



ROCHDALE  
BOROUGH COUNCIL



# BUILDING MANAGEMENT SERVICES

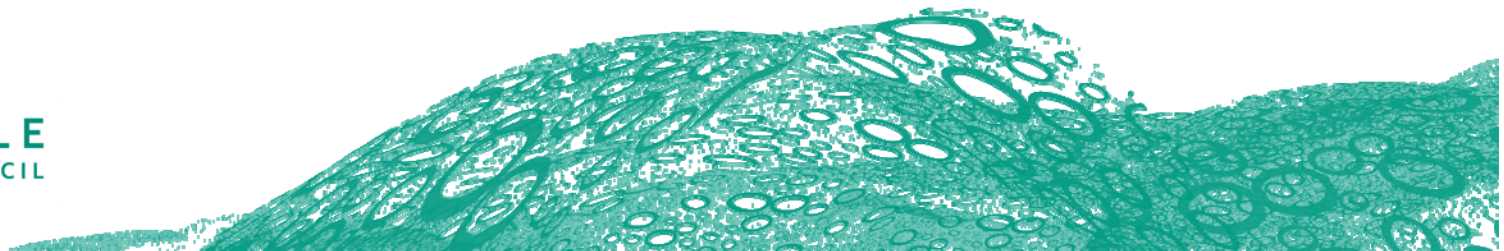


# Gary Pilkington

## Senior Manager Technical and Surveying

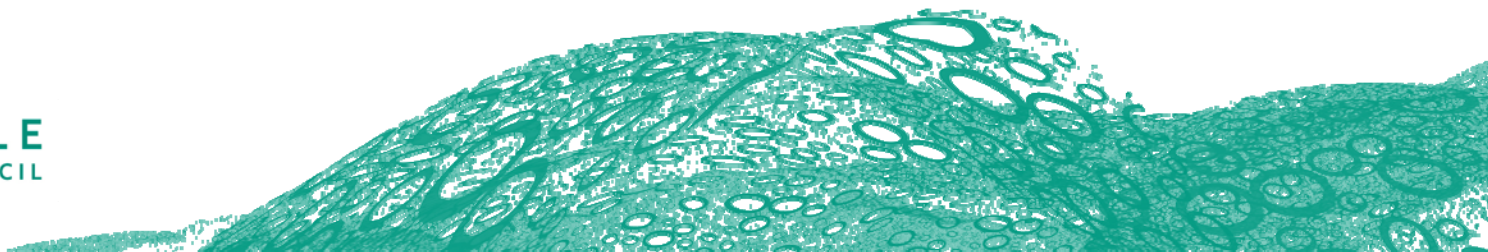
### Current Property Teams

- Technical – 18 staff including Building Surveyors / Mechanical Engineers / Asbestos Surveyors / Electrical Engineers / Energy Manager / Architectural Technicians/Fire Risk Assessors
- Projects – 15 staff including Project Managers / Landscape Architect / Architectural Technicians / Quantity Surveyors
- Reactive Maintenance – 17 staff Including Plumbers / Joiners / Ground Workers / Roofers



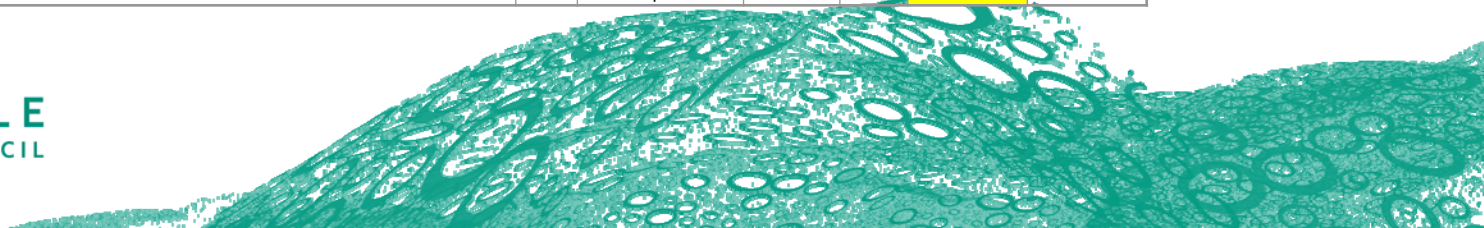
## Overview of services offered

- Maintaining statutory compliance to all assets
- Design and build service
- Reactive maintenance
- Deliver capital schemes
- To raise awareness of statutory building maintenance requirements within schools and public buildings
- Offer services to schools and service partners via a SLA agreement



