

## **Title of report: Property Services Planned and Reactive Maintenance Programme 2021/22**

**Decision maker: Cabinet member commissioning, procurement and assets**

**Decision date: Wednesday, 24 March 2021**

**Report by: Capital Programme and Maintenance Manager**

### **Classification**

Open

### **Decision type**

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

### **Wards affected**

Countywide

### **Purpose**

To agree the property services planned and reactive maintenance programme 2021/22 to ensure the continuing upkeep, improvements and maintenance of the council's property assets and also to allow the council to fulfil its obligations to carry out statutory compliance inspections and related remedial works.

The maintenance budget of £1,927,791 is to be spent on the continuing upkeep, cleaning and maintenance of the council's 365 key property assets and also to allow the council to fulfil its obligations to carry out compliance checks and best practice inspections so as to maintain a safe environment for the users of the buildings and for the upkeep of the property.

## **Recommendation(s)**

**That:**

- (a) the 2021/22 cleaning, planned and reactive maintenance budget of £1,927,791 be approved and allocated between maintenance and cleaning undertakings as follows and as set out in appendix B:**
- **£1,364,791 on maintenance undertakings;**
  - **£563,000 on cleaning undertakings;**
- (b) the assistant director for technical services be authorised to take all operational decisions necessary to implement the above recommendation and spend within the approved budgets including realigning budget between maintenance and cleaning undertakings; and**
- (c) the building maintenance, cleaning undertakings and small works are delivered through the authorised building maintenance and cleaning services provider (as set out in para 11 of this report).**

## **Alternative options**

1. Not undertake statutory checks, planned and reactive maintenance. This is not recommended as property assets will not then be compliant, are liable to deteriorate and potentially be in breach of legislation, which will have an impact on any services located in such properties, with particular reference to the safety of premises to the extent that they may have to be closed and service delivery would be severely impacted.
2. Reducing statutory checks, planned and reactive maintenance to property assets. This is not recommended as this will escalate the risk of increasing a maintenance back-log, contribute to the deterioration of property assets or impair the asset from being kept compliant and potentially be in breach of legislation. This will have an impact on any services located in such properties, to the extent that they may have to be closed. Service delivery would be severely impacted.
3. Not undertaking planned remedial work identified subsequent to statutory checks or if reactive maintenance is reduced below required thresholds in buildings which house council employees, third parties and visitors due to inadequate funding. This is not recommended as the council may be liable should an individual be found to have been injured or suffered loss as a result of the council not carrying out its statutory obligations.
4. If premises are not cleaned or there is a reduction in the cleaning regime. This is not recommended as operational properties will become unsuitable, un-hygienic and not fit

for use by staff, visitors and the public. Carrying out regular cleaning of council's key property assets is essential as it will ensure they will remain fit for use.

5. Not undertaking continuous maintenance: This is not recommended. If the council's estate assets are not subject to continuous maintenance they will not be safe and fit for purpose, their value will not be protected and they will not be in a condition necessary for transferal to our communities under the community asset transfer process should a decision be made to convey the ownership of particular assets.

