

THE HIGHLAND COUNCIL
ADULT & CHILDREN SERVICES COMMITTEE
22 MAY 2013

Agenda Item	11.
Report No	ACS/50/13

Facilities Management Project – Progress Report and Proposed Implementation Plan

Report by Director of Education, Culture and Sport Service

Summary

This report provides feedback on the introduction of the Facilities Management operating model in Badenoch & Strathspey from July 2012 and an update on implementation in the Black Isle/Dingwall area from October 2012. The report also provides details of the proposed Facilities Management rollout plan to all Areas over the next 2 year period.

1. BACKGROUND

1.1 The ECS Committee on 19 May 2011 approved phase 2 of the Facilities Management (FM) operating model. Phase 2 included 9 Primary Schools in the Badenoch & Strathspey area. At that time, a commitment was given to provide an evaluation report re this phase after a reasonable period had lapsed

1.2 The staffing structure for Phase 2 comprises:

- 1 Team Leader, based at the new Aviemore Community School and:
- 2 Facilities Management Assistants (FMA).

The FM model resulted in all 9 Primary Schools receiving pre-determined support based on approved principles, including providing support to Head Teachers agreed delegated responsibilities as Responsible Premises Officers (RPO). This also ensured that **each** Primary School in the area received a consistent level of support and that there was full compliance with property management and health and safety legislative and policy requirements. **Appendix 1** provides details of the principles that under-pin the FM model.

1.3 The main focus of the FM operating model is to undertake specific property management duties on behalf of the Head Teacher (or Responsible Premises Officer) within the following categories:-

- Health and Safety Monitoring
- Property Management Delivery
- Operational Support

1.4 Issues identified during each rollout phase have been reviewed and procedures and processes for the subsequent phase adapted where appropriate. This approach will be adopted throughout the rollout to the remaining areas.

- 1.5 Phase 3 was implemented in October 2012 with 20 establishments in the Black Isle & Seaforth areas benefitting from the FM support model. This report proposes the rollout programme for the FM model to the remaining areas in Highland.
- 1.6 Training programmes for all janitorial staff were delivered during the 2012 school summer and autumn holiday periods. The main focus was Work at Height and Fire Extinguisher training. The training sessions were well attended and welcomed by all staff. The opportunity to network with colleagues from other establishments was also welcomed. This Council- wide training programme will continue this year with Manual Handling training sessions being arranged.

2.0 PHASE 2 IMPLEMENTATION

- 2.1 Phase 2 began with the official handover of the new Aviemore Community School in July 2012 and was fully introduced in all other Primary Schools in Badenoch & Strathspey at the start of the new academic year in August 2012. Prior to this phase being implemented there was extensive consultation with Head Teachers and other local stakeholders.
- 2.2 Prior to the implementation date, comprehensive building audits were undertaken for each school building. This included in-gathering the following:
 - General information;
 - External site information;
 - Security system details;
 - Fire procedures
 - Utilities.

The availability of this information provided useful baseline reference data for each school and also provided the FM staff with an understanding of the specific characteristics and operational requirements of each building.

- 2.3 Only Grantown and Aviemore Primary Schools previously had a dedicated janitor on-site. The remaining Primary Schools in the area were previously supported by a peripatetic janitor. As previously reported, this level of service did not provide a consistent service to all Primary Schools and was unable to fully meet increasing property management and health and safety demands.
- 2.4 **Appendix 2** provides examples of the FM rota for Badenoch & Strathspey from August 2012. This rota is amended when the need arises to accommodate specific requests from establishments and changing weather conditions.
- 2.5 Effective methods of communication between the FM team and Head Teachers are essential. The established methods for communication are as follows:
 - Non urgent routine tasks are recorded in a diary in each school and actioned by the FMA during time-tabled visits
 - More complex tasks, or those requiring additional manpower, are logged by schools via a generic email address and these tasks are allocated by the Team Leader

- In an emergency situation FM team leader can be contacted by mobile phone and arrange a response as soon as is practical
- 2.6 The above communication methods have settled down to a well-established pattern with all schools using the appropriate communication methods. Within the FM Service's improvement plan consideration will be given to introducing maximum response times for each of the above communication methods.
- 2.7 Transport & Equipment – All staff employed in the area have been provided with a Combo van to ensure mobility and are provided with the appropriate equipment and personal protective equipment to undertake Operational, Property and Health & Safety tasks (for details of the equipment provided please refer to **Appendix 3**).
- 2.8 Previous levels of equipment provided to janitorial staff were regarded as insufficient to meet the required range of demands. Since the introduction of the FM Service a range of equipment has been purchased including leaf blowers, mobile gritting spreaders and a range of non-powered tools. The FM Service continues to review the equipment needs as the service develops in partnership with the Service's Health & Wellbeing Adviser and the Trade Unions.