# Statutory services offered to customers

SLA Ref	Servicing Element	Type	Frequency	Cost per Unit	No of Units	2019/2020 Total	2019/2020 ü / x
1	Air Conditioning	S	Annual				
2	Asbestos Resurveys	S	Annual				
3	Automatic Doors	S	Annual				
4	DDA	S	As Required				
5	Display Energy Certificate	S	Annual				
6	Fire Alarm Emergency Lighting	S	Quarterly				
7	Fire Risk Assessments	S	Annual				
8	Fixed Wiring Inspection	S	Every 5 Years				
9	Gas Safety Inspection	S	Annual				
10a	Heating Plant - Gas Boilers	S	Annual				
10b	Heating Plant - Fan Convectors						
10c	Heating Plant - Radiant Heaters						
11a	Lifting Equipment - Lifts	S	Twice Yearly				
11b	Lifting Equipment - Hoists						
11b	Lifting Equipment - Evac Chairs						
12	Lightning Conductors	S	Every 11 months				
13	Portable Appliance Testing	S	Annual				
14a	Portable FFE - Blankets	S	Annual				
14b	Portable FFE - Extinguishers						
15	Sprinklers	S	Annual				
16	Water Hygiene	S	Annual				
17a	BMS/Control panel - Ambiflex	BP	Annual				
17b	BMS/Control panel - Syntax Multi						
17c	BMS/Control panel - Syntax Micro						
17d	BMS/Control panel - Control Panel						
18a	Shutters - Manual	BP	Annual				
18b	Shutters - Electrical						
19	Technical Advice and Guidance	BP					
20	Utilities Management	BP	Annual				
21	Roof Latchway Systems	BP					
22	Additional Elements	BP	As Required				



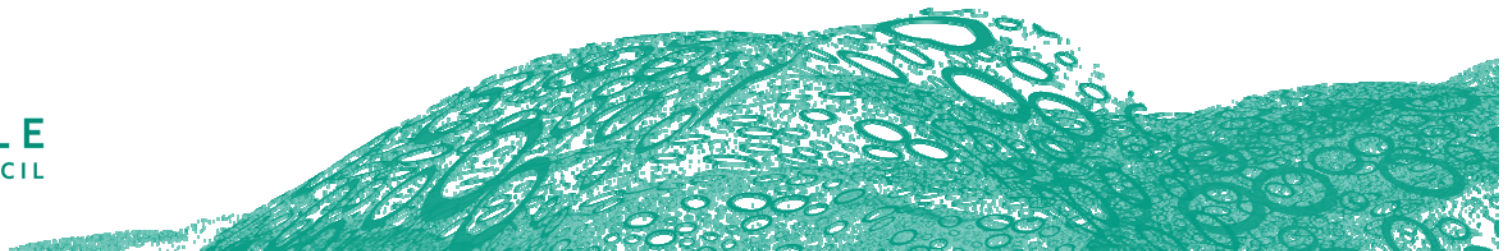
# Design and build – making better use of our assets

