

Report for: Cabinet

Item number: 14

Title: Approval of Facilities Management (FM) and Premises Responsible Persons (PRP) Policies.

Report authorised by: Andrew Meek

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Ward(s) affected: All

**Report for Key/
Non-Key Decision:** Key

1. Describe the issue under consideration

- 1.1 The purpose of this report is for Cabinet to approve the policies that are one of the action plans of the Corporate Property Model (CPM). The CPM is one of the objectives of the Strategic Asset Management Plan Improvement Plan (SAMPIP) 2023-2028, that was approved by Cabinet on the 18 April 2023.
- 1.2 The Facilities Management Policy and the Premises Responsible Persons Policy will ensure clarity about roles and responsibilities in managing our operational buildings by putting in place a clearer set of governing documents for the service.
- 1.3 This is all part of our improvement journey for the management of council property and will ensure that we have a solid foundation, to maintain getting the basics right, so that we maximise the benefits, offer and experience for our residents who use buildings to access council services.

2. Cabinet Member Introduction

- 2.1 The Council operational buildings have an important role to play in the life of the borough. They are the setting of innumerable interactions between council services, voluntary and community services, and the residents of the borough, where people come seeking to access services, to get support at difficult times in their life, and to engage in the cultural and civic life of the borough. They are also a physical manifestation of the civic pride that we all feel as part of Haringey.
- 2.2 We've recognised the importance of strengthening how we manage our property, through the development of the Strategic Asset Management and Property Improvement Plan (SAMPIP), and this report is an important milestone on that

journey. This report lays down foundations of a clear and stronger facilities management offer, recasts the relationship between the central facilities team and council services, and commits to high standards in how all of the council's buildings will be managed.

3. Recommendations

- 3.1** That Cabinet approve the Facilities Management and Premises Responsible Persons Policies that will support implementation of the Corporate Property Model.

4. Reasons for decision

- 4.1** FM services ensure Council buildings are compliant, safe and well maintained. The FM Policy and PRP Policy are essential elements of the Corporate Property Model (CPM) that clearly define the following:
- The FM Policy sets out overall objectives for the FM service and defines the service provision to the various building types outlined in the policy.
 - The PRP Policy clearly defines the split in responsibilities between the FM team (as corporate landlord) and service 'tenants', and how we will identify/confirm who takes day-to-control of each building.
- 4.2** These policies will ensure greater efficiency and clarity in FM service provision which will ultimately benefit residents, community organisations and council staff.

5. Alternative options considered

- 5.1** Do Nothing – without these policies there will be a lack of clarity and control over the services that could potentially lead to wasted resources and a negative impact on overall delivery of the CPM.

6. Background information

- 6.1** Cabinet approved the Strategic Asset Management Plan and Property Improvement Plan (SAMPIP) 2023-2028 on the 18 April 2023. There are 10 SAMPIP objectives with a corresponding action plan, each action plan breaks down how the Council will implement, deliver, and measure performance. The FM and PRP policies strongly influence the delivery of the following objectives:
- 6.2** Objective 1 : To ensure the Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.

Objective 2: To ensure that our property meets our service needs across Adults, Health, and communities, Placemaking and Housing, Children's Services, Environment and Resident Experience & Culture, Strategy and Engagement.

Objective 5: 'To establish a Corporate Property Model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice.'

Objective 7: To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.

Objective 8: To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.

Objective 10 To deliver Zero Carbon and Low Carbon Council Buildings, in line with the Climate Action Plan including maximising technological and digital solutions via smart buildings.

- 6.3 The CPM is a new approach to managing the Council's properties more efficiently and cost-effectively. It involves centralising all property-related budgets, facilities management, and capital works under one team in Capital Projects and Property (CPP). This will improve co-ordination and governance, aligning with the Corporate Delivery Plan (CDP). The CPM is scheduled to be implemented by April 2025.
- 6.4 One of the action plans under Objective 5 was to review how we deliver Facilities Management (FM) Services. This includes setting an overall FM Policy and a Premises Responsible Person (PRP) Policy. The FM Policy will also include an FM Service Delivery Matrix that provides clarity on level of service delivery that will be provided for each operational and corporate asset under the Corporate Property Model (CPM).

