

The Highland Council

Education, Children and Adult Services Committee – 14 January 2015

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| Agenda Item | 9. |
| Report No | ECAS 06/15 |

Facilities Management Update

Report by Director of Care and Learning

Summary

This report sets out the proposed terms of reference for a review of the Facilities Management model.

1. Background

1.1 The facilities management (FM) model commenced across Highland in August 2011 with the opening of Milton of Leys Primary School.

1.2 As reported to the May 2011 Education, Culture and Sport Committee, the benefits expected to be delivered by the future operating model (FM) were as follows:

- The creation of a universal support function that will assist Head Teachers with the significant burdens associated with property and grounds management;
- The creation of a standardised operating model that will create a facilities management structure under specialist line management arrangements;
- The creation of standardised job descriptions that will ensure that there is a consistent approach to facilities management across all schools;
- Is affordable within the current budget allocation.

1.3 Particular emphasis was placed on the following issues:

- Undertaking delegated property management duties on behalf of the RPO;
- Delivering the client interface with the Housing and Property Service (on behalf of the RPO);
- Compliance with and the enforcement of Health & Safety responsibilities, for example asbestos management, legionella testing, fire safety checks and any other routine checks as agreed with colleagues in the Housing and Property Service;
- Responsibility for building access and egress.

1.4 To date, 5 of 9 planned phases have been rolled out, with a further 2 in the process of rollout. There remain a further 2 phases still to be progressed.

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| Phase 1 – Nairn & East Inverness | 2011/13 |
| Phase 2 – Badenoch & Strathspey | 2012 |
| Phase 3 – Black Isle & Seaforth | 2012 |
| Phase 4 – West Inverness | 2011/2013 |
| Phase 5 – East Sutherland & East Ross | 2014 |
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| Phase 6 – Skye & Lochalsh | In Progress |
| Phase 7 – West Sutherland & West Ross | “ |
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| Phase 8 – North Sutherland and Caithness | Yet to be progressed |
| Phase 9 - Lochaber | “ |

- 1.5 There has been ongoing review and regular reporting to Committee. The most recent evaluation of progress with the FM model was in May 2014, when an evaluation report prepared by APSE (Association for Public Sector Excellence) was considered and agreed by Committee.
- 1.6 Based on recent feedback from service users and members, it is proposed to pause any future rollout phases at this time and undertake a review of the model to date, to develop recommendations for the future. This report sets out the terms of reference for that review.
- 1.7 Pending the outcome of the review, in those locations where the model has been rolled out, service delivery will continue by FM staff. In those 2 areas where rollout is in progress and had commenced before the proposal to review, planned rollout will continue as it is not practical to suspend rollout where the staffing structure has been established in part in those locales. No activity to progress rollout in the remaining 2 phases (phases 8 and 9) will proceed until the outcome of the review and/or further agreement by this Committee.

2. Review Terms of Reference

- 2.1 While there have been some concerns raised by stakeholders about the FM model, which has led to this proposed review, there is a need to recognise that the origins of the FM model were to address some implicit issues with the existing janitorial model, in particular in relation to equitable and sustainable provision across Highland schools, and a the need to improve compliance with health and safety and other property management responsibilities. The review must therefore be taken forward on the basis of an objective assessment, which seeks to develop recommendations to address the concerns of all relevant interests. The terms of reference has been drafted to support that approach.
- 2.2 The proposed terms of reference are set out on **Appendix 1**. It is recognised that it is in the interests of all stakeholders and staff affected by the review, that it is progressed as quickly as possible. It is therefore envisaged that the review should be concluded in order that recommendations can be brought back to this Committee in May 2015.
- 2.3 Staff working within, or due to work within the FM section may have concerns about the implications for their role and the FM model as a result of this review. As the terms of reference makes clear, the review will recognise the valuable contribution made by FM and janitorial staff, and will be focused on improvements and recommendations to further support the management of school buildings. FM and janitorial staff will be involved in the review, and there will be regular communication to staff as part of the review process.

3. Implications

- 3.1 Resource; Legal; Equalities; Climate Change/Carbon Clever; Risk and Gaelic and Rural implications – there are no implications associated with this report. Any implications which do arise as a result of the proposed review will be considered in full and detailed within a final report detailing recommendations arising from the review.

4. Recommendations

- 4.1 Members are asked to consider this report and agree the terms of reference for the review of the Facilities Management model.

Designation: Director of Care and Learning

Date: 16 December 2014

Author: Brian Porter, Head of Resources

Terms of Reference

- To review the operation of the FM model within Highland, giving regard to:
 - The valued contribution FM and janitorial staff make to the operation of Highland schools;
 - The views of key stakeholders including; Schools, Head Teachers, Parent Councils, FM/Janitorial staff, Elected members, Council property management and Health & Safety officers, trade unions.
 - Where appropriate, review Best practice and arrangements in place in other Councils/other organisations.
 - The need for an equitable and sustainable model across Highland;
 - Any relevant guidance or regulation pertaining to the function, including health and safety and property management requirements.
- To engage with key stakeholders through a small short-life working group to progress the review.
- To consult with a broad range of stakeholders through use of surveys.
- To develop recommendations in relation to the FM model for consideration by the ECAS Committee.
- To identify the resource requirements associated with implementation of any recommendations.
- To conclude the review with the objective of reporting back to the May 2015 ECAS Committee.