

Agenda Item No.

FACILITIES MANAGEMENT SERVICE – ANNUAL SERVICE REVIEW REPORT 2023/2024

Report by: Tariq Ditta, Head of Facilities Management Services

Wards Affected: N/A

Purpose

To present an overview of the services, detail the services planning, change and improvement work undertaken in 2023/24 and to provide an assessment of performance to inform scrutiny and future service planning.

Recommendation(s)

Scrutiny Committee is requested to:

- consider and comment on the remodelled 'annual service review' report format and related products
- review the progress and performance of Facilities Management Service (FMS) for 2023/24 and the activity undertaken in 2024/25 to date
- note the FMS' planning objectives for 2024/25 and the three-year direction of travel

Resource Implications

There are no resource implications arising from this report.

Legal & Risk Implications

There are risks in not meeting Best Value requirements that can lead to additional monitoring/audit, external intervention.

Impact Assessment

An EqIA is not required as this report does not propose any changes to policies or services.

Consultation

Consultation is not required as the report does not propose a change to existing policies and practices.

1.0 Purpose of this report

1.1 This is FMS Annual Review for 2023-24 and shows how the service has performed in relation to those priorities and challenges. It briefly highlights FMS' service priorities in 2024/5.

1.2 This report provides Committee the following:

- An overview of FMS' roles and responsibilities.
- Budget and workforce information.
- The key priorities and how the service has performed in relation to these priorities.
- Objectives and themes for service delivery, change and/or improvement in 2024/5 and beyond.

This information will inform annual service planning and the strategic direction of FMS in the medium term.

1.3 This annual review and reporting are a part of the Council's updated public performance reporting and scrutiny arrangements. More information on that and how the Council performs and compares with other local authorities can be found online here www.fife.gov.uk/performance

1.4 Performance information and related case studies for FMS are available online. www.fife.gov.uk/performance

2.0 Service Overview

Key role and responsibilities 2023/24

2.1 FMS is a large and complex comprising of approximately 2,100 Fte staff across approximately 2,500 positions. The service is organised and managed across three main divisions: Hospitality (Catering) - Janitorial & Cleaning - Business Development & Support Services. These services are largely delivered to Fife Council services including:

- Catering services to Council nurseries, primary and secondary schools
- Commercial catering services
- Janitorial services across nurseries, primary and secondary schools
- Cleaning services across nurseries, primary, secondary schools and commercial premises
- Industrial cleaning services
- Minor maintenance service
- Public Conveniences
- School Crossing Patrol
- Reception/Caretaking, Health & Safety/Compliance of Corporate Buildings/Depots
- Catering and Cleaning services across Health & Social Care partnership (HSCP) residential care homes
- Meals on Wheels service (on behalf of HSCP)

2.2 Hospitality/Catering

FMS delivers hospitality and catering services, managed by a Service Manager, 3 Team Managers, 13 Area Coordinators and approximately 1,000 supervisory and operational staff in the following:

School Catering Services: Provides catering services to all council nurseries, primaries and secondary schools.

Commercial/Client Catering Services: Provides (commercial) catering services at Glen Pavilion/Peacock Rooms Café, Lochore Meadows, Carnegie Leisure Centre, Dulloch Leisure Centre, Michael Woods Leisure Centre, Fife House and Bankhead.

Menu Development Team: develops the school menus, including special diets and allergens, delivering projects relating to catering, and ensure compliance with Scottish Government's statutory guidance on school meals.

2.3 Janitorial and Cleaning

FMS delivers janitorial and cleaning services, managed by a Service Manager, 3 Team Managers, 13 Area Coordinators and over 1300 supervisory and operational staff:

Building Cleaning Services: Providing cleaning services to nurseries, schools, corporate offices, libraries, and theatres.

Janitorial Services: provides building security, maintenance and caretaking services across the school estate.

School Crossing Patrol Service: Ensures pupils safely cross high-risk roads to attend school and when returning home. NB Committee received a report on this service at its 19, March 2024 meeting.

Industrial Cleaning Services: provides support to housing services, transportation services, and emergency cleaning including graffiti removal.

Public Convenience Management: Provides cleaning, security, and maintenance services to Fife Council's 28 public conveniences.

