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**To:** FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

**On:** 31 JANUARY 2018

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**Report by:** DIRECTOR OF ENVIRONMENT & COMMUNITIES

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**Heading:** OPERATIONAL PERFORMANCE REPORT: INTEGRATED FACILITIES  
MANAGEMENT (HARD & SOFT SERVICES)

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## **1. Summary**

- 1.1 Environment & Communities 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 & Communities over the first 8 periods of 2017/2018 (1 April 2017 to 10 November 2017).
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## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board approves the operational performance update contained within this report.
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## **3. Operational Updates**

### **3.1 Facilities Management - Hard Services**

#### **Scottish Housing Quality Standards (SHQS) / Investment**

- 3.1.1 Building Services continue with investment work to tenanted houses as identified by Development & Housing Services. The main aspects of the Council's SHQS works are now complete, however Building Services continue to carry out this work as and when identified. The type of works carried out can include a complete rewire of a house, installation of a new kitchen, installation of a bathroom and upgrade or

renewal of the central heating system. In the period August and September, we continued to programme two tenanted properties per week.

### **Housing Repairs & Maintenance**

- 3.1.2 When a tenant leaves a Council property, the property is returned to Development & Housing Services and is deemed void. In order to re-let the property to another tenant, works are required to be carried out. The level of works carried out can vary from basic electrical and gas checks to installation of a new kitchen, bathroom and doors. The volume of work is determined by the overall condition of the house against the letting standard.
- 3.1.3 The Council's target time for reletting a void property is 14 calendar days. Voids over the 14 day target are monitored and reviewed on a weekly basis. There are a number of reasons for additional time being taken to complete voids work, including an additional work requirement being identified during the works period. These works are identified by the trades on site, minimising further repair works being required following the property being let.

Month	Returns	Completion within timescale
October	74	54% High Volume of composite doors . (The procurement and manufacturing time for composite doors is 4 – 6 weeks and will automatically take the return time beyond the 14 days.)
November	81	70%
December	TBC	TBC
Totals	155	61.3% average

- 3.1.4 As part of an ongoing review of Building Services activities a number of operational changes are being developed and progressed in order to increase efficiency, improve productivity and reduce cost. This being part of the wider integration of Facilities Management Hard Services between Environment & Communities and Development & Housing.

### **Integrated Facilities Management**

- 3.1.5 As referenced above, the further integration and realignment of Hard FM services, in particular repairs and maintenance functions, with the integration of the roles of Development & Housing Repairs and Maintenance Officers and Building Services Supervisors is being progressed. This will remove duplication between the processing, delivery and management of Repairs & Maintenance of Council housing stock, reflecting changes already implemented within the repairs and maintenance arrangements for public and other Council buildings. A review of opening times for Renfrewshire House will also be undertaken to ensure most efficient use of the building is made.

- 3.1.6 The review has identified the need for the modernisation of Building Services with improvements identified in terms of fleet utilisation, IT infrastructure and operative availability. Consideration is being given to progress and explore the introduction of an alternative managed partnership approach to the provision of the Building Services stores function.

#### **Compliance Update**

- 3.1.7 The Repairs and Maintenance section within Hard FM Services, is now developing its compliance management strategy. This has involved engagement with all contractors currently undertaking compliance work. The supporting certification of compliance is now being uploaded into the CAMIS system and is more visible to property users and occupiers.
- 3.1.8 Site training is currently being undertaken to assist CAMIS users get maximum value from the system information available. This has been provided to approx. 70% of our properties with a target completion by March 2018.
- 3.1.9 Work is being undertaken within the section to prepare contracts for three final compliance categories, to allow them to be awarded and commenced by March 2018.