## Project Case Study:

Springhill Resource Centre, now The Willows Dementia Centre

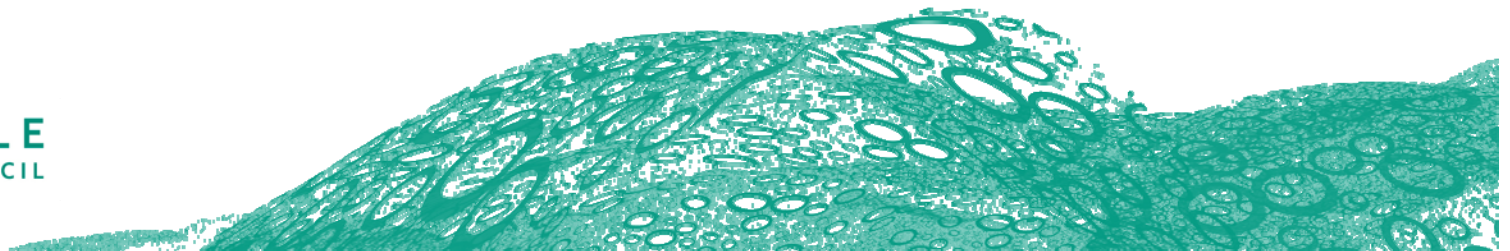


Existing resource transformed into a Dementia Hub



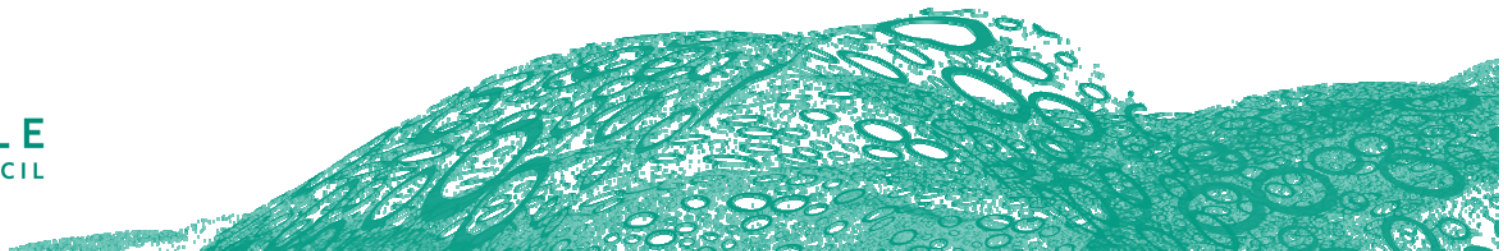
## Design and build – making better use of our assets

- Project valuation – Project budget £1.2million
- Change of use of facility from nursing home to 18 bed residential dementia centre with community facilities including café, hairdresser and day facilities
- Timeline to complete – 6 months, full design and PM completed in house
- New partnership initiative working with NHS and GP Care



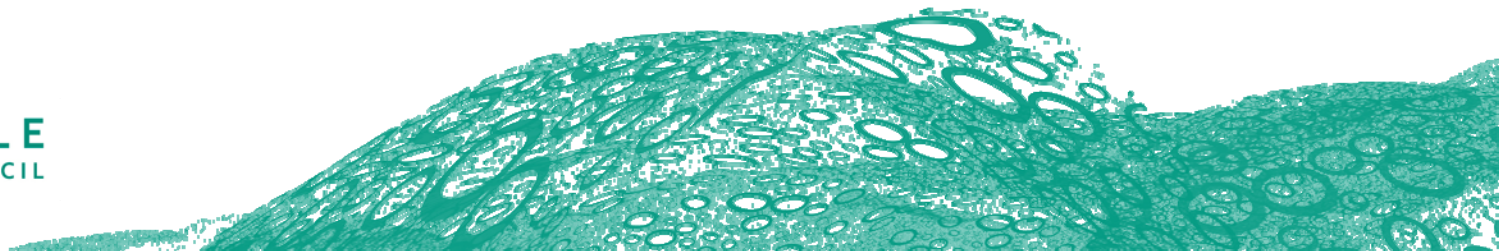
# Project examples

Newhey Primary School classroom extension –  
during and after completion



## Project examples

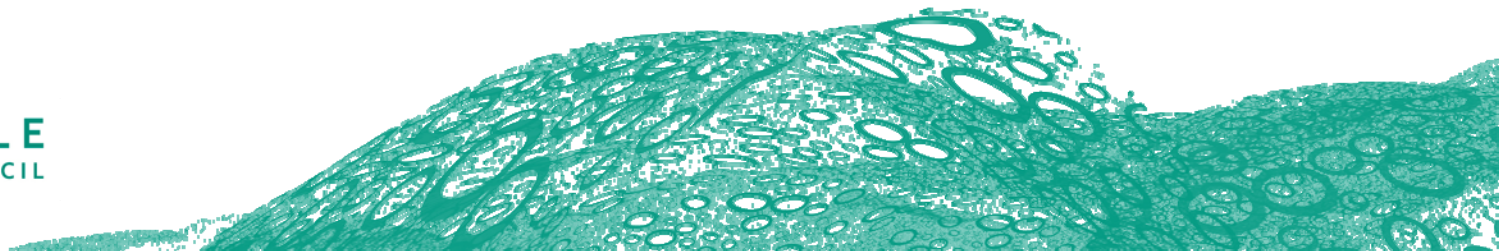
Sandbrook Community  
Primary School –  
extension to create a  
learning centre