3.0 PHASE 2 CONSULTATION AND EVALUATION

- 3.1 The FM model has been fully operational in the Badenoch and Strathspey area since August 2012. Feedback from each implementation phase is vital to inform the subsequent rollout programme and also to provide all stakeholders with confidence that the model is delivering the anticipated benefits. In order to inform the phase 2 evaluation, all Head Teachers in the area were consulted and provided feedback.
- 3.2 The feedback provided has been split into 2 sections – strengths and areas for improvement and are contained within **Appendix 4**
- 3.3 On the basis of phase 2 evaluation a number of actions were implemented including:
- Clarification that the FM team would instruct the framework contractors to provide a snow clearing/gritting service at the school;
 - Head Teachers, who were previously used to having a dedicated janitor on site, had to adopt a different approach and plan ahead in order to fully utilise the FMA when they visited the school. For example, this involved providing instructions via the appropriate communication channels;
 - The FM team adopted a more proactive approach as they became more familiar with the needs of schools in particular on those occasions where “setting up” or “taking down” was required;
 - The dialogue re low level maintenance activities continues as the extent to which the FM team may undertake maintenance works in a school as determined by a risk assessment of the circumstances. This approach is in line with Council policy and in some cases may be at odds with previous practice in schools.

4.0 PHASE 3 IMPLEMENTATION

4.1 Phase 3 coincided with the opening of Ben Wyvis Primary School on the 24th October 2012. This phase includes 20 Primary Schools in the Black Isle and Dingwall area. The staffing structure comprises:

- 1 Team Leader;
- 6 FMAs
- 1 Caretaker Steward.

Prior to this phase being implemented there was consultation with Head Teachers, Parent Councils (where appropriate) and local Members.

4.2 An example of the staff deployment rota is appended as **Appendix 5** and provides details of the amount of time that each FMA spends in each school on a weekly basis. Following the implementation of phase 3 the total amount of ECS establishments being supported by the FM model is 41. An evaluation of phase 3 will be reported to this Committee in October 2013 as this will allow the new service sufficient time to become fully implemented.

4.3 The implementation of this phase is more challenging as there were a greater number of schools who previously had a dedicated janitor available to them. On the basis of initial feedback received from Head Teachers the main themes emerging relate to the following:

- Who is responsible for opening and closing the school?
- Who is the initial point of contact in the event of an out-of-hours emergency call-out?
- Who drives my minibus during the school day?
- Who mops up bodily fluids when the FMA is not on campus?

4.4 The response to these questions in the order listed above is as follows:

- In relation to opening and closing schools the purpose of the FM model is to reduce the day to day burden on the Head Teacher. Prior to each phase the total needs of each individual school are assessed and a work pattern is established to meet the needs identified. This assessment will include responsibility for opening and closing the school campus, for example in larger schools with multiple entrances and perimeter gates the FMA will undertake this responsibility;
- In relation to out-of-hours emergency callouts the previous arrangements remain, although the FM team will now be included on the list of contacts;
- In relation to minibus driving duties, these do not form part of the FM team's job description and as such alternative suitable arrangements will have to be made;
- In relation to removal of bodily fluids, previously over 100 Primary Schools across who did not have access to a dedicated janitor took responsibility for dealing with bodily fluid spills. Under the new FM arrangements, if the FMA is not on site when the incident occurs then an emergency call can be made to the FM team to respond.

5.0 ROLLOUT PROGRAMME TO ALL OTHER AREAS

- 5.1 The rollout programme appended at **Appendix 6** provides details of the timeline and location for the remaining rollout which will ultimately result in all Primary Schools in Highland being included within the FM model (with the exception of the PPP schools who have their own contractual FM arrangements in place). Members are asked to agree this rollout programme.
- 5.2 The proposed timeline is summarised below:

Phase 1	Nairn and East Inverness	October	2013
Phase 4	West Inverness (amended)	October	2013
Phase 5	East Sutherland & East Ross	April	2014
Phase 6	Skye & Lochalsh	August	2014
Phase 7	West Sutherland & West Ross	October	2014
Phase 8	North Sutherland & Caithness	April /Aug	2015
Phase 9	Lochaber	April /Aug	2015

- 5.3 There will be extensive discussions with Head Teachers, Parent Councils (where required) and local Ward Members in advance of each phase being implemented.
- 5.4 The Trade Unions were consulted prior to the introduction of the new FM operating model. They continue to be consulted on a regular basis and have been supportive of the roll out to date.
- 5.5 In February 2012 successful janitorial & FM road shows were delivered jointly across the Highlands by ECS, Health, Safety & Wellbeing staff and the trade unions. The purpose of these road shows was to meet and consult with staff giving them the opportunity to openly discuss and ask questions on the new FM operating model and raise any health and safety concerns.
- 5.6 Employees and Trade Unions have requested that the road shows continue in future as this is beneficial for all parties. "FM Janitorial Forums" in partnership with colleagues in the Housing and Property Service and Health Safety and Wellbeing took place across the Highlands during the recent mid-term school holiday and were very well received.
- 5.7 In March 2013, extensive discussions with a range of stakeholders in Inverness and Nairn took place, including Head Teachers, Ward Members and Parent Council Chairpersons. **Appendix 7** provides details of the questions and answer session that took place following a presentation to Parent Council Chairpersons at Millburn Academy on 13/03/13.