#### **Street Lighting Repairs**

- 3.1.10 The Council's street lighting maintenance and repair service was brought in-house in February 2016. Building Services now undertake repairs and maintenance of the existing street lighting network within Renfrewshire. Since February 2016 there has been significant improvement in performance in responding to dark lamps and undertaking repairs.
- 3.1.11 Street Lighting maintenance figures April to November 2017 are detailed below:

<b>BUILDING SERVICES Street Lighting Summary April - November 2017</b>	<b>Qty</b>	<b>Comments</b>
Jobs completed in period total this financial year.	2,067	1,996 Reactive Repairs & 71 Emergencies Backlog Repairs
Jobs programmed within the next 2 months	-	-
Jobs to be planned and programmed.	64	Currently being surveyed, priced and PUs applied for. (PUs are the Public Utility drawing applications required before any works can be instructed or commenced.)
Planned maintenance carried April – November	5,422	

## **3.2 Facilities Management - Soft Services**

### **Tackling Poverty**

#### **3.2.1 Morning Clubs**

Morning clubs continue to be delivered in 9 primary schools and 1 secondary school, providing pupils with a healthy breakfast and a programme of activities. Over 70,000 breakfasts were served over the school year 2016/17. These 10 clubs continued into the new school year, from August 2017, with around 2,000 breakfasts being served each week.

3.2.2 The University of West of Scotland has completed a formal evaluation of the morning clubs to ensure that the outcomes and objectives of the project are being delivered.

3.2.3 The evaluation involved researchers from UWS conducting focus group interviews with a range of staff and parents at three schools in Paisley and Linwood with researcher observation during the morning activities. The range included the head teacher, teaching assistants, parents at one of the schools and catering staff. The focus groups were recorded and written up under a number of key themes.

3.2.4 The numbers registered for the morning clubs varied across the three schools and it was noted that the uptake differed depending on the type of activity offered. The morning clubs consist of various activities linked to health and well-being which is connected to educational development and provides a range of breakfast options for the children. All of the schools indicated that the sports activities days saw a greater uptake from the children, with those days being the busiest.

3.2.5 Staff reported pupils ate a range of items and had now tried new foods. Some children are now frequently eating natural yoghurt with fruit. The morning clubs also resulted in a marked improvement in student timekeeping in arriving at school. One head teacher reported that previously some young people regularly turned up at 9.20am with no breakfast. Now the young people were there early for the breakfast club and looked forward to eating it.

3.2.6 Connected to this, the teachers noted marked improvement in classroom engagement and concentration. The morning club provides space for young people to prepare and acclimatise to the school day. Staff noted students experimenting with eating habits or choice of foods. This reflected positively in their choices later in the school day.

3.2.7 Drawing upon researcher observations, there was a general sense that at all the schools' children seemed very happy and engaged in either eating, talking in groups or playing (drawing in eating area/ playing games in hall). It was notable when the children were playing or engaging with each other, they appeared to be from a wide range of age groups. Ultimately, the morning clubs have given the pupils a motivation to get to school.

- 3.2.8 The inter-personal relationships developed through the morning clubs are reflected in the makeup and dynamic of citizenship groups, school activities and 'buddy' mentoring schemes. Break time activities and access to particular areas of the playground can often be segregated and restricted by age. Staff noted how the morning clubs functioned as a site where perceived age barriers between cohorts were broken down. Different age groups mixed together and got to know each other and 'looked out' for each other. This had a wider positive impact upon the sense of the school as a community.
- 3.2.9 The research also noted that the morning clubs offer a holistic approach to child well-being and are not solely the responsibility of the catering staff. Integration with the school day varied across the focus group schools and in their view the initiative would perhaps benefit further from a consistent approach to provision and strategy for implementation at each school.
- 3.2.10 Finally, the research highlighted a number of benefits to the 'whole child' that were obvious, including better eating, attitude to food, levels of concentration in class and positive outlook about school. The evaluation recommended that if this programme is to continue, it would be useful to track a group of children from each of the schools; monitoring and documenting the changes (if any) to them and their families.

