

# HAMPSHIRE COUNTY COUNCIL

## Report

<b>Committee/Panel:</b>	Buildings, Land and Procurement Panel
<b>Date:</b>	8 October 2019
<b>Title:</b>	Managing Hampshire's Built Estate
<b>Report From:</b>	Director of Culture, Communities and Business Services

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### Purpose of this Report

- 1 The purpose of this report is to update the Buildings, Land and Procurement Panel on progress made in 2019 towards managing Hampshire's Built Estate in terms of delivering a planned programme of repair and maintenance and managing the property related health and safety risks.

### Recommendations

- 2 That the Buildings, Land and Procurement Panel:
  - Notes progress made against the 2019/20 Planned and Revenue Repairs programme across the corporate and maintained schools estates.
  - Notes the additional schemes to be added to the 2019/20 programme for the corporate estate.
  - Notes the progress made to reduce health and safety risks and the maintenance liability in the corporate estate in the context of the available budgets.
  - Notes the progress in addressing the health and safety risks and condition liabilities in the school estate and the continuing maintenance pressures arising from system buildings of the 1960s and 1970s.

### Executive Summary

- 3 The report provides an updated position for planned and reactive repairs budgets for the current financial year (2019/20).
- 4 It outlines how Property Services is managing the County Council's estate to ensure statutory compliance and the steps it is taking to address the high-level priorities of health, safety and risk management.

## **Managing the County Council's Built Estate**

- 5 The projects and programmes of work identified in the Managing Hampshire's Built Estate report to the Panel in March 2019, totalled around £43 million of capital and revenue investment in the repair and maintenance of schools and HCC corporate buildings in Hampshire. The programme is being delivered and managed by Property Services through a series of effective and efficient mechanisms. This expenditure continues to support the local construction economy and ensure our estate is safe and well managed for building users, customers and visitors. This continues to be one of the largest local authority led building maintenance programmes nationally.
- 6 Funding for the Corporate estate (offices, adult and children's residential homes, libraries etc.) is provided within the County Council's revenue budgets. In the case of schools, funding comes from the following sources:
  - Government grant for school condition improvement;
  - Schools' revenue funding contributions to Property Services Service Level Agreement (SLA) arrangements. The County Council has not yet received its confirmed allocation for 2020/21. Planning has already started on a programme for next year in advance of the funding announcement assuming that the level will be similar to this year. Officers continue to lobby the DfE for longer term settlements and the support of Members would be very welcome.
  - County Council funding to support key landlord responsibilities for health and safety priorities, which includes retained funding from the dedicated schools grant (DSG) in consultation with the schools forum to support the County Council's statutory responsibilities for schools.

## **Management of Health and Safety**

- 7 As set out in the Managing Hampshire's Built Estate report to the Panel in March 2019 and in line with the HCC Corporate Health and Safety policy and procedures, Property Services is responsible for the management of a number of key health and safety risks across the corporate and maintained schools' built estate. Updates on these risk areas are provided below.
- 8 Property Services are undertaking an extensive review of the management of contractors and delivery of works across the HCC built estate to ensure that improvement works and planned maintenance undertaken does not compromise the existing health and safety of the built estate. This is linked with the approach that a strong health and safety culture is embedded across all activities.
- 9 Extensive works relating to Fire and Legionella risks (as detailed below) have been undertaken across our highest risk properties, and this continues to be a particular area of focus.

## **Statutory Compliance**

- 10 The inspection programmes for testing fixed electrical systems and structural integrity in buildings are now mature and continue to provide assurance that these risks are being appropriately managed.
11. Property Services continue to manage the risk associated with Lifts and Pressure Systems through a Competent Person Inspection contract with a specialist independent contractor to ensure compliance with Lifting Operations and Lifting Equipment Regulations (LOLER) and Pressure Safety Systems Regulations (PSSR)
- 12 Property Services also liaise closely with the Environment Agency to manage the risk of pollution arising from oil spills and discharges from septic tanks and treatment plants. Property Services have a programme of improvement works to help mitigate the risk of pollution based on the profile of the installations.

## **Management of Fire and Arson**

- 13 The fire inspection and survey programme is continuing based on those services and properties highlighted as the highest priority.
- 14 The inspections are currently focussed on a review of all sleeping risk buildings across the Adults, Children's and Corporate estate, with outcomes being closely shared with local building managers and the corporate health and safety team to provide a joined-up approach to building management and physical condition. The resulting fire repair instructions are being delivered as a rolling programme of improvements.
- 15 The survey and inspection programme is being increased to include sampling across the built estate to record a broad picture of the risk profile. Funding has been allocated to support this approach within the 2019/20 period. It will enable the improvement works to continue to target those buildings identified as the highest risk while also informing the understanding of work that may be required elsewhere in the estate.

## **Management of Legionella**

- 16 Following a programme of infrastructure improvements completed in 2018, a project to install a comprehensive system of water temperature monitoring points through the County Council's corporate and community schools' estate has recently been completed.
- 17 Alongside this, Property Services, working closely with the corporate Health and Safety team, has set up an online Legionella data recording and reporting system to assist with the management of the information collected as part of the day to day management activities on site. These improvements will support a reduction in the risk of exposure by improving

the accuracy of water temperature measurements and providing early warning of any issues so that these can be appropriately investigated and addressed. It also enables areas of risk to be identified early targeted interventions to be made.