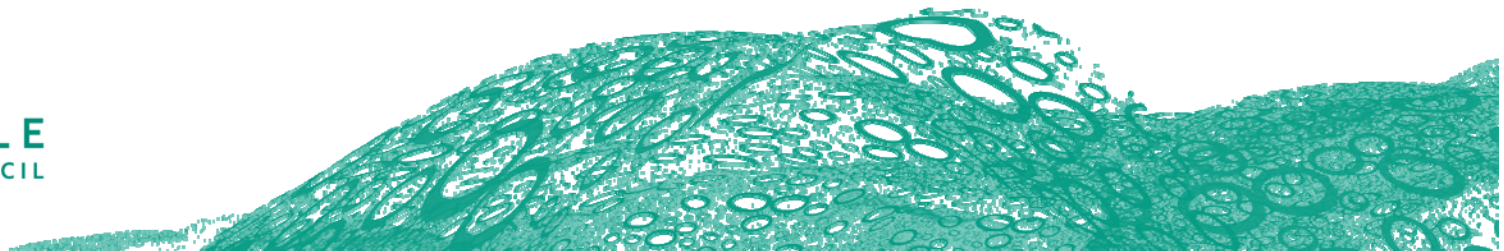
## One Stop Shop

- RBC offer full design and procurement of a construction project due to having all the professional disciplines in house
- Customers are attracted to RBC due to being provided with a full statutory compliance package tailored to meet their asset need
- Business is growing steadily with increased commissions from Academies, NHS and service partners



## Current commissions

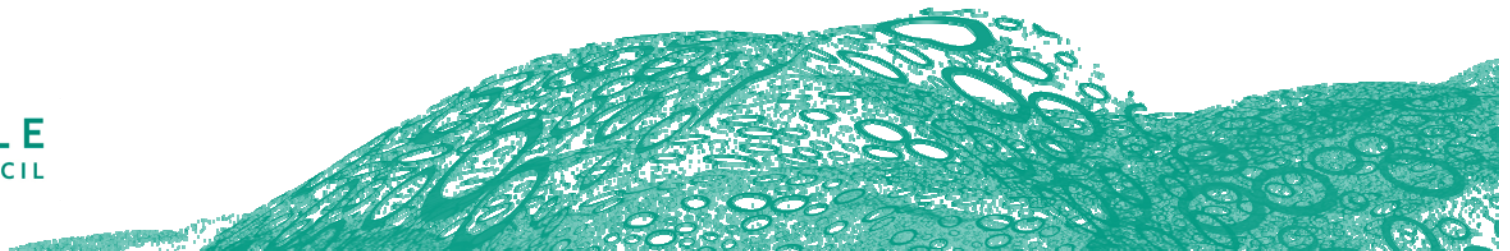
- Property Services £3.5m – this includes statutory compliance via SLAs, direct projects from schools and Rochdale Development Agency, plus delivering the Council’s investment programme
- Projects Team £4m – to design, procure and project manage the schools capital programme and major works to corporate assets
- Reactive Maintenance £600k – completing small minor works and repairs to corporate assets, schools and private companies.



# CHALLENGE

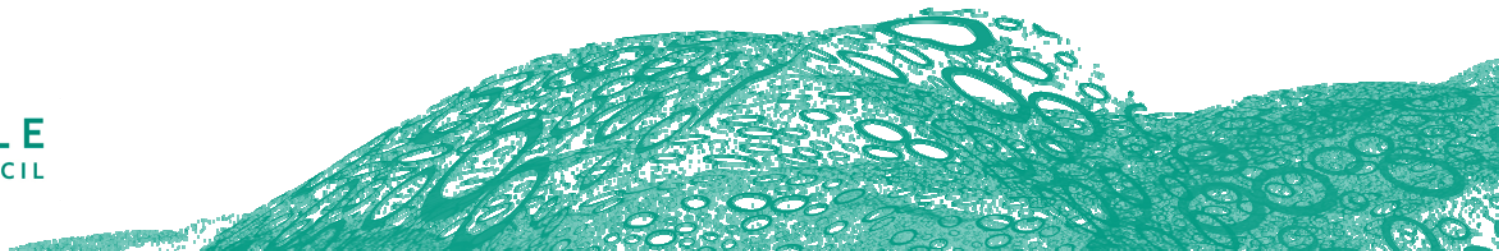
To sustain business growth with existing resources we need to:

- Retain experienced staff
- Attract new staff
- Carefully manage a steady business growth
- Ensure income targets are met (to help prevent further cuts)