#### **Families First Clubs**

- 3.2.11 Families First Clubs operate in 12 locations throughout Renfrewshire during the school summer and October holiday periods, providing activities and healthy meals to pupils in P1-P4 who are eligible for a free school meal, children who attend additional support needs schools and also to children under five who attend Council pre-five centres during school holidays. Two nurseries were open during the Christmas and New Year period to provide free hot food for all eligible children.

#### **Street Stuff, Provision of Hot Meals**

- 3.2.12 Healthy hot food continues to be provided during school holiday periods in 6 locations across Renfrewshire, as part of the wider Street Stuff programme of activities. A hot lunch and evening meal was provided at St Mirren Football Club throughout the festive period, with the exception of Christmas Day and New Year's Day.
- 3.2.13 The University of the West of Scotland also undertook an independent evaluation of the Street Stuff programme over two weeks in June 2017 as well as the October school holiday. The evaluation highlighted that during the school holidays many young people skipped lunch or ate junk food or sweets and juice from the local shop. Following the introduction of hot, healthy food to the Street Stuff programme, the young people stated that getting these lunches made a difference to their lives as they would be fed, snack less and eat a hot meal when they otherwise wouldn't have in their daily lives.

## 4. Service Specific Projects Update

### 4.1 Facilities Management - Hard Services

#### Community Halls & Centres Programme

- 4.1.1 Currently, Building Services has delivered capital upgrade and refurbishment works within 6 Renfrewshire Community Halls & Centres, at a total project cost of £2.75m. The works mainly consisted of external render repairs, roof upgrades and full internal rewiring. The final centre, Foxbar Community Centre, was handed back on 17th November 2017.

#### General Capital Programme, Update

- 4.1.2 Building Services carry out capital programme works as requested by both Property Services and Housing. The list below shows the current capital project works that are being undertaken.

Project	Type of Work	Site Progress	Contract Value
High Flats Fire Upgrade	Door seal renewal	Works Ongoing	£300K
Electrical Compliance Testing	Periodic Testing & Smoke Detector Upgrades	Works Programmed – October onwards	£300K

#### General Responsive Repairs Update

- 4.1.3 Repairs and maintenance results, for Building Services, for the first month of quarter 3 to the end of October, 2017 detail 4,659 individual responsive repairs requested across all trades. Building Services attended to 94% within the time category allowed.

Category	Monthly				
	Q1 2017	Q2 2017	Q3 2017	2016/17	Target
	Value	Value		Value	
Total Repairs Completed	12304	11714	Not available	54162	n/a
% Overall Repairs Completed Within Target	95.4%	94%		93%	94%
% Emergency Repairs completed within target	98.8%	98%		98%	97%
% Routine repairs completed within target	91.3%	89%		89%	97%
% Programmed repairs completed within target	100%	100%		100%	97%
% Right to Repair Qualifying repairs completed within target	99.6%	98%	•	97%	97%

\* Figures for quarter 3 are not yet available due to the timing of this report to Policy Board . These will be reported to the next Finance, Resources & Customer Services Policy Board

## **4.2 Facilities Management - Soft Services**

### **Partnership Working with the Soil Association**

#### **Food for Life Served Here**

- 4.2.1 Soft Services are working with The Soil Association to extend our Food for Life Served here (Bronze Award) in Primary Schools into Care Homes and Extra Care Homes. The Soil Association Food for Life Served here provides an independent endorsement that food providers are taking steps to improve the food they serve, using fresh ingredients which are free from trans fats and harmful additives and better for animal welfare.
- 4.2.2 The Soil Association carried out their annual inspection at Bridge of Weir Primary School on the 11 December, 2017. The inspection confirmed that the service is continuing to meet all the requirements of the standard and accreditation was achieved for a second year.