2.4 Business Development and Service Support

This Division comprises of a Service Manager, 2 Team Managers, 4 Area Coordinators, 4 Service Support staff and approx. 350 supervisory and operational staff. It provides various services in the following locations:

Corporate Buildings/Depots: Providing "front of house" and caretaking services which includes health & safety and supporting partner organisation that occupy some space in these buildings.

Catering & Cleaning Services in Residential Care Homes: Contracted on behalf of Fife Health & Social Care on a full cost recovery basis to provide all catering & cleaning services across 8 Residential Care Homes in Fife.

Meals on Wheels Service: Providing this service as demanded by Fife Health & Social Care Partnership (HSCP). The service is delivered on a full cost recovery basis and delivers approximately 600 meals per day.

Service Support Team: This team comprises our Health & Safety Advisor, Training & Development Coordinator, Recruitment Coordinator and Management Support Officer (for Attendance Management).

Budget Breakdown 2023/24

2.5 Table 1 – Year End subjective variances

	Net Expenditure by Business Area	Provisional Outturn	Variance
	23/24	23/24	23/24
	£m	£m	£m
Facilities Management	44.506	45.608	1.101
Total Net Expenditure	44.506	45.608	1.101
	Gross Expenditure	Provisional Outturn	Variance
	23/24	23/24	23/24
	£m	£m	£m
Employee Costs	40.352	40.283	-0.068
Premises related expenditure	5.127	5.474	0.347
Transport Related Expenditure	0.701	0.844	0.143
Supplies and Services	11.691	12.385	0.694
Third Party Payments	0.021	0.000	-0.021
Support Services Charges	0.173	0.429	0.256
	58.064	59.415	1.351
	Gross Income	Provisional Outturn	Variance
	23/24	23/24	23/24
	£m	£m	£m
Internal Income	-7.771	-8.835	-1.064
External Income	-5.787	-4.972	0.814
	-13.558	-13.808	-0.250

Table 2 – Year end key service variances

Budget Head	Budget (£M)	Actual (£M)	Variance (£M)
A20058: Corporate Buildings	6.628	6.697	0.069
A20060: Cleaning & Janitorial	20.589	20.897	0.308
A20061: Catering (Client)	0.118	0.142	0.024
A20062: Catering (Commercial)	-0.014	0.100	0.114
A20064: Catering (Schools)	14.272	14.866	0.594
A20165: Public Conveniences	0.396	0.400	0.004

Corporate Buildings - £69k overspend mainly due to refurbishment work associated to new Social Work office at Unit 4 Pitreavie because of the closure of New City House.

Cleaning & Janitorial - £308k overspend mainly due to unachieved savings of £150k and increased vehicle hire costs due to older vehicles being repaired.

Catering (Client) - £24k overspend due to operating deficits at staff cafes and the closure of Town House Kirkcaldy Cafe.

Catering (Commercial) - overspend due to unachieved income and reduced sales across commercial catering units, Dulloch and Carnegie Leisure Centres in particular.