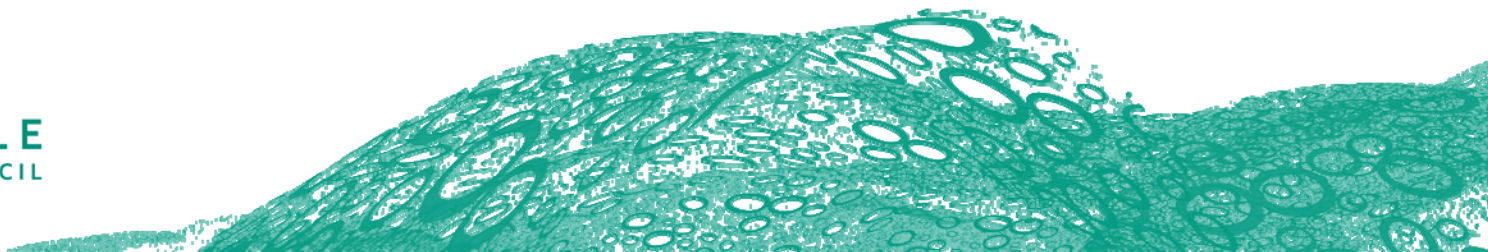
# Benefits

- Generates an external income for RBC
- Large service contracts attract better value for money
- Opportunity to procure from local businesses
- Gives RBC a consistent approach to asset management
- Openings for further business growth





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BOROUGH COUNCIL






# On the “Catwalk” A Stores Model!

Dennis Graham  
Repairs & Maintenance Manager  
Lancaster City Council



# Lancaster – An Overview

- In-House Repairs & Maintenance team
- Depot stores
- 3780 Council homes
- Annual expenditure £9.5m
- Senior Management Team restructure – November 2018
- Council has ambitious plans for enhancing the economy



# Lancaster – 4 Key Ambitions for 2018-2022

- A Thriving & Prosperous Economy
- Clean & Safe Neighbourhoods
- Healthy & Happy Communities
- A Smart & Forward -Thinking Council

Focus on staff values and behaviours especially **PERFORMANCE** and **CUSTOMER SERVICES**

A high performing Repairs & Maintenance service will contribute towards meeting these ambitions





# Stores “Vintage” Model

- Ordering – stores staff walking up and down aisles checking stock levels, what is low/running down. Quick turn-around with suppliers
- Outgoing stock – achieved through a stores requisition system which is labour intensive.
- Deliveries - these are direct to the stores counter, quantities checked against delivery notes.
- Returns – these are added on the IT system via a stock return requisition form, it is input in the same way as an outgoing item
- Stock items – approx.’ 900 “lines”



# Stores “Future” Model

- Ordering – a fundamental review of processes
- Ordering - comparing the current stock levels to the expected base levels
- Retendering of materials supply – moving away from single order items to yearly orders with “call-off” option against order
- Outgoing stock – all operatives have PDAs



# Stores “Future” Model

- Deliveries – improving productivity, reducing fuel cost and vehicle maintenance costs.
- Moving towards a large % of vehicle fleet being electric
- Operative Vehicle stock levels – weekly checks and stock reviewed
- Allocated time slots to replenish vehicle stock
- *Consider working in partnership with suppliers (Outsourcing – stock supplier items on your shelves ?)*



# Journey – Good to Great

- Appointed Ad-Esse to undertake a Lean review of voids process – from “keys in” to “keys out”.
- In Q1 & Q2 of 2017/2018 void performance was 106 void properties with 81 days turn-around
- Rent loss was 2.85% and unable to collect £220k of rent arrears
- Focused effort – collaborative working, joint problem solving, being open and honest
- Utilising visibility of 28 day notice by outgoing tenant, allowing tasks to happen when needed and not at set times per week, review and overhaul of all documentation, face to face dialogue



# Journey – Good to Great

- Created a visual (wall mounted screen) voids tracker
- RMS focus on voids in demand
- Investment in mobile working technology
- 100+ tasks comprehensive Void Action Plan
- 3 times weekly void meeting – majority of standard voids now have a tenant signed up before RMS hand back keys
- 12 months on – void levels down to 34, predicted savings on rent loss £180,000
- Lancaster City Council journey - now moving into top 50% of organisations nationally
- Continuous improvement – average turnaround now 25.5 days



# Journey – Good to Great

- Implementing V7 M3 NHF Schedule of Rates
- Implementing a suite of “Alerts” to tenants
- Implementing a suite of Performance Reports data extracted from one IT System
- Implementing (on a phased/pilot basis) Multi-skilling
- Implementing a new appointment system Optimise
- Potential for generating additional capacity to undertake other works
- Overall Tenant satisfaction with Repairs service increased from 67% to 90%



# Journey – Good to Great

- Right 1<sup>st</sup> time approach – from initial repair request through to completion.
- RMS Development plan – recognised where performance was not good and invested in training and technology
- We are striving to provide the best service for our tenants – and we want to learn from your experiences, share best practice.
- What works well and what does not ?
- How do we continually improve to become an upper quartile housing provider ?