Scope and objectives of FM

- 6.5 Facilities Management encompasses a range of services relating to buildings that can be split between 'Hard' and 'Soft' FM services.
- 6.6 Hard FM services relate to the physical structure of the building and includes Planned Preventative Maintenance (PPM) programmes and reactive repairs. Many of the Hard FM functions are statutory and directly impact on the safety and welfare of employees and visitors.
- 6.7 Soft FM services make the building environment more comfortable and safer for its occupants. Soft FM services include cleaning services, security and reception services.
- 6.8 Managing Hard and Soft FM services effectively ensures:
- A safe and compliant working environment for everyone using our buildings, be they residents, visitors, third party partners or council staff.
 - Contributes to employee productivity and well-being
 - Increased satisfaction among building users

- Ensuring value for money by maintaining the building and associated assets to the correct standard.

Key elements of the policy

6.9 The Policies provide the following clarity:

- The FM Policy sets the overarching objectives for the service and provides a framework for how the service will operate. The document includes an FM service matrix that provides clarity on level of service delivery provided for each operational and corporate asset under the Corporate Property Model (CPM).
- The PRP policy sets out in detail the split in responsibilities between the FM team (as corporate landlord) and service ‘tenants’, and how we will identify/ confirm who takes day to day control of the building and acts as the single point of contact
- The policy commits to providing a safe and welcoming environment for all users of council buildings, taking account of the diversity of the residents of the borough, and emphasises the importance of providing professional standards and statutory requirements in how we provide the service.

6.10 The model of provision is different according to whether a building is:

- A core corporate building
- A building provided for a service tenant
- A building the council has leased from a third party
- A council building occupied under a lease or license by a third party (i.e. commercial or community properties)
- Haringey schools.

6.11 The policy also commits to producing a Service Level Agreement to enable the council to provide enhanced support to schools on their statutory compliance obligations.

Next Steps

6.12 Through the period of implementation of these policies across the Council’s non-domestic properties, a range of actions will be completed:

- Extending the delivery of our in-house-led repairs and maintenance services to a number of buildings previously held within services (e.g. Children’s Centres).
- Transfer of management of soft services such as cleaning and security to Capital Projects and Property.
- Recruitment of additional resources to manage corporate buildings

6.13 Further work is on-going to develop a strategic plan for FM covering the next five years. The plan will be closely aligned to the corporate plan and CPM in the context of needing to tightly control the costs of managing our estate, and to release buildings to deliver savings.

Consultation and Governance

- 6.14 Both policies have been out to consultation with the Leadership Network and have been approved at the Capital Projects Steering Group (CPSG) and Capital & Property Board (CPB).
- 6.15 Through the development and implementation of the Corporate Property Model (CPM), we have engaged extensively with services across the council to understand their property and FM needs.

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes

- 7.1 This proposal supports the Corporate Delivery Plan 2022-2024 priority of Resident experience and enabling success, outcome area of “A supported and enabled workforce”.
- 7.2 Within that Outcome, the CDP commits to the implementation of the Corporate Property Model (CPM), which aims to centralise all operational property assets and premises related budgets into a Capital Projects and Property (CPP) central team.
- 7.3 These two policies provide the policy underpinning for the day to day operation of the CPM, through the work of the Facilities Management service.

8. Carbon and Climate Change

- 8.1 The implementation of the CPM brings all of the council's operational buildings into the central CPP team, and enables us to professionalise how we approach improving the environmental performance of our buildings.
- 8.2 The FM team will monitor compliance with the Minimum Energy Efficiency Standards (MEES) regulations, which require Display Energy Certificates to be displayed in public buildings, and set minimum Energy Performance Certificate (EPC) rating for buildings that we lease out in whole or in part.
- 8.3 Through strengthening the maintenance regime across our operational buildings, we will be able to improve the efficiency of plant and equipment across our buildings, and to make appropriate decisions about energy efficiency measures, including the transition to lower carbon heating systems.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

9.1 Finance

- 9.1.1 There are no new financial commitments included in this report, as these policies are related to decisions already taken - namely the introduction of the Corporate Property Model.

9.2 Procurement

- 9.2.1 Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the Recommendations stated in paragraph 3 above

9.3 Head of Legal & Governance

- 9.3.1 There are no legal impediments to the **adoption of this report**.

9.4 Equality

- 9.4.1 The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not
- 9.4.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 9.4.3 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.4.4 Our built environment significantly contributes to meeting our obligations under the Equality Act by ensuring our buildings are:
- Compliant with legislation
 - Accessible to all users
 - Safe, welcoming and inclusive to a wide variety of users with specific requirements.

10. Use of Appendices

Appendix 1: Facilities Management Policy

Appendix 2: Premises Responsible Persons Policy

11. Background papers

Strategic Asset Management Plan Improvement Plan (SAMP/IP) 2023-2028