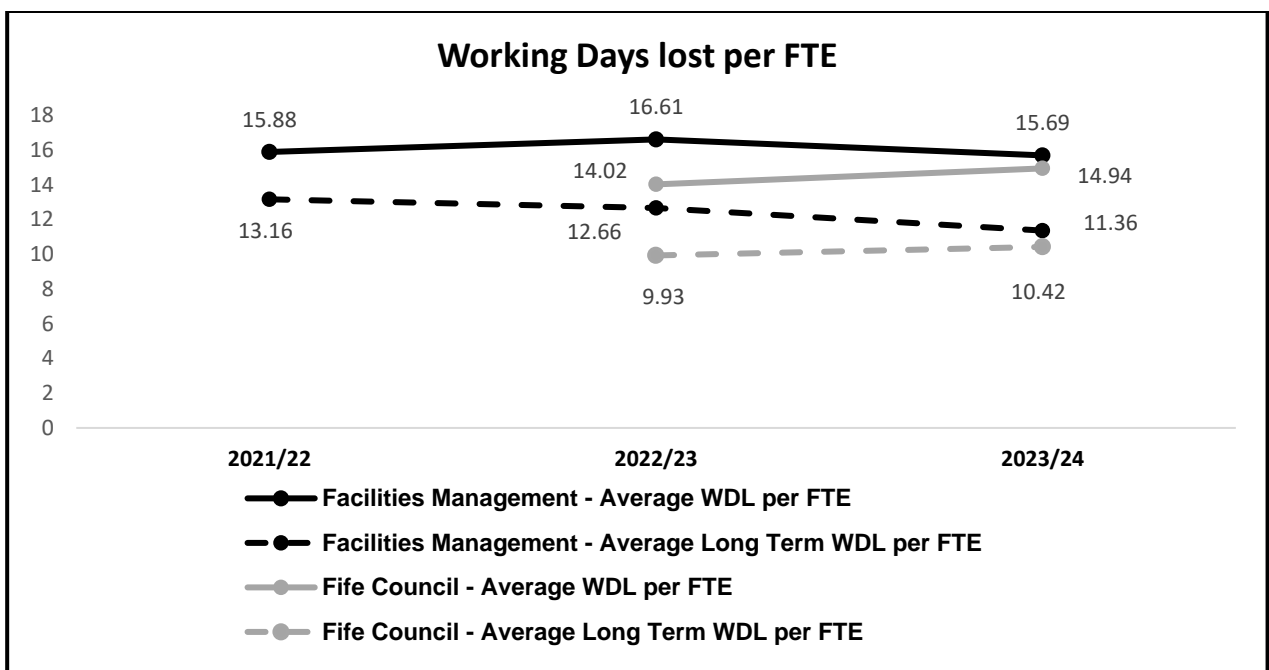
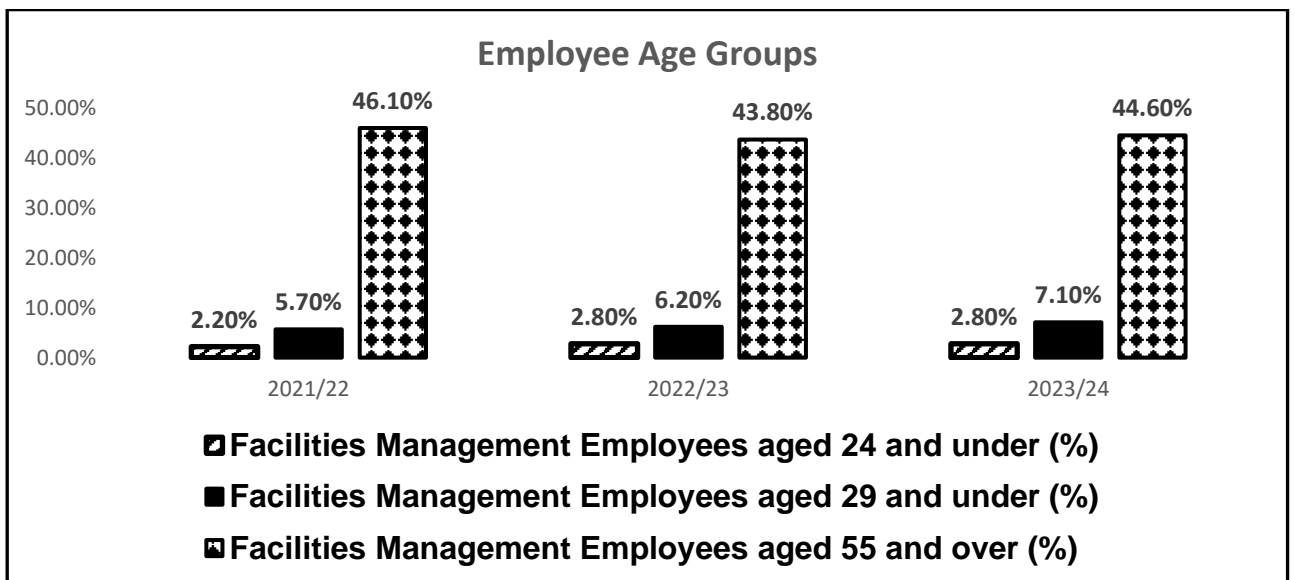
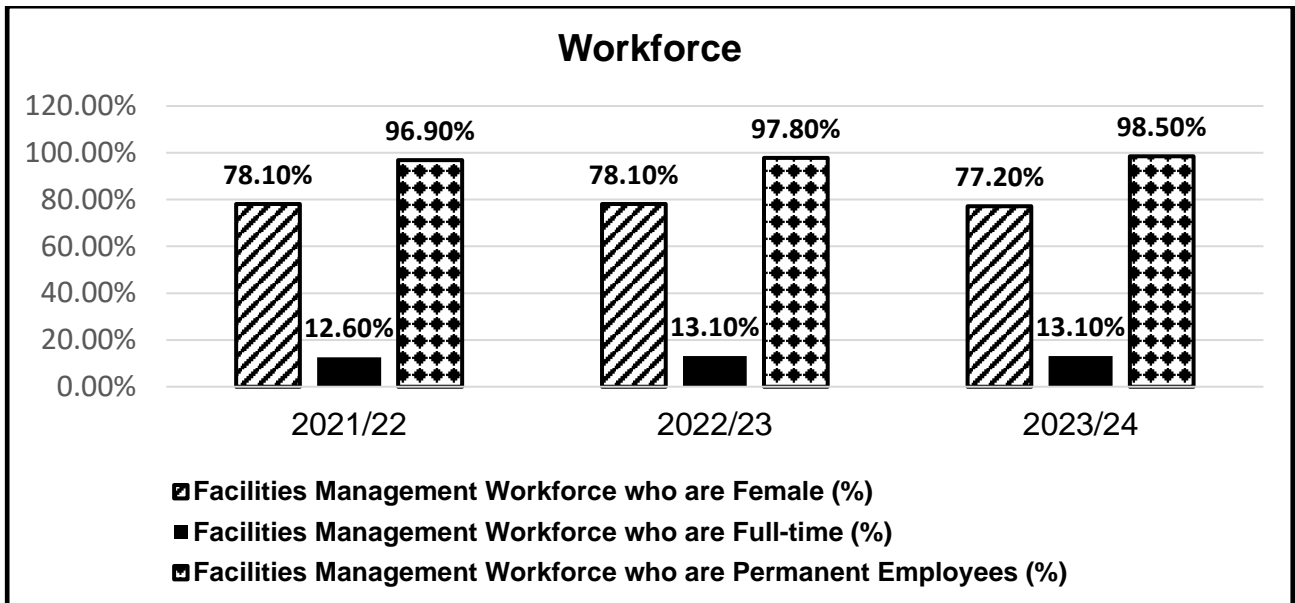
Catering (Schools) - £594k overspend mainly due to shortfall in sales, increase in food provisions due to inflation, overspend on essential equipment & maintenance and new tills for High Schools.

