

To: Finance, Resources and Customer Services Policy Board

On: 3 February 2021

Report by: Director of Environment & Infrastructure

Heading: Facilities Management Service Update

1. Summary

- 1.1 Following on from the previous Service Update presented to board on 11 November 2020, this report provides a further update to the Finance, Resources and Customer Services Policy Board on key areas within the Board's remit. It also outlines the priorities through to Spring 2021, highlighting key areas of focus and plans for next steps to support the Council's recovery plans. Whilst developing these plans, the local and national position remains fluid and services will remain flexible and able to respond quickly in relation to changes in restrictions and local outbreaks.
- 1.2 Appended to this report is a performance update covering quarters 1 and 2 of 2020/21 (that is, April to September 2020). A performance update covering 2019/20 was provided to this board on 11 November 2020.
- 1.2 Service Improvement Plans for 2020/21 were developed for all Council services yet due to the outbreak of the Coronavirus pandemic and the cancellation of the March board meeting this plan was not approved by this board. The majority of the actions and activities did not proceed or were not undertaken in the same way due to COVID-19 and, new Service Improvement Plans will reflect the greater focus on recovery and renewal rather than solely improvement activity. These plans will be linked to the recovery plans being developed and delivered by council services. It is proposed that these draft Service Improvement Plans will be presented to the spring 2021 Board cycle and this will restart the normal scrutiny and governance activity associated with these high-level plans.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- note the content of this report; and
 - notes the performance information for quarters 1 and 2 2020/21 as appended to this report.
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3. Background

- 3.1 In the previous Service Update reported to Finance, Resources & Customer Services Board on 11 November 2020, the Council's response to the coronavirus from March 2020 to September 2020 was outlined – our partnership approach, our move to protect and support our employees and communities, particularly vulnerable people across the area.
- 3.2 Employees across the Council continue to show great commitment and resilience during this time delivering essential services, volunteering to support frontline services and helping others to remain safe at home.
- 3.3 The service remains acutely aware of the impact on Renfrewshire's communities of the pandemic - of those who have sadly been bereaved, who feel isolated, have concerns about their income, have had their health impacted, have supported their children and young people with home learning or have contended with other challenges made more difficult by the pandemic and consequent restrictions. Across services, and with our partners, the Council continues to support our communities and develop our operational and policy response both now and as we continue to move through the recovery route map.
- 3.4 Further restrictions were introduced on January 5 which will apply until the end of January in areas currently under Level 4 restrictions, including Renfrewshire. New laws will require people to stay at home and work from home where possible. Those previously asked to shield by the Chief Medical Officer have been advised not to attend work. All staff required to attend work to deliver or support essential work, have the required workplace guidance, Health and Safety measures and PPE (if required) in place. Building Services will continue to deliver compliance checks and essential repairs and will support home moves through void repairs with strict health and safety measures being in place to support this process.
- 3.5 Council services continue to operate flexibly in order to respond to whatever challenges the pandemic brings for local communities but there is also a continuing focus on the recovery position and the opportunities to 'build back better'. Alongside this, new opportunities are emerging, potential funding streams, information and learning is being shared across local government and the service will also continue to respond to this.

3.6 This report gives a broad overview of the key areas which continue to be impacted by the COVID-19 crisis, further areas the service has paused and restarted, the particular areas of focus now and in the near future, and any specific risks and priorities of relevance to this Policy Board.

3.7 The report also provides an overview of the service's performance against the indicators in the 2020/21 Service Improvement Plan. These indicators were approved by members before lockdown and therefore reflect expectations for service delivery in a business as usual context rather than during a pandemic response period.

4. Update for Finance, Resources and Customer Services Policy Board - Facilities Management

4.1 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

4.2 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 1st lockdown in March 2020, when only statutory and emergency repairs were being carried out. During the summer months due to the lifting of restrictions more work was able to be carried out however as we have moved back into tighter restrictions the work that has been carried out has again been restricted.