6.0 COLLABORATIVE WORKING

- 6.1 As indicated above the outcomes from each implementation phase are assessed to ensure continuous improvement. The assessment of phase 2 in Badenoch & Strathspey indicates that there is a potential for collaborative working with the

janitorial staff at Kingussie HS and Grantown Grammar School. The opportunity for collaborative working will be explored further in conjunction with the Head Teachers at both Secondary Schools. Janitorial provision in secondary schools is currently going through a consultation process to review the job description in line with FM principles. The line management of Secondary janitorial provision is the head teacher.

6.2 As FM is rolled out we would seek consideration to create a more efficient service delivery within Secondary Schools where the Primary School is within close proximity. For example, consultation will be undertaken locally in relation to how the FM model will work on the following campuses:

- Gairloch High and Primary Schools
- Dornoch Academy and Dornoch Primary School
- Golspie High and Primary School
- Plockton High and Primary School
- Ullapool High and Primary School
- Kinlochbervie High and Primary School
- Farr High and Primary School

6.3 In order to improve the level of support provided to Head Teachers in relation to all property-related issues, there is an increased emphasis on partnership working between FMAs and the Maintenance Officers employed by the Housing & Property Service. Efficient and effective working relationships between these two parties will ensure that property issues are dealt with appropriately and efficiently. This working relationship will be developed further as part of the continuous improvement agenda.

6.4 In order to prepare for future phases of FM implementation consideration is being given to transferring the line management of all Primary School janitorial staff to the FM service in advance of the rollout programme being fully implemented. There will consultation on this proposal with the appropriate stakeholders and a further update will be brought to the October 2013 Committee within the phase 3 evaluation report. The potential benefits of this proposal are as follows:

- Consistent approach to line management arrangements; light and heavy equipment provision ;availability of training; supply and endorsement of PPE;
- Improved and consistent communications
- Working towards a consistent approach to operational , property and health and safety tasks/duties

7.0 IMPLICATIONS

7.1 **Resource implications** – the budgets for the FM rollout will be funded from the following existing budget headings:

- The janitorial and related overtime budgets currently devolved to Primary Schools;
- A proportion of the repairs and maintenance budgets managed centrally
- Equipment and clothing budgets held at an Area level
- Capital budgets (health and safety) for set-up costs, for example large equipment

The FM model is predicated on a more efficient use of existing resources as opposed to budget savings.

- 7.2 **Legal implications** – the FM model will ensure compliance with all legislative health and safety requirements in the Primary School estate.
- 7.3 **Equalities implications** – there are no equalities implications other than the on-going commitment to comply with all access arrangements in school buildings.
- 7.4 **Climate Change implications** – the FM model will ensure that regular property checks will contribute to maintaining the efficiency of school buildings, for example fuel economy, recycling and the efficient operation of renewable energy systems.
- 7.5 **Risk implications** – as previously reported lessons learnt during each rollout phase are analysed and where appropriate improvements are incorporated thereby contributing to a continuous improvement agenda.

8.0 Recommendations

8.1 The Committee is asked to:

- Note the evaluation of phase 2 and the related actions;
- Note that the evaluation of phase 3 will be reported to this Committee in November 2013;
- Agree the implementation programme outlined in Appendix 6
- Agree that consultation should begin re the proposal to transfer line management of all existing Primary School janitorial staff to Catering, Cleaning and FM in advance of the FM rollout programme being completed and that a further update is reported back to this Committee in November 2013;
- Agree that consultation should be undertaken with Head Teachers of Secondary Schools that have Primary Schools, either on the same campus, or immediately adjacent in order to establish how the FM model will be implemented and that a further update be reported back to a future Committee.

Designation: Director of Education, Culture and Sport

Date: 10th May 2013

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Background Papers:

Appendix 1 – the principles that under-pin the FM model.

Appendix 2 – FM rota for phase 2 – Badenoch & Strathspey

Appendix 3 – details of the equipment provided to staff

Appendix 4 – phase 2 evaluation- summary of strengths and weaknesses

Appendix 5 – FM rota for phase 3 – Dingwall & Seaforth

Appendix 6 – Rollout programme

Appendix 7 – Minute of meeting with Inverness and Nairn Parent Council Chairpersons

on 13/03/13

Appendix 1

WHAT ARE THE MAIN REASONS FOR THESE PROPOSALS, WHY CHANGE

- o Consistent approach and equality across the school estate , this is not a cost saving exercise
- o To create a support structure to assist the Responsible Premises Officer (RPO); this is the Head Teacher in school(s). With the FM team carrying out approved delegated RPO duties related to property management health & safety and operational tasks. Allowing the head teacher to dedicated time to educational needs and delegate these duties to FM team
- o The need to reduce risks associated with breaching health and safety requirements
- o To standardise the operational model of team working in operational areas, no longer associated to school rolls or size , to meet the business and operational needs of the school.
- o To standardise job descriptions and appropriate tasks and duties
- o To ensure a consistent approach with flexibility to ensure service delivery
- o To achieve best value from the existing staff and resources available
- o To create a structured training programme and to ensue staff competencies are appropriate for tasks and responsibilities associated with the post
- o To build and enhance working relationships between ECS and HAPS in particular the Maintenance Officers and FM staff , specifically related to repairs, contracted works, maintenance and servicing contracts

Appendix 2

<u>Times of Duty **</u>	<u>Group</u>	<u>MONDAY</u>	<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>	<u>FRIDAY</u>
-	-	-	-	-	-	-
07.45 - 15.45 (Mon to Fri)	A	Team Leader	Team Leader	Team Leader	Team Leader	Team Leader
08.00 - 16.30 (Mon to Thurs) & 08.00 to 16.00 (Fri)	B	F.M Office/Kingussie P.S	F.M Office/Alvie P.S.	F.M Office/Newtonmore P.S.	F.M Office/Gergask P.S.	F.M Office/Kingussie P.S.
09.30 - 18.00 (Mon to Thurs) & 09.00 to 17.00 (Fri)	C	Grantown P.S.	Abernethy P.S. & Deshar P.S.	Aviemore P.S.	Carrbridge P.S.	Grantown P.S.

