

From: Peter Oakford, Deputy Leader and Cabinet Member for Finance,  
Corporate and Traded Services  
Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee – 11 October 2022

Subject: Facilities Management Update

Classification: UNRESTRICTED

Past Paper Pathway: Policy and Resources Cabinet Committee, 20 March and 29 July  
2020

Policy and Resources Cabinet Committee, 14 January and 9  
November 2021

Policy and Resources Cabinet Committee 24 March 2022

Future Pathway of Paper: None

Electoral Division: All

**Summary:** This report provides the Policy and Resources Cabinet Committee the bi-annual update on Kent County Council's (KCC) facilities management. It includes an update on the performance of the current contract, the procurement of a new contract, an introduction to the new service providers and contract mobilisations.

**Recommendation:** The Policy and Resources Cabinet Committee is asked to note the report and progress.

## 1. Background

1.1. The Council currently commissions Total Facilities Management (TFM) services with two providers, Amey and Skanska, for the KCC corporate landlord estate, and some statutory compliance for schools which are the responsibility of KCC. The Council also makes available waste services, cleaning, and catering services to schools through separate contracts, which are not part of the TFM service.

1.2. The current TFM contracts were extended to 31 October 2022. A new facilities management delivery model has been implemented which includes one countywide hard FM contract (including statutory compliance, planned preventative maintenance, project services, helpdesk, handypersons, landscaping, and ground maintenance services) and multiple countywide soft FM contracts (including cleaning and feminine hygiene, waste, landscaping and pest control and reception and security).

## 2. Current TFM Performance (Contractual including Key Performance Indicators (KPIs))

2.1. Overall Mid-Kent compliance performance (Amey) is shown in the table overleaf:

Performance Area	Corporate Landlord (CLL) or School	Previous 8 month Average	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Statutory Compliance Level	CLL	97%	100%	99%	95%	99%	92%	98%
Reactive Task Completion Performance	CLL	97%	92%	91%	93%	95%	89%	94%
Number of Repeat Requests	CLL	0	0	0	0	0	0	0
Statutory Compliance Level	School	97%	99%	99%	97%	92%	92%	100%
Reactive Task Completion Performance	School	99%	94%	96%	97%	98%	92%	97%

2.2. Overall East-Kent compliance performance (Skanska) is shown in the table below:

Performance Area	Corporate Landlord (CLL) or School	Previous 8 month Average	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Statutory Compliance Level	CLL	100%	100%	99%	100%	99%	99%	100%
Reactive Task Completion Performance	CLL	99%	100%	100%	99%	98%	97%	100%
Number of Repeat Requests	CLL	1	2	1	1	2	2	1
Statutory Compliance Level	School	100%	100%	100%	100%	99%	100%	100%
Reactive Task Completion Performance	School	100%	99%	100%	100%	100%	96%	98%

2.3. Overall West-Kent compliance performance (Skanska) is shown in the table below:

Performance Area	Corporate Landlord (CLL) or School	Previous 8 month Average	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Statutory Compliance Level	CLL	100%	99%	99%	100%	99%	100%	100%
Reactive Task Completion Performance	CLL	100%	99%	99%	99%	95%	97%	100%
Number of Repeat Requests	CLL	1	1	0	1	1	2	1
Statutory Compliance Level	School	100%	100%	100%	100%	99%	100%	100%
Reactive Task Completion Performance	School	100%	99%	99%	100%	100%	94%	99%

2.4. The statutory compliance KPI is sourced from two KPIs; statutory maintenance and inspections, and updating statutory records. In summary, this is measuring how many statutory tasks were due in the month and comparing these to how many were completed on time. This includes all level of testing, not just key compliance areas.

The measurement methodology is that each task is only considered as complete and having passed its KPI if it was completed on time and evidence of completion i.e. certification, is available on the Computer Aided Facilities Management System (CAFM).

2.5. This results in the statutory compliance statistics showing a lower performance level than is the case. Tasks which are completed one day late or more or where evidence of completion was not available in a timely manner, are failed, even though the site remains compliant with statutory requirements. The KPI shows TFM contractor's performance against the contract and not necessarily the level of statutory compliance being achieved across KCC.

### **3. Current TFM Performance (Non KPI related)**

3.1. Although the impact of COVID-19 is reducing, the last several months have presented some service challenges for both KCC and the TFM contractors, creating a changed operating environment and service delivery. The challenges have presented a platform for Skanska, Amey and KCC to continue to build, maintain and enhance the ongoing partnership now and in the future.

3.2. This approach is demonstrated through the continuous engagement, staff attitude, and the providers taking on additional duties, at no cost to KCC, whilst supporting a considerable de-scope in service and delivering cost savings to the Council. Both of the TFM contractors have managed to maintain staffing levels within Kent to continue business as usual.

3.3. Both TFMs are committed to acting as responsible members of UK society and in the communities that they operate. Skanska and Amey are involved with many communities through their employees and supply chain. For example, in February 2022, Skanska ran an event jointly with the Construction Youth Trust from 14-16 February. Fifteen 16-18 year olds attended the event from a mixture of backgrounds with some young people having clear aspirations and others not so sure what they would like to do. The event was held at Northfleet Youth Centre and the aim of the event was to raise awareness of professional careers in the construction, build and FM industry and the progression routes into these careers, and to give students the opportunity to meet and interact with the professionals, develop employability skills and interview for potential work placement. Furthermore, it was to develop students' confidence, aspirations, and employability skills (presentation, teamwork, communication, interview skills etc) all whilst meeting new people from a diverse range of backgrounds.