- 18 This is part of an on-going strategy to take advantage of technology to increase the efficiency and effectiveness of the management of the built estate. Additional corporate revenue funding of £320,000 was approved at full Council in February 2019 and is included in the budgets for 2019/20 to support the continued proactive management and mitigation of any Legionella risks.

### **Management of Asbestos**

- 19 Property Services works closely with the County Council's in house Asbestos Management Team to address risks associated with asbestos containing materials within the built estate. Allowance is made in the 2019/20 budgets for the continued funding of statutory surveys and reinspection programmes together with the remedial works arising from these. Where appropriate, allowance is made within the scope of maintenance and refurbishment projects for the permanent removal of asbestos containing materials in order to continue to reduce the risk from asbestos across the estate.

### **Management of Trees**

- 20 Property Services is responsible for the surveying and management of trees on the corporate and maintained school's estate, with the exception of trees on highways land and the countryside estate which are managed by those services. Periodic surveys are undertaken for all trees on a risk assessed basis, this data being held on an on-line database.
- 21 The funding allocated for tree surveys and arboriculture works has been increased for 2019/20 to reflect the increased risk arising from ash dieback disease. A significant programme of works will be required and it is anticipated that additional funding will need to be identified in future financial years. Property Services continues to work with colleagues in the Countryside and Highways services to agree an appropriate strategy for the management of this risk and Property Services will implement the agreed approach across the schools and corporate estate. There is also a need to consider the subject of tree planting in relation to the declaration of a Climate Change Emergency by the County Council this year. Officers will ensure that there is a coordinated approach with the emerging action plan arising from the Council's consideration of this and the response to the 2050 Commission.

### **Management of Building Condition**

- 22 Property Services is continuing with the review of the risk profiling of the built estate and working with the Corporate Health and Safety team to identify and address the most significant health and safety risks. This informs priorities for future investment and funding levels, supports local building management arrangements and the asset management work undertaken by Property Services.
- 23 Over the summer period, there were around 100 planned projects on site at Hampshire buildings managed by Property Services with a wide variety of maintenance works being undertaken including:
- External Redecoration
  - Fire Precaution Improvements
  - Internal alteration and refurbishment
  - Recladding
  - Window Replacement
  - Re-roofing
  - Toilet Refurbishment
  - Kitchen Ventilation upgrades
  - Playground resurfacing
- 24 The works were predominantly delivered by local contractors with a total value in excess of £5 million

### **External Decorations**

- 25 The external decorations programme, particularly in Primary Schools, is currently running behind the target schedule. Delay was caused by an increased programme of work, difficult tendering conditions (linked to contractor availability and capacity) and hindered by poor weather for external decorating in early Summer. The remaining works are being phased with proposals to catch up any remaining backlog to be brought to the March 2020 Panel.

### **Corporate Estate – Update on Key Projects**

- 26 An update on key projects within the Corporate Estate is below. Notable is the reoccupation of Three Minsters House Offices after the fire two years ago. The opportunity has been taken to refurbish the building internally to maximise the occupation and upgrade services in including lighting, power and data. More detail is contained in the Major Programmes report later on this agenda.

<b>Scheme</b>	<b>Approximate Value</b>	<b>Progress</b>
Three Minsters House: Internal Alterations and refurbishment	£975k	Refurbishment works complete, fit out on site with re-occupation from October 2019
Castle Avenue: Fire Precautions Upgrades to increase capacity	£230k	Work on site
E2 Court South: Fire Precautions Upgrades to increase capacity	£590k	In design

### Additional Schemes

- 27 It is proposed to add the following schemes into the Corporate Estate programme of works, to be funded from savings and contingencies within the original 2019/20 programme.

<b>Scheme</b>	<b>Value range</b>	<b>Scope of Works</b>
EII South entrance and Three Minsters House environs	£0 to £50k	Landscape Improvements
Hamble Harbour Master's office	£100k to £150k	Decorations, lighting and remedial works. Sea wall repairs
Allen Gallery, Alton	Up to £50k	Damp remedial works
Titchfield Haven	Up to £50k	External stair replacement
Castle Yard, Winchester	Up to £50k	Improved access to ruins
Willis Museum, Basingstoke	Up to £50k	Rooflight remedial works
Staunton Country Park	Up to £50k	Cart shed roof remedial works

- 28 These projects are currently in design and once the scope of works and costs are confirmed an Officer Decision Record will be completed as they are within officer delegated limits.