All Works Completed To 31 December 2020

Service Area	Total
Aids & Adapts	83
External	1358
Gas	15021
HPU	659
Misc Capital Works	618
Property Maintenance / Owners	567
Short Term / Emergency	15519
Stair & Close	796
Void	1080
Voids	671
Total	36372

- 4.3 Works that are currently in progress/ completed but are not financially complete are detailed below.

Current Work in Progress at 31st Dec 2020

Service Area	Total
Aids & Adapts	87
Compliance	86
CRA Short Term / Emergency	868
External	496
Gas	3881
HPU	210
Misc Capital Works	79
Other	2
Property Maintenance / Owners	384
Short Term / Emergency	4756
Stair & Close	280
Voids	794
Total	11923

- 4.4 Of the 11,923 jobs active, there are 466 jobs on hold in the following categories.

Current Hold Status Analysis 31st Dec 2020

Service Area	Total
Forced Entry / Gas Service	109
Disabled Adaptation / vulnerable	16
Double Glazed units	14
Renewal of UPVC doors/windows	178
Other Non Essential	149
Total	466

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 on hold due to the work content where the tenants are required to vacate the premises for a min of 2-3 days to allow the works to be carried out. These works cannot be done with the tenant in place and there is no current facility to provide respite care in another suitable facility. However, when this type of larger scale works is possible in a safe environment for both the tenants and the operatives they will recommence.

The renewal of UPVC doors and windows is being undertaken on a risk assessed basis, due to the close working required and the high risk of this type of work to the employees. Please note that NO door or window has been left insecure and temporary repairs have been carried out to these properties.

- 4.5 After extensive discussions and in consideration of the new lockdown criteria issued by the Scottish Government the following work packages status has been itemised in conjunction with the Councils Health & Safety team. 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:

- Smoke detector programme - commenced January 2021
- Electrical testing programme for domestic housing – commenced January 2021
- Window servicing programme – awaiting detailed information to allow works to be programmed.
- 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. Compliance at present not possible due to current COVID-19 restrictions
- Aids and adaptations – as per above.
- Non-essential multi-trade repairs – on hold as they do not meet the requirements 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.

- 4.6 The gas servicing compliance program has continued throughout the last 10 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. Figures from March 2020 are:

Number of gas services carried out	13,629
Electrical testing and inspection in public buildings	69
Gas Servicing in Public Buildings	1,109

- 4.7 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.

457 voids have been completed since the commencement of Lockdown in 2020 through to 31st December.

Void Returns 24/3/20 - 31/12/20			
Full Void Works*	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
457	54	53	226

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
- 4.8 Building Services has now commenced SHQS voids, which were previously carried out by an external contractor. Due to changes with the contractor through COVID no works had been done of SHQS voids for 6 months. Building Services are recruiting 12 new trade operatives to enable them to step up the level of void returns and provide a steady flow of refurbished suitable housing.
- 4.9 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 from January 2021 we are now supplying Lateral Flow test kits to care homes.
- 4.10 Water management has been ongoing during this difficult period 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.
- 4.11 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 October – December:
- 322 Number of emergencies attended during working hours
 - 8 Number of emergencies attended out of hours
 - 1249 Number of dark lamps put in lighting (attended)

October: 6 loops, 1 new column installed
November: 3 cable faults, 2 column realignments
December: 8 cable faults, 1 new column installation, 1 column realignment

- 4.12 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.
- Hollybush annex reconfigured into new nursery provision in line with the 1140 hours Education programme is now completed and in use.
 - Refurbishment of recovery café in Whitehaugh Paisley – 90% complete
 - Refurbishment of shop units at George Street for Property Services now fully complete
 - 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.
- 4.13 Building Services built and supplied 12 booths for the mass testing centre in Johnstone Town Hall, this work was done at short notice and all 12 booths, including 2 specially designed accessible booths, were complete and installed by lunchtime on Monday the 30th of November. This allowed the other dedicated staff to be trained and the facility opened as planned at 8.00am on Wednesday the 2nd of December.
- 4.14 Building Services continued to provide a winter gritting programme to many facilities across Renfrewshire. This service was very busy over the Christmas and New Year period.
- 4.15 Building Services in conjunction with Housing Services are working in partnership to provide places for adult apprentices, under the Adopt an Apprentice scheme, who have been made redundant.