** Times of duty include travel time at start and end of working day from FM Base to destination and vice-versa

Appendix 3

VEHICLE EQUIPMENT CHECKLIST

Grounds Equipment

• Yard Brush	• Long handled shovel	• Digging Spade & Fork
• Hoop Bag Holder	• Garden Rake &Hoe	• Litter Picker
• Watering Can	• Hedge Shear	• Leaf Rake
• Secateurs Set	• Leaf Blower	• Weeding Tool

Window Cleaning Equipment

• Telescopic Pole	• Scrubbing Brush	• Window Cleaning
• Sleeve & Squeegee x 1	• Long Handled Scraper	• Cobweb Collector x 1

Miscellaneous

• Saw/ Hacksaw	• Tool Kit	• Folding Trolley
• Duck Tape (Black/silver)	• Glass Suction Pads	• Hazard Tape
• Cones/Barriers	• Spanner Socket Set	• ' Adjustable Spanner
• Plunger	• WD40	• SurForm Planer x 1
• Sandpaper	• Tyre Pressure Tread	• Screen Wash
• 2 Stroke Oil	• 5L Petrol Can	•
• Pooper Scooper / Bags	• Folding Wheelbarrow	• Mobile Phone Charger
• First Aid Kit	• Sharps Box	• Bungee Cords

Cleaning Equipment

• Red Mop Bucket c/w handle & mop head	• Blue Mop Bucket c/w handle & mop head	• Body Spill Kit
• Black Bags	• Blue Hand Bucket x 1	• Red Hand Bucket x 1
• Cleaning Cloths	• Spray Chemical Bottle	

Winter Kit

• Salt Spreader	• Snow Shovel	• De-icer /Scraper
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Personal Equipment Box

• Disposable Gloves	• Rubber Gloves	• Heavy Duty Gloves
• Gardening Gloves	• Heavy Duty Gloves	• Rechargeable Torch
• Headlamp Torch x 1	• Hard Hat x 1	• Visor / Safety Goggles
• Waterproof Suit	• Wellington Boots	• Masks (FFP3)
• Kneepads /Straps	• Handwipes	• Barrier Cream

APPENDIX 4

Strengths

- The level of service provided, particularly in smaller Primary Schools, has increased. Prior to the commencement of the FM model a number of the smaller establishments did not consistently receive a weekly peripatetic service. Since August 2012 all establishments now receive a minimum of a weekly visit, with a higher frequency of visits for larger Primary Schools.
- General satisfaction with the level of service provided.
- Communication with/from the FM team is regarded as good
- FM team is customer-focused and there is a willingness to undertake extra tasks when requested and also on a proactive basis
- There is now the opportunity to request more than 1 person for tasks such as setting up staging, moving heavy furniture, transferring equipment/furniture between locations or hanging curtains. Previously some smaller establishments would have had to employ a contractor to undertake some of the examples provided and fund the expense from their devolved budget.
- Snow clearing/gritting contractors are now arranged by the FM Team Leader, the main benefit being that the Head Teacher no longer has to arrange this activity.
- The FM Team assist with the gritting/snow clearing at Kingussie PS, Grantown PS and Aviemore PS prior to travelling to other locations.
- Regular weather forecasts provided by colleagues in TEC Services help the FM team plan their winter weather activities in advance.
- The FM team is provided with the appropriate tools or resources to undertake tasks i.e. they are now suitably equipped.
- School gardens/grounds are kept tidy; leaves cleared and disposed of.
- Absence cover provided by fellow team member during periods of annual leave and other absences.

Areas for improvement:

- Not enough time and the larger establishments would still like to receive a daily service to compensate for the loss of their dedicated janitor;
- Larger establishments have to plan ahead and remember to provide sufficient notice/information for special events. Previously they could approach a dedicated janitor at short notice.
- Communication – request to look at alternative messaging services as there have been a few occasions when the FM Team Leader or FMA's are un-contactable. In the main this is due to weak mobile phone signals in some remote areas.
- Work plans to be arranged in a way which minimises the amount of travel whilst continuing to meet the planned needs of schools;
- There is the continuing expectation that FM staff can carry out minor works which disturb the fabric of the building. It should be emphasised that Council policies dictate that any works that involve disturbing the fabric of the building should initially be referred to the local Maintenance Officer. In the majority of

such requests the work is undertaken by contractors appointed by the Housing and Property Service.

General footnote – Head Teachers have co-operated during the initial implementation phase by being prepared to alter historic school arrangements.