Workforce Profile 2023/24

2.6 FMS employs approximately 2,100 fte staff comprising a mixture of 2,500 part-time and full-time positions (as many are employed with more than one post in the Service). This includes “frontline” catering, cleaning, janitorial, reception/caretaker posts and 47 management and service support staff.

Staff absence is high, particularly within our Janitorial & Cleaning and Hospitality divisions. This is largely due to the physical nature of these frontline, manual positions, and musculoskeletal injuries and slips, trips, falls are contributing factors. Manual Handling Training Programme for new and existing staff has been developed and implemented since January, with approximately 400 employees being trained. The service is working with the new corporate HR Attendance

Support Unit to further support our employees who are absent and help them return to work sooner.



3.0 Priorities and Performance

3.1 Service Priorities 2023/24

FMS had five priorities in 2023/24:”

1. Continue to develop employees’ skills, knowledge, and experience, for example through support from our “Digital Champions”, and targeted Absence Management Procedure refresher training from HR colleagues.
2. We have a particular focus on the importance of supporting the mental health and wellbeing of staff. As such, we have recently increased the number of “Mental Health First Aiders” in the Service and updated our ‘Staff Induction Booklet’ to specifically include a section on Health & Wellbeing.
3. The Service recognises that it is essential to mitigate our ongoing recruitment challenges by applying new thinking, actions and to improve recruitment. Therefore, will explore the development of a ‘Training Academy’ programme within our catering/hospitality across schools and care homes, which will be supported by our recently appointed new ‘Training & Development Co-ordinator’.
4. The Service will mitigate the ongoing training challenges by developing a new dedicated ‘Training & Development Co-ordinator’ post. Working in conjunction with HR, the post was evaluated, graded, and advertised in October this year, with the postholder joining us in December (2023).
5. Review expenditure cost, trading position and develop appropriate mitigation and innovative solutions.”

3.2 How we delivered

Priority 1: Develop our employees’ skills, knowledge and experience

What we said

We would:

Continue to develop employees’ skills, knowledge, and experience, for example through support from our “Digital Champions”, and targeted Absence Management Procedure refresher training from HR colleagues

What we achieved

We have expanded our pool of “Digital Champions” to support and empower our staff across the Service, enhancing their digital confidence. Key contacts are available for further guidance and support.