Soft FM (Facilities Management)

- 4.16 The service has recruited additional cleaning staff to ensure there are day-cleaners in all educational establishments. This measure has ensured that enhanced cleaning and hygiene measures are in place to minimise the spread of COVID-19. The service continues to provide a reactive decontamination service in those locations where positive cases of COVID are identified to minimise the disruption to the school day.
- 4.17 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.
- 4.18 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 service continues to be provided to the vulnerable children and children of

key workers who are attending school during lockdown. This situation is monitored on an ongoing basis between Soft FM and Children's Services.

- 4.19 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.
- 4.20 Work is continuing on the roll out of the remodelling of the Soft FM service. Site based recruitment is now underway with existing staff being allocated posts in the new structure. An external recruitment exercise will require to be carried out to fill the final posts in the new structure. Work is currently underway to ensure a smooth transition to the new Soft FM model over the coming months.
- 4.21 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.
- 4.22 Soft FM continues to support the continued delivery of the Community Meals' service. This service continues to support daily, around 500 vulnerable residents across Renfrewshire who rely on the service for the provision of hot meals
- 4.23 Contingency plans have been put 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.
- 4.24 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. A recruitment exercise is underway for additional housekeeping staff to ensure the service can facilitate the statutory social distancing and 'bubble' working required within the care homes.
- 4.25 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.
- 4.26 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.
- 4.27 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.
- **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, to ensure the expansion will be rolled out throughout 2020/21.
- **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.

6. Performance scorecard for Q1 and Q2 2020/21

6.1 Appendix 1 to this report contains a performance scorecard covering Quarter 1 (April-June) and Quarter 2 (July-September) of 2020/21. As noted above, these indicators were agreed prior to any knowledge that a prolonged lockdown and subsequent restrictions would be in place. Targets were set in a pre-COVID position and may not reflect the operating context services have been working in since March 2020. Commentary is provided for each indicator and where relevant, includes an assessment of how the pandemic has impacted on performance.

- 6.2 The performance scorecard contains 11 indicators. Of the 11 indicators with targets, 3 are performing on or above target, 2 is slightly short of target and will require monitoring, and 6 are below target.
- 6.3 COVID-19 has had an impact on performance on a number of indicators:
- Uptake of free school meals – due to the COVID-19 lockdown from March to June, there was no uptake in free school meals in quarter 1. The figures for Q2 are below the expected norm, due to the reduced time in school and that some parents have opted for packed lunches. As schools are operating an extended lunch period to limit numbers in dining halls, this has had an impact on the type of meals which can be served. The service continues to operate an amended menu, whilst still providing hot meals options for the children and young people.
- 6.4 The following indicators show areas of positive performance:
- % of reported street lighting faults which were attended within the 7-day timescale – 98% compared to a target of 95%
 - % of overall repairs completed within time by building services – 94% against target of 94%
 - % of member enquiries completed within timescales by E&I – 86% compared to a target of 85%
- 6.5 The scorecard highlights the following indicators as being below target:
- % of frontline resolutions dealt with within timescales – 82% compared to 85% target
 - % of FOI requests completed within timescales – 99% compared to target of 100%
 - Average number of work days lost through sickness absence – 3.99 days against a target of 3 days
- 6.6 The majority of these indicators relate to enquiries and complaints handling. The Council introduced a new complaints handling system in April 2020 during the COVID-19 pandemic and training on the new system was therefore delayed.
- 6.7 In terms of sickness absence, officers from the service and from HR & Organisational Development meet every 2 weeks to monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.