Appendix 5

Name	Main Base	Satellite Units	Times of Duty	MONDAY 3rd DECEMBER	TUESDAY 4th DECEMBER	WEDNESDAY 5th DECEMBER	THURSDAY 6TH DECEMBER
A MOBILE	ED CENTRE	mobile	Mon to Fri - 07.30 to 15.30	mobile	mobile	mobile	mobile
B	Ben Wyvis Primary	All	Mon to Thurs - 7.30 to 16.00; Friday 08.00 to 15.30	07.30 to 10.00 Ben Wyvis Primary 10.30 to 16.00 mobile	07.30 to 10.00 Ben Wyvis Primary 10.30 to 16.00 mobile	Ben Wyvis Primary	07.30 to 10.00 Ben Wyvis Primary 10.30 to 16.00 mobile
RETAKER TEWARD	Ben Wyvis Primary	n/a	Mon to Thurs - 14.00 to 22.00; Friday 14.30 to 22.00	Ben Wyvis Primary	Ben Wyvis Primary	Ben Wyvis Primary	Ben Wyvis Primary
D	Dingwall Primary	St Clements Primary; Area Education Office	Mon to Thurs - 08.00 to 16.30; Friday 08.00 to 16.00	Dingwall Primary	08.00 to 09.50 Dingwall Primary 10.00 to 15.00 St Clements Primary 15.10 to 16.30 Dingwall Primary	08.00 to 11.50 Dingwall Primary 13.00 to 15.00 Area Education Office 15.10 to 16.30 Dingwall Primary Christmas Fayre - 18.00 to 21.30	08.00 to 09.50 Dingwall Primary 10.00 to 15.00 St. Clements Primary 15.10 to 16.30 Dingwall Primary Strings Concert - 18.30 to 21.00
E	Tarradale Primary	Teannasie Primary; Tomnacross Primary	Mon to Thurs - 07.45 to 16.15; Friday 07.45 to 15.45	07.45 to 09.45 Tarradale Primary Tomnacross Primary 15.15 to 16.15 Tarradale Primary	Tarradale Primary a.m. Set up for Christmas Concert - Terry to assist	07.45 to 09.45 Tarradale Primary Teannasie Primary 15.15 to 16.15 Tarradale Primary	07.45 to 09.45 Tarradale Primary Tomnacross Primary 15.15 to 16.15 Tarradale Primary
F	Area Education Office	Area Education Office; Beauly Primary; Mulbule Primary; Ferintosh Primary; Tore Primary; Cannich Primary	Mon to Thurs - 08.00 to 16.30; Friday 08.00 to 16.00	Area Education Office Tore Primary	Area Education Office Beauly Primary	Area Education Office Mulbule Primary	Area Education Office Cannich Primary
G	Strathpeffer Primary	Marybank Primary; Strathconon Primary; Strathgarve Primary	Mon to Thurs - 08.00 to 16.30; Friday 08.00 to 16.00	Strathpeffer Primary	08.00 to 10.15 Strathpeffer Primary Strathgarve Primary 15.45 to 16.30 Strathpeffer Primary	08.00 to 10.15 Strathpeffer Primary Marybank Primary 15.45 to 16.30 Strathpeffer Primary	08.00 to 09.15 Strathpeffer Primary Strathconon Primary 15.30 to 16.30 Strathpeffer Primary
H	Avoch Primary	Munlochy Primary; Cromarty Primary; Black Isle Education Centre	Mon to Thurs - 08.00 to 16.30; Friday 08.00 to 16.00	Avoch Primary	08.00 to 09.45 Avoch Primary Bl Edcentre 15.15 to 16.30 Avoch Primary	08.00 to 09.45 Avoch Primary Munlochy Primary 15.15 to 16.30 Avoch Primary	08.00 to 09.45 Avoch Primary Cromarty Primary 15.15 to 16.30 Avoch Primary
CARETAKER TEWARD	Ben Wyvis Primary	n/a	Mon to Thurs - 17.45 to 19.00; Friday 17.45 to 18.45	Ben Wyvis Primary	Ben Wyvis Primary	Ben Wyvis Primary	Ben Wyvis Primary

Appendix 6

PHASE 1 & 4

Area 1 - Nairn & East Inverness

1	Primary	<u>Auldearn</u>
2	Primary	<u>Millbank</u>
3	Primary	<u>Rosebank</u>
4	Primary	Ardersier
5	Primary	Croy
6	Primary	<u>Balloch</u>
7	Primary	<u>Smithton</u>
8	Primary	<u>Duncan Forbes</u>
9	Primary	<u>Cradlehall</u>
10	Primary	<u>Drakies</u>
11	Primary	<u>Cauldeen</u>
12	Primary	<u>Hilton</u>
13	Primary	Aldourie
14	Primary	Daviot
15	Primary	Farr (IN)
16	Primary	Foyers
17	Primary	Milton of Leys
18	Primary	Stratherrick