Additionally, in collaboration with HR colleagues and the Attendance Support Unit, we delivered Absence Management Training to “frontline” supervisors and managers.

How we know

Trained our Training & Development Coordinator and Management Support Officer to be our “Digital Champions”.

Delivered targeted Absence Management training to supervisors.

3.2.2

Priority 2: Support our employees' Health & Wellbeing

What we said

We would:

Have a particular focus on the importance of supporting the mental health and wellbeing of staff. Therefore, we have recently increased the number of "Mental Health First Aiders" in FMS and updated our 'Staff Induction Booklet' to specifically include a section on Health & Wellbeing.

What we achieved

Delivered 'Mental Health First Aid' training to some of our frontline supervisors/managers via our established "Mental Health First Aiders".

How we know

Increased our pool of "Mental Health First Aiders".

3.2.3

Priority 3: Develop a Training Academy within catering/hospitality

What we said

We would:

Mitigate our ongoing recruitment challenges by applying new thinking, actions and to improve recruitment. Therefore, will explore the development of a 'Training Academy' programme within our catering/hospitality across schools and care homes, which will be supported by our recently appointed new 'Training & Development Co-ordinator'.

What we achieved

We introduced 6 new staff to our Trainee Cooks programme.

How we know

New intake of six Trainee Cooks.

Supported and hosted a bespoke Catering Jobs Fairs in conjunction with the DWP.

3.2.4

Priority 4: Introduce a new/dedicated Training & Development position

What we said

We would:

The Service will mitigate the ongoing training challenges by developing a new dedicated 'Training & Development Co-ordinator' post. Working in conjunction with HR, the post was evaluated, graded, and advertised in October this year, with the postholder joining us in December (2023).

What we achieved

Delivered a series of Manual Handling Training sessions from the start of the year, with approx. 400 staff (new and existing) being trained. A new “Planned Induction Training” programme has since been developed and piloted for all new employees.

How we know

In December 2023, a Training & Development Coordinator was recruited to FMS.

3.2.5

Priority 5: Review our expenditure costs and take appropriate actions

What we said

We would:

Review expenditure cost, trading position and develop appropriate mitigation and innovative solutions.

What we achieved

School Catering- Reviewed our Nursery offering to reduce the three choices to two and introduced this in August 2024, thus reducing catering provision costs and supports the Council’s Climate Change agenda by reducing food waste.

Client Catering- Reviewed our staff restaurants to have Bankhead and the Fifer restaurants as the remaining two staff cafes. Closure of New City House Cafe, Town House Cafe and Tontine Cafe at Cupar County Buildings. This resulted in the redeployment of staff and recycling of equipment to other units.

Commercial Catering – began to review service requirements in our three Leisure Centre Cafes with Fife Sport & Leisure Trust as a result of the trading losses in the past few years.

How we know

Reduction in operating costs (by changing nursery menu offering and reduction to two Staff Cafe’s at Fife House and Bankhead).

Increased High school meals sales by £250k (14%) compared to 2022/23.

4.0 Priorities Ahead

4.1 Janitorial & Cleaning Section Restructuring

Review janitorial and cleaning resources by developing new operational models for Janitors and an “Area” model for Cleaning Supervisors.

4.2 School Meals

Increase uptake of school meals across Fife, particularly High Schools, to improve operating costs and reduce trading deficits. (NB Education Scrutiny Committee will be considering school meal matters at its meeting in January 2025).

4.3 Industrial Cleaning Team

Explore opportunities for income generation through collaboration with Council Housing, Building Services and NHS.

4.4 Public Conveniences

Review Council public toilet provision including developing a harmonised model covering operating arrangements, opening times, pricing etc that balances users' needs, supports health and wellbeing, tourism and affordability.

4.5 Training & Development

Develop a training programme for frontline supervisors to ensure consistency and compliance particularly absence management, performance, productivity, health & wellbeing.

4.6 Data & Business Intelligence

Improve our use of data and business intelligence information to improve performance and productivity.

4.7 Catering support to Duloch, Michael Woods and Carnegie leisure centres

Determine future service levels and assess financial viability.

4.8 Continue to support the Council's climate change ambition

Review our food and equipment purchasing to support this objective.

4.9 Improve employees' work attendance

Reduce our employees' annual average sickness absence to an acceptable level.

Report contacts

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