- 8 Urgent repairs.

In addition, specialist facilities engineers completed the installation of new commercial boilers at the McKillop Institute in Lochwinnoch as part of the Council boiler replacement programme and installed new water heaters in the main plant room in Renfrewshire House. The service is currently arranging the installation of new water heaters at the Love Street Disability Centre.

- 4.13 **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 01 April 21- 15 Sep 21

- 545 Emergencies attended during working hours
- 24 Emergencies attended out of hours
- 1687 Dark lamps put in lighting (attended)
- 829 Planned maintenance completed
- 74 Excavations completed

Performance Indicators

Reported street lighting faults which were attended within the 7-day timescale – 01 April 21 – 15 Sept 21

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

- 4.14 **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 and St Mary's Primary have now been completed. Works have now commenced on Williamsburgh Primary and Our lady of Peace primary. We are actively working to maintain the programme of works but due to material shortages across the whole of the United Kingdom there have been delays to the delivery of sanitary ware.

- 4.15 **Apprentice Programme** - Building Services working in partnership with Housing Services recruited new youth and adult apprentices during July and August. All 9 new apprentices have now started.

3 Painters (youth apprenticeship)

1 Joiner (adult apprenticeship)

2 Electricians (2 youth apprenticeships)

3 Plumbers (2 youth apprenticeships and 1 adult apprenticeship)

We are very pleased to welcome these new apprentices into the workforce which will build on our existing complement of apprentices.

4.16 Stores and Materials

Building Services in order to combat the present supply chain issues across the whole of the United Kingdom we are now procuring, where suppliers will allow, on a bulk purchase call off basis to secure goods and ensure where possible we have sufficient materials to continue to carry out works across all work streams. We are also purchasing alternative materials when the supplies of the mainstream items are unavailable this approach is helping to maintain the availability of stocks to our workforce.

In addition to the issues encountered due to Covid and Brexit the haulage crisis / driver shortages has also had an impact on important areas such as deliveries of supplies and lifting of trade waste. To highlight this many of our suppliers have materials available at docks but no drivers are available to then distribute the shipments and our Trade Waste operator lost many staff to competitors in the volatile job market within the industry. This left them struggling to meet Service Level Agreements and provide their normal service. They have recently carried out a successful recruitment programme and the service is now at an acceptable level once again, however again this is another unpredictable area which may be stretched again in the months ahead.

5. Risks to on-going recovery.

Due to the UK market position for materials, lack of skilled labour and high demand 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 within the timescales previously given. 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 is working with Finance and Procurement to identify the impact this will have on budgets and are keeping this under constant review.

In addition, the shortage of skilled trade labour within the construction sector is having a detrimental effect on the ability of Building Services to retain and recruit qualified tradespeople. We have exhausted all available routes for new operatives.

We are trying all available routes to recruit new operatives.

6. Soft FM (Facilities Management)

- 6.1 The service has been working closely with colleagues from Building Services and Health & Safety to introduce CO₂ monitoring in schools and early learning centres across Renfrewshire. This is in line with new Scottish Government guidelines to improve the air quality and ventilation in teaching spaces to assist in the reduction of the spread of the Covid-19 virus.
- 6.2 The phased re-opening of Renfrewshire House has been ongoing over the past few months. The service has been working with Health & Safety colleagues to ensure staff can return to a safe working environment, as the Covid restrictions are eased across the country.
- 6.3 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.
- 6.4 This Universal Free School Meal Provision which was extended to all primary 4 pupils from August 2021, 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. .
- 6.5 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 to ensure the effective delivery of this increase in service. The service will work closely with Children's Services to address the logistical challenges in the delivery of these additional meals across the lunch service, such as lunch breaks being staggered to ensure all children can be accommodated in dining halls.
- 6.6 New school menus were introduced in August 2021 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. Consultation with pupil groups will be undertaken over the coming months for feedback on the new menu and to review any changes which can be implemented.

- 6.7 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.
- 6.8 Recruitment has become a particular issue for the service, in line with national staff shortages. The service worked closely with the Economic Development Team to create a bespoke Soft Facilities Management trainee scheme through the Government's Kickstart funding stream. However, this continues to provide challenges which we are working through to optimise the opportunity to employee suitable candidates.
- 6.9 The service is participating in a corporate working group to identify new methods of recruitment which allows a more targeted, streamlined approach, to try to address the staff shortages across specific areas of the service. Drop-in sessions are being arranged within local communities where we encounter particular issues in the recruitment of staff. It is hoped that a 'one-stop-shop- approach may assist in attracting staff to apply for posts in the service.
- 6.10 Soft FM continues to support the delivery of the Community Meals' service. This service supports around 500 vulnerable residents on a daily basis.
- 6.11 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 in place until the end of the financial year to ensure the service can maintain safe levels of service delivery, whilst ensuring that all changes in national guidelines are addressed.
- 6.12 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.
- 6.13 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.
- 6.14 In September 2021, the service was awarded the Commitment to BICS Training & Assessment in Education Award at the BICS annual awards event.
- 6.15 The management team at BICS has approached the service to ask if they can highlight the review of the Soft FM remodelling journey as a case study of good practice.
- 6.16 Work has commenced on 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 roll-out of this installation will continue over the coming months.

- 6.17 The service has recently recruited two Compliance & Repairs Operatives and have developed a training plan to provide a maintenance and repair service for cleaning equipment across the service. This service provision will be developed over the coming months to ensure our frontline staff have equipment which is fit for purpose and that we achieve a reduction in the cost of repairs. This service provision will be developed over the coming months to incorporate other areas of the service.
- 6.18 The service is preparing for the introduction of Natasha's Law which is new legislation coming into force on 1 October 2021. This new legislation requires all Scottish food businesses to include the product name and full ingredient information on any pre-packaged food for direct sale. This will ensure that information about allergens and other ingredients in food packed in advance will be visible and will impact, mainly, on our high school service.

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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