#### **Sustainable Food Cities**

- 4.2.3 The Sustainable Food Cities Network is a growing movement of 44 towns, cities, boroughs and counties who share a belief in the power of food as a vehicle for driving positive change. The Network helps people and places to share challenges, explore practical solutions and develop best practice in all aspects of sustainable food.
- 4.2.4 The Sustainable Food Cities model and key food issues outlined above fit very well with Renfrewshire's Sustainable Food Strategy. The Soil Association have been very positive in this regard and believe Renfrewshire is already some way toward becoming a Sustainable Food City.

#### **The school catering service – working with pupils and partners**

- 4.2.5 School catering staff have met regularly with the Hearty Lives groups within Renfrewshire's high schools as part of the on-going development of high school menus. Some early changes include the introduction of a healthier breakfast service with the gradual phasing out of traditional hot filled rolls and the promotion of healthier options; toast, poached eggs, omelette, cereals, healthy pancakes and fruit, as well as reducing the size and availability of home baking options.
- 4.2.6 Catering staff have also been working closely with the School Nutrition Action Group at Johnstone High School offering taster sessions for pupils and parents and reviewing the food choices on offer at break times. Similar work is being carried out in all high schools with initial meetings taking place with Home Economics staff at Gryffe High School to establish a School Nutrition Action Group within the school.
- 4.2.7 Parents in Partnership groups have been established in some secondary schools with parents given the opportunity to sample school meals and provide feedback.

### **School Meal Provision**

- 4.2.8 A benchmarking exercise with other Councils (based on all current prices) has evidenced that Renfrewshire Council has a lower average in relation to the selling prices of school meals.
- 4.2.9 As part of a review of sales fees and charges for goods and services within Environment & Communities, the price of a school meal will increase in both Primary and Secondary Schools. This will take the cost of Grab and Go to £2.05, and Dine In Days to £2.25 for Primary Schools, and £2.60 in Secondary Schools.
- 4.2.10 Work will continue in consultation with staff and pupils to develop a new school meal menu for introduction early in 2018.

### **Food for Life Served Here - Bronze Award**

- 4.2.11 Following inspection by the Soil Association, the service has been re-accredited with the Food for Life Served Here bronze award for our primary school meal service an endorsement of the quality and sourcing of the food provided.

## **5. Workforce Development**

### **5.1 Facilities Management - Hard Services**

- 5.1.1 There are currently 11 trade apprentices and 3 adopted apprentices progressing through their training programmes both at college and on site. Quarterly reviews are carried out by Managers and the Training Coordinator to monitor progress. 4 apprentices completed their training in August 2017 and had an offer of temporary employment extended to them.
- 5.1.2 Within building services 8 employees have completed a National Certificate course in preparation for future continued education. A further 8 employees have completed a 2-year course Higher National Certificate in Construction Management.
- 5.1.3 Building Services provided the opportunity for pupils from local schools to visit the depot for the day to learn about different apprenticeships within the construction industry. The pupils also participated in practical exercises in electrical, joinery, painting and decorating, with the assistance and guidance of existing Building Services apprentices.

### **5.2 Facilities Management - Soft Services**

- 5.2.1 Soft Services has worked with the British Institute of Cleaning Sciences (BICS) on the delivery of a Cleaning Skills, Train the Trainer course for eight cleaning staff. These internal trainers have now rolled-out training modules to cleaning staff on a site-by-site basis during the school term.
- 5.2.2 Four members of the Soft Services management team have started the new Leadership Development programme delivered by the Council. These programmes aim to develop our leaders by focusing on enhancing skills, knowledge and



competency in key leadership areas and strengthening capacity to lead and deliver change effectively.