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 pandemic 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 and will report to board in November.
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

Author: Diane Gillies, Head of Facilities Management




Environment & Infrastructure Service Improvement Plan 2020-2023: Performance for Q1 & Q2 2020/21

Local Outcome 01: Reshaping our place, our economy and our future


Performance Indicator	Current Status	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	
% of reported street lighting faults which were attended within the 7-day timescale		99.2%	95%	99.4%	95%	92%	95%	98%	95%	The decrease in performance reported in quarter 1 is an administrative error. When lockdown in March commenced, some jobs were not completed on report but were attended within target timescale
% of overall repairs completed within time by building services		95.92%	94.42%	94.58%	94%	100%	94%	94%	94%	The first quarter of 2020 was during the first three months of COVID 19 pandemic. A total of 2,864 emergencies were attended between April and June with 100% appointment attendance. The repairs service was still severely restricted by Government regulation during Q2 of 2020. Emergency repairs were carried out solely during July, then appointments were reintroduced for tenants by the end of August. Emergencies attended during the quarter amounted to 4,683 while nearly 4,000 appointments were attended during the same period. The overall percentage figure for quarter 2 was affected by the catch-up program that was completed July/ August, to attend repairs raised during the first few months of lockdown which could not be completed at the time.
% of compliance tasks undertaken per year		New indicator for 2019/20		94%	90%	81%	90%	79%	90%	The decrease in performance across the 1st 2 quarters reflects the impact COVID has had on the compliance checks. The use of the Government Furlough scheme, by a number of the Councils external subcontractors, has resulted in a backlog. A catch up program has been put in place but has been constrained by operational safety protocols for access into Council properties as we continue to react to the changing





Performance Indicator	Current Status	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	
										Lockdown situation. It is expected that performance will continue to be affected for the remainder of the year.

Local Outcome 03: Tackling inequality, ensuring opportunities for all

Performance Indicator	Current Status	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	
% uptake of free school meals in primary and secondary schools		67.2%	75%	60%	75%	0%	75%	34.6%	75%	No free school meals were delivered in Q1 due to Covid-19 lockdown and schools being closed.
% uptake of free school meals in primary schools		70.2%	75%	61.8%	75%	0%	75%	35%	75%	The figures for Q2 presented are below the expected norm, due to the reduced time in school and that some parents have opted for packed lunches. As schools are operating an extended lunch period to limit numbers in dining halls, this has had an impact on the type of meals which can be served. The service continues to operate an amended menu, whilst still providing hot meals options for the children and young people.
% uptake of free school meals in secondary schools		49.1%	75%	48.4%	75%	0%	75%	34.6%	75%	

Local Outcome 05: Working together to improve outcomes

Performance Indicator	Current Status	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	
Average number of work-days lost through sickness absence per employee (FTE) (cumulative)		13.88	10.74	16.44	13.7	5.39	3.5	3.99	3	<p>The absence performance for Q2 was 3.99 days lost per FTE employee, which was above the target of 3 days, however, does represent a reduction since Q1.</p> <p>Officers from the service and from HR & Organisational Development meet every 2 weeks to</p>

Performance Indicator	Current Status	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	
										monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.
% of members enquiries completed within timescale by E&I		New PI 2019/20		85%	85%	93%	85%	86%	85%	Performance remains at over 85% with the volume received in Q2 increasing by almost 95% on Q1.
% of FOI requests completed within timescale by Environment & Infrastructure		97%	100%	96%	100%	93%	100%	99%	100%	During Q1 staff were familiarising themselves with home working and some information was more complex to provide in the initial stages.
% of front line resolutions dealt with within timescale by Environment & Infrastructure		75%	100%	67%	85%	55%	85%	62%	85%	A new complaints recording system was introduced across the Council from 1 st April. Unfortunately, due to the Covid-19 pandemic training has had to be online. Staff are also undertaking other duties relating to the pandemic. However as can be seen performance did improve in Q2 as staff become familiar with the new system
% of complaint investigations completed within timescale by Environment & Infrastructure		69%	100%	85%	95%	45%	100%	92%	100%	A new complaints recording system was introduced across the Council from 1 st April. Unfortunately, due to the Covid-19 pandemic training has had to be online. Staff are also undertaking other duties relating to the pandemic. However as can be seen performance did improve considerably in Q2 as staff become familiar with the new system