### Schools Estate – Update on Key Projects

- 29 An update on key projects within the Schools Estate is as follows:

<b>Scheme</b>	<b>Approximate Value</b>	<b>Progress</b>
Whitchurch Primary School Scola Recladding	£1.2m	On site, completion due April 2020
Applemore College Scola Recladding	£1.2m	Complete August 2019
Stoke Park Infant School Re-roofing	£900k	In design

<b>Scheme</b>	<b>Approximate Value</b>	<b>Progress</b>
Bishops Waltham Junior Scola Recladding	£1.3m	In design
Testbourne School Scola Recladding and internal Alterations	£2m	In design, planning submitted
St Michaels Junior School Re-roofing	£250k	In design
Various Schools Pupil Toilet refurbishment	£400k	On site Completion March 2020
Various Schools Kitchen Ventilation Improvements	£300k	On site Completion March 2020
Various Schools Hard Landscaping works	£300k	On site Completion March 2020

### **Timber Frame Buildings**

- 30 As reported previously, a funding strategy has been agreed to replace the remaining two storey timber frame buildings at Grange Junior (Gosport) and Fryern Junior (Chandler's Ford) schools, which are the highest condition priorities within the maintained schools' estate. The total project funding is £15.57m split £7.93m (Grange) and £7.64m (Fryern).
- 31 Design proposals for both sites are currently being developed and are due to be submitted for planning approval in the Autumn. The proposals are to be procured through the Hampshire Modular Framework, using off site modern methods of construction. A start on site is anticipated in summer 2020 with completion including demolition and external works in summer 2021.

### **Academy Joint Working Agreement (JWA)**

- 32 In July 2019, 6 of the 7 Academies that had been anticipated to withdraw from the Joint Working Agreement confirmed their intention to do so. These Academies no longer wish to be part of the pooled funding arrangement and propose to commission services directly from the private sector. Options for those that remain have been produced, and a meeting is due to be held with



the 12 remaining Academies the Autumn where a decision will be made by majority agreement.

### **Property Services' Delivery Model**

- 33 In May 2019, Property Services implemented a new operating model that supports increased integration of the functions and teams responsible for all aspects of operational asset management. In addition, Property Services is seeking to make best use of the digital tools provided through the corporate Enabling Productivity Programme and wider digital strategy to allow the adoption of new ways of working that make efficient use of resources.
- 34 A new post of Senior Manager Asset Strategy has been appointed to work closely with HCC departments in delivery of asset optimisation and ensure that maintenance investment is aligned with operational strategies and priorities wherever possible.
- 35 A project team has been established to replace the current Property Asset Management System (PAMS) by April 2021. The project aims to deliver a "digital by default" solution to gather and manage asset intelligence that will facilitate better planning and delivery of maintenance services across the estate. It is also intended that schools will benefit from an improved online interface with Property Services through development of a new digital Schools Portal. This will contribute to efficiencies and savings for the Service's contribution to Transformation to 2021.

### **Service Delivery Update**

- 36 Maintenance work continues to be delivered via Term Maintenance Contracts (TMCs) and the Minor Works Framework. Work is ongoing with the TMCs (within the constraints of the existing digital systems) to improve the quality, accuracy and timeliness of reporting of both performance data and invoicing to both HCC and its partners.
- 37 The previous contractor framework for decorations ended on 31<sup>st</sup> March 2019. A new framework arrangement is currently being procured and is expected to be in place for delivery of the 2020/21 programme of decorations works.

### **Conclusions**

- 38 Property Services is continuing to manage the County Council's Estate to ensure statutory compliance and manage health and safety risks.
- 39 Good progress has been made over recent months with the delivery of the planned programme of work for 2019/20 presented to the Panel in March 2019.

- 40 During the remainder of the current financial year, Property Services will continue deliver the identified programmes of work to address maintenance requirements and ensure HCC's buildings continue to support the operational needs of the departments, services and building users.

**CORPORATE OR LEGAL INFORMATION:**

**Links to the Strategic Plan**

<b>Hampshire maintains strong and sustainable economic growth and prosperity:</b>	<b>Yes</b>
<b>People in Hampshire live safe, healthy and independent lives:</b>	<b>Yes</b>
<b>People in Hampshire enjoy a rich and diverse environment:</b>	<b>Yes</b>
<b>People in Hampshire enjoy being part of strong, inclusive communities:</b>	<b>Yes</b>

**Other Significant Links**

<b>Links to previous Member decisions:</b>	
	<b>Date</b>

<b>Section 100 D - Local Government Act 1972 - background documents</b>	
<b>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</b>	
<u>Document</u>	<u>Location</u>
None	

## **IMPACT ASSESSMENTS:**

### **1 Equality Duty**

1.1 The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

**Due regard in this context involves having due regard in particular to:**

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

### **2. Equalities Impact Assessment:**

2.1 The programmes represent an expenditure of £43M on the estate (£32M Schools and £11M Corporate) which will address the highest priority condition and maintenance issues. This expenditure will lead to enhanced environments for a range of ages in Hampshire Including Schools and Elderly Persons. For the full EIA assessment see the following link.

2.2 [Equalities Impact Assessment](#)

### **3. Impact on Crime and Disorder:**

3.1 The programmes of work include replacement of major building components such windows, doors and cladding. These improvements have a beneficial impact on the security of the County Councils Estate.

### **4. Climate Change:**

4.1 There will be a positive impact on climate change from the works undertaken to improve thermal performance through recladding, double glazing and roof insulation improvements. Additionally, schemes to renew boilers and boiler controls will incorporate more efficient systems.