## **Key considerations**

6. The planned maintenance programme incorporates the inspection of property assets such as offices, libraries and public buildings (excluding schools) to ensure they are compliant with legislation e.g. asbestos condition surveys, legionella testing, and the related expenditure ensures properties adhere to statutory requirements and are cleaned. Prioritisation of expenditure is therefore primarily based upon the degree of action required to meet statutory compliance to ensure properties are safe and secure environments. There are varying cycles of inspection e.g. fire alarm service testing is done annually, as the inspections/tests are generally determined by legislation (aside from good practice).
7. Maintenance of schools is not part of this programme as individual schools are responsible for their own routine maintenance programmes, compliance checks and cleaning. The same can be included for the council properties that are leased to tenants on a full repairing and insurance basis which require tenants to maintain the buildings they occupy.
8. Reactive maintenance works covers incidents that occur on a day to day basis and are unpredicted but needs to be carried out to maintain the council's buildings; to keep them fit for purpose and ensure they are safe and secure environments. Prioritisation of these works are based upon the impact and urgency of the incident. There are approximately 365 property assets (excluding schools and properties that are leased to tenants on a full repairing and insuring basis) which are maintained and or cleaned under these budgets.
9. The overall effectiveness of the expenditure on planned maintenance certifies that properties remain compliant and the regime of inspection and testing ensures that noncompliance issues are addressed and do not require further action. There are various types of inspection and testing and the frequency basis of each is carried out with regard to statutory requirements and risk assessments. The programme of statutory inspection work for 2021/22 is identified in appendix A and the activities reflect current industry practice. Continuing to carry out these planned activities will help maintain the fabric of buildings and allow the life of mechanical and electrical equipment within buildings to be extended and ensures their efficient running will help keep costs down.

10. The effectiveness of expenditure on reactive maintenance is, in the immediate sense, easy to measure e.g. a leaking pipe is fixed. Monitoring of high volume call outs to properties is used to assess whether there are inherent problems with particular properties which therefore require detailed inspection and more robust remedial work.
11. The cyclical maintenance and cleaning service which includes statutory and compliance requirements with apportioned budget as set out in appendix B will be delivered through the current Services Contract and annual service level agreement (SLA) with Hoople which was authorised through a cabinet member decision <http://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?Id=7636> using the same model as applies to the other services provided to the Council by Hoople subject to any appropriate modifications required for these additional services. It is expected that the council's contract management service will manage the SLA for these services and have a number of processes and procedures agreed with Hoople along with a bespoke ICT system for change control and reporting
12. Provision will be made with the provider for the budget to be monitored to ensure expenditure is kept in line with projected spending limits and is identified in appendix B (budget split). The provider's performance will also to be scrutinised ensuring their KPI's are met.
13. Any revenue funded Single small work projects could be delivered through a formal tendering exercise that would be undertaken in line with the council's contract procedure rules to demonstrate best value. Alternatively, works could be delivered through the building maintenance and cleaning contract, which includes an obligation to undertake a competitive procurement process and engage suppliers were possible who are local and small to medium enterprises when seeking to sub-contact. This is to be further monitored through the council's contract management service to ensure the Council is getting value for money for works going through the contract. Any capital funded projects are subject to a separate decision.

## **Community impact**

14. Ensuring that property assets are maintained, cleaned and compliant as set out in the council's corporate buildings maintenance strategy as referred to in the corporate property strategy 2016-2020 which will be updated in 2021. Maintained, cleaned and compliant buildings help deliver safe accessible environments for visitors and members of the public in so far as they comply with the council's health and safety policy, which is based on requirements of the management of health and safety at work regulations 1999 and Health and Safety Executive health and safety publications.
15. The council is committed to providing a healthy and safe environment for all individuals impacted by the council's funded activities. The council endeavours to ensure that the work they and their partners undertake, does not adversely affect the health, safety or welfare of members of the public especially visitors. Therefore council partners are expected to work to the same health and safety standards and codes of practice as the council, as far as is reasonably practicable. This requirement will be included in the

final contract terms with the successful contractor and be part of the ongoing contractor review meeting agendas.

16. These proposals will contribute towards the delivery of the aims within the council's corporate plan to 'support improvement in the quality of the natural and built environment' and 'to make best use of the resources available in order to meet the council's priorities' and ambitions as set out in the county plan as well as improve the council's energy efficiency, reduce its carbon footprint, provide cost savings by reducing reactive repair works.

## **Environmental Impact**

17. This decision / proposal seeks to deliver the council's environmental policy commitments and aligns to the following success measures in the County Plan.
  - Reduce levels of phosphate pollution in the county's river
  - Reduce the council's carbon emissions
  - Work in partnership with others to reduce county carbon emissions
  - Improve the air quality within Herefordshire
  - Improve energy efficiency within council assets

The council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.