- 5.2.3 Soft Services continues to support employability programmes through the Project Search and Traineeship programmes participating in workplace opportunities across the catering and janitorial service. As part of our partnership with Project Search, fifteen young people with learning difficulties or autism have gained invaluable work experience during 2017.
- 5.2.4 The students gained experience in a kitchen environment, working with older people in Care Homes, supporting janitors, serving in The Atrium Cafe and assisting our Facilities Team in Renfrewshire House. One Project Search placement has gained permanent employment within the Soft Services team and another has secured a six-month traineeship in Renfrewshire House, assisting in the mailroom.
- 5.2.5 Soft Services has continued to work in partnership with West College Scotland on the provision of a bespoke Cooking Skills Development Course for catering staff. A third 10-week programme was completed in October 2017 providing a further 14 catering employees with the opportunity to obtain a college qualification on a day release basis. This course is now sought after by our catering staff with a fifth programme planned from February 2018. This training will allow for succession planning within the service.
- 5.2.6 As part of the partnership with West College Scotland, eight work experience placements were provided in school kitchens to catering students from the Paisley Campus. The students gained invaluable experience in a real kitchen environment enabling them to achieve completion of their module on Industrial Experience in the Hospitality Industry. Work experience placements with West College Scotland are planned to continue in 2018.
- 5.2.7 Partnership working with Invest in Renfrewshire, as part of the Employability Fund, has provided opportunities for work experience for 10 candidates within the school catering service. These candidates received food hygiene and first aid training from Invest in Renfrewshire and were given 4-week placements, providing them with relevant experience to assist them in their search for employment.
- 5.2.8 Training days were held on the 30 November for Janitors and Catering Managers. The training included professional development from external providers, internal toolbox talks from internal partners and presentations on corporate initiative's such as the LENS programme. The aim of these training days is to ensure staff have the right skills to carry out their daily role and responsibilities as well as providing opportunities for continuous professional development and sharing their own experience with the broader service and management team.

## 6. Performance Update – Indicators and Targets

- 6.1 The table below summarises target and actual performance for key performance indicators for both Environment & Communities and Facilities Management (Hard & Soft Services) and benchmarking targets under each of the key change themes for 2017/18.

Target for 2017/18	Target to Period 8	Actual to Period 8	Comments
<b><i>Tackling inequality, ensuring opportunities for all</i></b>			
<b>1. % uptake of free school meals in primary and secondary schools</b>			
75%	75%	72.2%	Free school meal uptake was 75% during period 8 in line with target and the seasonal variation of the indicator. The year to date average is 72.2% but has shown some increase over the previous months. A new primary school menu has now been introduced with a number of new options following consultation with staff and pupils. The service is also working with pupil groups within secondary schools to assist in the development of a new school meal menu for introduction early in the new year. Following inspection by the Soil Association, the service has been re-accredited with the Food for Life Served Here bronze award for our primary school meal service an endorsement of the quality and sourcing of the food provided.
<b><i>Working together to improve outcomes</i></b>			
<b>2. % of front line resolutions dealt with within timescale</b>			
<b>i) Environment &amp; Communities</b>			
100%	100%	83%	<b>Environment &amp; Communities</b> has received 3,493 front line resolutions in the first 8 periods of 2017/18, of which 2,900 (83%) were responded to within timescale.
<b>ii) Facilities Management (Hard &amp; Soft Services)</b>			
100%	100%	91%	Over the same period <b>Facilities Management</b> received 96 front line resolutions of which 87 (91%) were responded to within timescale.