Area 4 - West Inverness

1	Primary	<u>Holm</u>
2	Primary	<u>Lochardil</u>
3	Office	<u>Ness/Ruthven</u>
4	Primary	North Kessock
5	Primary	<u>Crown</u>
6	Primary	<u>Raigmore</u>
7	Primary	<u>Bishop Eden</u>
8	Primary	<u>Central</u>
9	Primary	<u>Dalneigh</u>
10	Primary	<u>Merkinch</u>
11	Primary	<u>Muirtown</u>
12	Primary	<u>St Joseph's RC</u>
13	Primary	Balnain
14	Primary	Dochgarroch
15	Primary	Glenurquhart
16	Primary	Cannich Bridge
17	Primary	<u>Kinmylies</u>

PHASE 3 & 5

Area 3 - Black Isle & Seaforth		
1	Primary	Avoch
2		Black Isle Educ, Raddery
3	Primary	Cromarty
4	Primary	Munlochy
5	Primary	Beauly
6	Primary	Teanassie
7	Primary	Tomnacross
8	Primary	<u>Kirkhill</u>
9	Office	Area Educ, Dingwall
10	Primary	Ben Wyvis
11	Primary	Dingwall
12	Primary	Ferintosh
13	Primary	Marybank
14	Primary	Mulbuie
15	Primary	St. Clements, Dingwall
16	Primary	Strathconon
17	Primary	Strathgarve
18	Primary	Strathpeffer
19	Primary	Tarradale
20	Primary	Tore

Area 5 - East Sutherland & East Ross		
1	Primary	Brora
2	Primary	Helmsdale
3	Primary	Bonar Bridge
4	Primary	Rogart
5	Primary	Ardross
6	Primary	Bridgend
7	Primary	Coulhill
8	Primary	Kiltearn
9	Primary	Milton
10	Primary	Newmore
12	Primary	Park
13	Primary	South Lodge
14	Primary	Craighill
15	Primary	Edderton
16	Primary	Gledfield
17	Primary	Hill of Fearn
18	Primary	Hilton of Cadboll
19	Primary	Inver
20	Primary	Knockbreck (RC)
21	Primary	St Duthus, Tain
22	Primary	Tarbat Old

Phase 6 & 7

Area 6 - Skye & Lochalsh

1	Primary	Auchtertyre
2	Primary	Broadford
3	Primary	Carbost
4	Primary	Dunvegan
5	Primary	Edinbane
6	Primary	Elgol
7	Primary	Glenelg
8	Primary	Kilmuir
9	Primary	Knockbreck (SL)
10	Primary	Kyle
11	Primary	Kyleakin
12	Primary	Loch Duich
13	Primary	MacDiarmid
14	Primary	Portree
15	Primary	Raasay
16	Primary	Sleat
17	Primary	Staffin
18	Primary	Struan
19	Primary	Gaelic School
20		Portree Hostel
21	Office	Elgin Hostel

Area 7 - West Ross-Shire & West Sutherland

1	Primary	Lochcarron
2	Primary	Applecross
3	Primary	Shieldaig
4	Primary	Poolewe
5	Primary	Kinlochewe
6	Primary	Bualnaluib
7	Nursery	Aultbea Nursery
8	Primary	Badcaul
9	Primary	Scoraig
10	Primary	Achiltibuie
11	Primary	Scourie
12	Primary	Lochinver
13	Primary	Stoer
14	Primary	Lairg
15	Primary	Rosehall

Phase 8 & 9

Area 8 - North Sutherland & Caithness		
1	Primary	Castletown
2	Primary	Crossroads
3	Primary	Halkirk
4	Primary	Miller Academy
5	Primary	Mount Pleasant
6	Primary	Pennyland
7	Primary	Reay
8	Primary	Durness
9	Primary	Kinbrace
10	Primary	Melvich
11	Primary	Tongue
12	Primary	Altnaharra
13	Primary	Bower
14	Primary	Canisbay
15	Primary	Dunbeath
16	Primary	New Primary - Wick
17	Primary	Keiss
18	Primary	Lybster
19	Primary	3-18 Campus - Wick
20	Primary	Thrumster
21	Primary	Watten

Area 9 - Lochaber		
1	Primary	Acharacle
2	Primary	Ardgour
3	Primary	Arisaig
4	Primary	Ballachulish
5	Primary	Banavie
6	Primary	Caol/Lochyside/Fort William RC - joint campus
7	Primary	Duror
8	Primary	Eigg
9	Primary	Glencoe
10	Primary	Inverie
11	Primary	Inverlochy
12	Primary	Kilchoan
13	Primary	Lady Lovat
14	Primary	Lochaline
15	Primary	Mallaig
16	Secondary	Mallaig High
17	Primary	Muck
18	Primary	Roybridge
19	Primary	Rum
20	Primary	St Bride's
21	Primary	Strontian
22	Primary	Upper Achintore/ Fort William
23	Office	Camagheal Hostel
24	Primary	Gaelic School

NOTE OF MEETING

ECS FACILITIES MANAGEMENT PRESENTATION TO PARENT COUNCILS

WEDNESDAY 13 MARCH 2013 – MILLBURN ACADEMY, INVERNESS

PRESENT

Parent Council Chairperson

Auldearn Primary – Mark Gunn; Balloch Primary – Evelyn Gray; Bishop Eden Primary - Julie Ivers; Cauldeen Primary – Pauline Smith; Central Primary –Katherine Mackintosh; Cradlehall Primary - Jonny Nelson; Crown Primary – Dietrich Pannwitz; Drakies Primary – Dave Cummins; Kirkhill Primary – Lesley Coutts; Lochardil Primary – Sharon McArthur; Merkinch Primary - Helen Gladstone; Muirtown Primary – David Gillies; Rosebank Primary – Joanne Bain; St. Josephs Primary – George McCaig