The environmental impact of this proposal has been considered through the service specification and includes appropriate requirements on the contractor/delivery partner to minimise waste and reduce energy and carbon emissions. This will be managed and reported through the ongoing contract management to ensure these measures are met such as utilizing local supply chains, improving local air quality by replacing less effective equipment for those that are more efficient.

The development of this programme of activities has sought to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance.

18. By investing in assets by means of maintaining building service installations for instance replacing less efficient light fittings for more efficient ones and introduce controls to better manage heating systems, these proposals will contribute towards the delivery of the aims within the council's corporate plan to 'support improvement in the quality of the natural and built environment' and 'to make best use of the resources available in order to meet the council's priorities' as well as improve the council's energy efficiency, reduce its carbon footprint, provide cost savings by reducing reactive repair works.

## Equality duty

19. The planned maintenance budget takes into account keeping buildings compliant and ensuring they are accessible.

Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
20. Ensuring that statutory compliance checks are undertaken will ensure that the council’s equality responsibilities are met in so far as the physical built environment is managed in such a way as to comply with the Equality Act.

The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine ‘protected characteristics’ (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have ‘due regard’ to the public sector equality duty when taking any decisions on service changes.

## Resource implications

21. Expenditure of the 2021/22 planned maintenance programme will be from the set revenue budget of £1,927,791. The impact on reducing budgets will be to reduce certain maintenance undertakings with the risk of increasing a maintenance back-log, contribute to the deterioration of property assets or impair the asset from being kept compliant. The table below sets out the financial funding stream of the decision.

Funding Streams	2021/22	Total
	£	£
<i>Property maintenance</i>	<b>1,927,791</b>	<b>1,927,791</b>
<b>TOTAL</b>	<b>1,927,791</b>	<b>1,927,791</b>

## Legal implications

22. In common with any all landowners or occupiers, the council has a number of legal and statutory obligations to maintain its properties to a safe standard of repair and hygiene that makes it a necessity to undertake regular maintenance and improvement of council owned or operated properties.
23. The Council has existing contractual arrangements with Hoople Ltd (of which the Council is the majority shareholder) for the provision of some services. Those arrangements will need to be varied to provide for building maintenance, small works and cleaning. There is no legal impediment to such a variation.

## Risk management

24. The following risk and mitigations have been taken into account when considering the spend of the maintenance budget.

Risk / opportunity	Mitigation
Not having a maintenance and reactive budget for buildings will contribute to the deterioration of property assets.	Any budgets allocated to maintenance and reactive works will help to extend the life of the property asset and its value.
Any deterioration of a building may result in its closure and affect those services delivering a service out of them.	A maintenance budget will help allow pay for work that will ensure the building is fit for purpose and keep services running.
Not having a maintenance budget to spend on buildings will impair the asset from being kept compliant.	Repair works will keep buildings compliant and safe to users, the public and visitors.
The current contract is scheduled to end on 31 March 2021. If the contract terminates without a provider being in place there is a risk that cleaning and reactive maintenance works do not take place.	Process of demobilizing and mobilizing from one provider to another will ensure service continuity including the identification and delivery implementation plan for priority services.

## **Consultees**

25. Political groups have been consulted as part of this decision. One response was received from Cllr. Milln that stated certain repairs to the town hall were needed and that it would be useful if properties were identified in which ward they were in. The recommended course of action was feed back to address the repairs to the town hall in a separate capital bid; and details of which ward buildings are located would be reviewed in future reports.

## **Appendices**

Appendix A – Overview schedule that forms the basis of cyclical and planned maintenance inspections/ checks and cleaning undertakings.

Appendix B – Estimated property budget split 2021/22 for maintenance and cleaning undertakings

## **Background papers**

'None identified'.

## **A glossary of terms, abbreviations and acronyms used in this report.**

SLA – Service level agreement

Hoople - Hoople is a private limited company with public sector shareholders namely Herefordshire Council and Wye Valley NHS Trust.