Target for 2017/18	Target to Period 8	Actual to Period 8	Comments
<b>3. % of complaint investigations dealt with within timescale</b>			
<b>i) Environment &amp; Communities</b>			
100%	100%	92%	<b>Environment &amp; Communities</b> has dealt with 24 complaint investigations in the first 8 periods of 2017/18, 22 (92%) of which were dealt with within the agreed timescale.
<b>ii) Facilities Management (Hard &amp; Soft Services)</b>			
N/A	N/A	N/A	There were no complaint investigations for <b>Facilities Management</b> in the first 8 periods of 2017/18.
<b>4. % of Freedom of Information requests completed within timescale</b>			
<b>Environment &amp; Communities</b>			
100%	100%	100%	All FOIs were responded to on time, achieving the annual target.  289 FOI requests were received, 228 of which were departmental specific and the other 61 were cross-departmental.
<b>5. % of reported street lighting faults which were attended within the 7-day timescale</b>			
95%	95%	96.6%	96.6% of reported street lighting repairs were attended to within the 7-day timescale at the end of period 8.  The operational performance has improved continuously since the service was brought in house in February 2016.
<b>6. Overtime as a % of total employee costs</b>			
<b>i) Environment &amp; Communities</b>			
6%	6%	6.9%	The level of overtime across <b>Environment &amp; Communities</b> , in the first 8 periods of 2017/18, was slightly above target.
<b>ii) Facilities Management (Hard &amp; Soft Services – excluding trading services)</b>			
6%	6%	11.5%	The level of overtime for <b>Facilities Management (Soft Services)</b> was 11.5% at the end of period 8, above the 6% target. <b>FM (Hard Services)</b> overtime is reported within the Building Services Trading Report.

7. Sickness Absence Figures:			
i) Environment & Communities			
4%	4%	6.7%	<p>The absence level for <b>Environment &amp; Communities</b> at the end of period 8 was 6.7% compared to the target of 4%.</p> <p>The absence level of 6.7% is due to a number of long term absences, with the overall absence rate consisting of:-</p> <ul style="list-style-type: none"> <li>- 75.7% long-term absences</li> <li>- 24.3% short-term absences.</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health services.</p>
ii) Building Services			
4%	4%	4.8%	<p>The absence level at the end of period 8 for Building Services was 4.8% This was made up of: -</p> <ul style="list-style-type: none"> <li>- 71.3% long term absences</li> <li>- 28.7% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
iii) School Catering			
4%	4%	5.4%	<p>Absence levels for School Catering employees was 5.4% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> <li>- 72.1% long term absences</li> <li>- 27.9% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>

<b>iv) Building Cleaning</b>			
4%	4%	8.4%	<p>Absence levels for Building Cleaning employees was 8.4% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> <li>- 81.3% long term absences</li> <li>- 18.7% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>v) Housekeeping</b>			
4%	4%	10.9%	<p>Absence levels for Housekeeping employees was 10.9% at the end of period 8. This was made up of:</p> <ul style="list-style-type: none"> <li>- 87% long term absences</li> <li>- 13% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>vi) School Janitorial</b>			
4%	4%	6%	<p>Absence levels for School Janitorial employees was 6% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> <li>- 84.5% long term absences</li> <li>- 15.5% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>vii) School Crossing Patrol</b>			
4%	4%	4.9%	<p>Absence levels for School Crossing Patrol employees was 4.9% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> <li>- 80.8% long term absences</li> <li>- 19.2% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>8. Building Services - % of overall repairs completed within target</b>			
95%	95%	94%	

## **6.2 Hard Services Customer Satisfaction Performance results for Q2 2017/18**

- 6.2.1 As part of the Housing Customer Satisfaction survey required to be carried out by the Scottish Housing regulator the following specific questions are directed at the service provided by Building Services. During the first 2 months of the third quarter of 2017/2018, 1,112 surveys were carried out with 99.2% of tenants satisfied with overall housing repair service including customer contact centre and housing repairs services.

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### **Implications of the Report**

1. **Financial** – Any financial savings from the service redesigns referenced in this report will be progressed through the Council's financial & budget planning process.
  2. **HR & Organisational Development** – Any staffing changes from the service redesigns referenced in this report will be progressed through the Council's HR policies, including redeployment and utilisation of VR/VER scheme.
  3. **Community / Council Planning** – the report details a range of activities which reflect local community / council planning themes.
  4. **Legal** – None.
  5. **Property/Assets** – None.
  6. **Information Technology** – IT implications are contained within the report.
  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 because it is for noting only. 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** – None.
  9. **Procurement** – None.
  10. **Risk** – None.
  11. **Privacy Impact** – None.
  12. **CoSLA Policy Position** - None
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**List of Background Papers:** None

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