Parent Council Secretary

Crown Primary – Andy Hamilton

ECS Representatives

Ron Mackenzie, Head of Support Services; Norma Murray, Facilities Services Manager; Evelyn Miller, Cleaning & FM Manager

APOLOGIES

Duncan Forbes Primary – Simon Kerr; Hilton Primary – Helen Murray; Holm Primary – Clive Brook; Raigmore Primary – Jen MacKenzie

No representation

Dalneigh Primary; Millbank Primary; Smithton Primary

PURPOSE OF MEETING

Presentation to Parent Council Chairpersons on the proposals for the ECS Facilities Management Implementation Plan and to provide the opportunity to ask any questions

INTRODUCTION

Ron Mackenzie thanked everyone for attending, introduced the ECS representatives and confirmed the format of the meeting:

- Background of FM Model (details provided in Committee report links at foot of this minute)
- Outcomes – information sharing (2 way process); feedback from Parent Councils; report to Committee on 22 May 2013; any key issues

- ECS FM Services Power Point presentation – already presented to Janitors, Head Teachers, Ward Members & Trade Unions. (All attendees provided with a copy of the presentation)
- Question & Answer Session after presentation

ECS POWERPOINT PRESENTATION – NORMA MURRAY

The main points and proposals within the presentation included:

- ECS and Catering, Cleaning & Facilities Management Services Organisation Charts
- Main reasons for introduction of FM, changes and proposals
- The planned actions to drive the change
- Where FM is now – 3 phases now in operation
- FM Service – range of equipment provided for vehicles; examples of FM photos provided from existing FM staff explaining range of FM duties e.g. property checks, fire alarm testing, litter picking, security of building/grounds, portage, minor repairs (non-intrusive to fabric of building), window cleaning; gritting, gutter cleaning, team working
- Body Fluid Spillages – statistics, guidance and spillage kits
- Work at Height – ladder inspection checklist; update also provided on training undertaken by FM & Janitorial staff and survey about to commence on existing work at height equipment to establish if it is fit for purpose
- Proposed 9 FM Areas, timeline and establishments within individual FM areas
- Detail required prior to FM being introduced into establishments included site audit, examples of site drawings and samples of work rotas/schedules

QUESTION & ANSWER SUMMARY

Q – Will charitable organisations have to pay for Lets in future?

A – This should continue if free of charge at present. However ECS are currently undertaking a Lets review to ensure there is a consistent procedure for Lets. Currently some ECS premises have free lets when actually there should be a charge.

Q – One of the biggest concerns is 80 janitors covering 250 establishments; this may mean that some schools who currently have a dedicated janitor may only receive a ½ day per week. How do ECS see this panning out?

A – The key issue is not about taking janitors away; it is an assessment of what is actually required and to professionalise/modernise the way of working for FM & Janitorial staff. Staff are currently undertaking a range of duties that are not within an FM/Janitorial remit and in future they will look after the buildings, work in partnerships with Maintenance Officers, work to benefit the school, provide appropriate support for Head Teachers (176 Primary Schools). Only 43 establishments are currently entitled to a dedicated janitor, school rolls have been decreasing and peripatetic janitors prior to the commencement of FM have been employed to undertake duties at a number of schools. There is a culture of change with decreasing budgets. If there are duties such as playground supervision (not within FM Service provision) currently being undertaken by dedicated janitorial staff then dialogue will be undertaken with the ECS Area Manager and the Head Teacher to establish appropriate measures to be put in place.

Q – Timings e.g. breakfast clubs, adverse weather conditions?

A – Work Rotas/Schedules will accommodate the times buildings require to be opened and closed for anything like this. In regards to adverse weather conditions the FM Service receive detailed weather reports from colleagues in Tec Services and the decision is taken the day prior if gritting/snow clearing contractors have to be placed on standby. The FM Team Leaders may also have to adjust start times and duties of FM staff to assist with delivery of service.

Q – There will not be full time janitors, they will not be there 24/7? This is a big change for larger schools, some have very poor fabric and are not happy with the FM Service provided.

A- The actual service that will be provided for an individual establishment cannot be stated at this present time until the full site audit is carried out. At present no one has stated that there will be no full time cover as this is unknown at this stage. No employees are currently employed to work 24/7.

Q – There is a loyalty for janitors e.g. children are asking if they will have a janitor, they look up to them and in some cases they receive stability from the janitors. Will this not be lost?

A – The pupils in the current FM Phases still have contact with the former janitors who are now Facilities Management Assistants, they know the names of everyone within the FM team and when they are actually visiting their location.

Q – Where will the give be, who does the work when janitor/FM staff are not there?

A – All establishments will receive an FM allocation of time based on the needs of their particular establishments and establishments will know the days and times FM staff will be on duty at their particular establishment.

Q – Majority of any building works or improvements is normally undertaken during the summer holidays. How will this be dealt with?