### **4. Update on the new Hard FM Services Contract**

4.1 The hard service contract following a competitive process has been awarded to Skanska. Skanska have previously provided total facilities management (TFM) services to KCC since 2014 in West Kent and in East Kent from 2020.

4.2 The new hard service contract includes a number of lessons learned from the current TFM contract. Skanska are approaching the delivery of the service as a new contract and understand the requirement for a new approach to the delivery and management of the service. Included within the Hard FM contract:-

- 4.2.1 Alignment with KCC strategic objectives including those such as achieving carbon net zero.
- 4.2.2 Strategic asset management & planning – including maintaining an understanding of the authority’s estate strategy, asset tracking and trend analysis and forward maintenance planning.
- 4.2.3 Helpdesk provision – single help desk through which stakeholders will access all services.
- 4.2.4 Provision of a CAFM system and the requirement for dashboard analytics.
- 4.2.5 Routine maintenance delivery – maintaining assets on site to meet legal and best practice requirements and to assist KCC in meeting its statutory duties.
- 4.2.6 Reactive activities – includes priority response target times as well as first time fix and stakeholder holder communication requirements.
- 4.2.7 Ad hoc services – a mobile caretaking solution for all services to access
- 4.2.8 Service user satisfaction surveys as well as senior stakeholder surveys will be undertaken to ensure feedback from all levels of the authority.
- 4.3 Skanska and KCC are working together to ensure a smooth mobilisation and transition to the new contract, which commences on 1 November 2022. Weekly and monthly mobilisation meetings are held which form part of the mobilisation governance and the TUPE consultation has commenced.
- 4.4 Skanska are currently visiting all sites, including those not currently under their remit to perform a number of validation exercises to ensure they have a detailed understanding of the site-specific requirements.
- 4.5 As part of the mobilisation programme, there are various communication and engagement activities planned with stakeholders, to ensure contract efficiency and effectiveness from service commencement.
- 4.6 Where required, KCC’s Infrastructure division liaise with the wider KCC functions for expertise, such as, Human Resources, Communications, Design and Branding, and Finance to ensure early engagement and best practice is followed.

## **5. Update on the new Soft FM Services Contracts**

### **5.1 Waste Services**

- 5.1.1 The waste contract has been awarded to Countrystyle who will provide waste collection services to both the corporate and school sites for 3 years, with a potential 2 year extension.
- 5.1.2 The schools are not mandated to use this contract as they have freedom of choice for their waste carriers and so must opt into this service as they hold their own budgets.

5.1.3 There is a staggered mobilisation and start date for this contract with the schools in phase 1 and other sites following on 1 November 2022, in line with the other corporate building contracts. This will ensure that the schools have continuity of service as the current contract ends this summer.

5.1.4 Countrystyle are the incumbent supplier in East Kent for corporate as well as for schools and have started the mobilisation of the contract.

## 5.2 Cleaning Services

5.2.1 The cleaning services procurement has been concluded, with Churchill Cleaning successfully awarded the contract.

5.2.2 An initial mobilisation meeting took place in August with contract commencement on 1 November 2022 in line with the other new contracts.

## 5.3 Landscape and Pest Control Services

5.3.1 KCC Infrastructure and Procurement teams are working with our consultants, Gardiner and Theobald and Browne Jacobson, to produce a suite of contract documents suitable for the KCC estate. Subject to agreeable terms being reached, it is proposed for Kent Landscape Services, part of the Commercial Services Group, to perform this function.

## 5.4 Security, Reception and Other Services

5.4.1 This procurement did not result in the identification of a suitable contractor and therefore no contract has been awarded. Options for the provision of security and reception services are being considered to ensure continuity of service.

5.4.2 The preferred option for security and reception services is to procure a short-term, up to 24 month, contract, whilst we review our position and route to market.

5.4.3 The post room and portage service is being reviewed to be transferred to KCC Facilities Management Team. Infrastructure can then support the future transformation of these services.

5.4.4 The courier service is currently being provided by Amey and is being reviewed for its ongoing viability and effectiveness.

## 5.5 Demobilisation

5.5.1 All contractors are liaising with the new providers to provide information and transfer of services where appropriate.

5.5.2 There will be TUPE considerations across all these contracts largely due to the fact we have chosen to disaggregate the contracts. There will be movements between contractors, sub-contractors and with some staff coming to KCC. Infrastructure is working closely with our selected contractors to ensure early engagement and consultation occurs. In addition, we are working closely with

our colleagues in Human Resources who support us in the consultation of those staff identified as joining KCC.

## 5.6 Further Reporting to the Policy and Resources Committee

5.6.1 Moving forward as the new delivery models are put in place, it will be necessary to revisit the Corporate KPI's that are reported as part of the dashboard to the Policy and Resources Cabinet Committee and the format of the ongoing reporting to the committee.

## 6. Equalities and Data Protection Implications

6.1 An Equalities Impact Assessment has been carried out and no adverse impact has been identified.

6.2 A Data Protection Impact Assessment was completed in March 2020 and has been updated. Appropriate steps have been taken to ensure that personal data is handled correctly.

## 7. Governance

7.1. External legal and technical advice has been provided to ensure that the contracts are robust and protect KCC's position. The external legal team advice has also included procurement regulations and general data protection regulation (GDPR).

7.2. Regular updates have also been provided to Finance and the Office of the General Counsel at Property Procurement Board meetings.

## 8. Recommendation

The Policy and Resources Cabinet Committee is asked to note the report and progress.

## 9. Background documents

None

## 10. Contact details

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