A – The key factor here is for the FM Team Leader's to have been notified in advance by the appropriate Maintenance Officers of the details of the work to be undertaken, the Contractor's detail and the timescales involved. This will enable the Team Leader to amend the FM work rota/schedule and to monitor the contractors. Any breach is reported to the Maintenance Officer/s. Housing & Property Services as Landlord retain the responsibility for ensuring that the contractor fulfils their contractual obligations.

Q – If an establishment receives a service on 3 different days within the week, is there not a stream of different people?

A – No this is carefully managed by the Team Leader. Previously in larger establishments the FMA (former Janitor) has been allocated a large proportion of their time to undertake the FM duties as they are the ones with the knowledge. Over a period of time he/she will be involved in transferring their knowledge to colleagues within the FM team. This will take time and cannot happen overnight. The main times that establishments have other FM team members on site is for absence cover such as holidays or sickness, duties involving more than one member of staff such as movement of heavy equipment or if there is an emergency.

Q – Have Head Teachers seen the presentation?

A - Yes, there was a presentation to the Head Teachers for your establishments on Wednesday 27 February 2013.

Q – Body Fluid Spillages, will FM service be nearby if they have no one on site to deal with?

A – Where possible there should be someone within close proximity, particularly where there are a number of establishments within the geographical area. Emergencies such as this are reported to the Team Leader and he/she will then decide who will be the most suitable person to attend.

Q – Will there be a change to janitors working hours?

A – FM staff are required to work flexible hours, including evenings and weekends. There may be various work patterns within the FM team and there may be a requirement for staff to work different times of duty to service evening lets. Work rotas/schedules will only be compiled once the service has undertaken the full site audits.

Q - Will they have to travel out with the area they currently work within?

A – There may be a possibility of this, however it is not practical to comment further on this until the site audits are completed and work rotas/schedules are in draft.

Q – The amount of time travelling between locations, will this not eat into available resource time?

A – This will depend on the geographical area. The establishments you represent are mainly in close proximity to each other and can be reached by vehicle within 5 to 10 minutes. In Inverness city a few are within walking distance of each other. Careful consideration will be given by the Team Leader when compiling the work rota/schedules for FM staff to ensure that travel time, where possible, is kept to a minimum.

Q – Budget; is this not a cost cutting exercise?

A – No, this is to look at the way we use our existing resources. In some geographical areas such as the Isle of Skye there will be an increase in spending as there is currently only one dedicated janitor in one location and no service in all of the smaller schools.

Q – Staffing needs and requirements such as the moving of chairs or tables and for spontaneous activities. Have Head Teachers raised this for times when there is no FM service on site?

A – There is a FM communication book on site that establishments can place requests in. In addition to this the FM Team Leaders have a generic e-mail box that Head Teachers can make requests for assistance, particularly if the request involves movement of large numbers of tables and chairs. The FM Service is flexible in how we operate, however there is a requirement for establishments to keep the Team Leaders updated in advance for special events as they are normally planned by Head Teachers well in advance.

Q – Health & Safety could be compromised and this could lead to potential problems. Who is responsible?

A – Head Teacher is the Responsible Premises Officer.

Q – Will you be publishing any targets on the FM Service such as performance, emergency times?

A - Yes, the Facilities Officer when appointed will develop targets for the FM Service. The Catering, Cleaning and FM Service is interested in developing and communicating by Sharepoint. Currently we rely on other council services for reporting systems and this is not always reliable.

Q – Phones such as mobiles not being answered?

A – FM team members are provided with mobile phones to enable the Team Leader to contact them in the event of an emergency. There have been occasions that the message has to be left on voicemail, however this is normally if the team member is driving or the network coverage is poor/non-existent. The service is

aware that in some of the new build schools that the mobile coverage is poor and this is where the team leaders have previously been based. The service is currently addressing this to look at ways of improving mobile coverage within those locations.

Q – Will FM staff bases change regularly?

A – There will be a requirement to amend staff bases to enable other FM staff to become fully knowledgeable. However the intention will not be to change this on a weekly basis, it may be monthly or termly and the decision on this will be taken when all information is collated.

Q – Have uniforms been provided to FM staff and do they wear them?

A – Yes FM staff have been heavily involved in trialling workwear, they now have a uniform and they do wear them.

Q – Will the staff undertaking the Site Audits be meeting the Parent Councils?

A – No the remit of the staff is the gathering and recording of the information. If need be ECS is happy to meet with Parent Councils jointly or individually if there is a requirement at a later date

Q – Are there any schools currently with an FM Service that we can visit?

A – Yes this can be arranged by e-mailing your request to Norma Murray

Q – Links to FM Information e.g. previous Committee Reports?

A - Links to previous Committee Reports are detailed below:

<http://www.highland.gov.uk/NR/rdonlyres/F778A1D9-49F0-43E2-996A-708781FD4A1C/0/Item7ECS2511.pdf>

<http://www.highland.gov.uk/NR/rdonlyres/B1B2C020-E918-464C-A2A9-097B07F9C6E2/0/Item6ECS5111.pdf>

<http://www.highland.gov.uk/NR/rdonlyres/72740637-7E76-49DB-979B-963A6F32A6E9/0/Item8ECS1212.pdf>