



**Corporate Policy and
Resources Committee**

**Wednesday 4 December
2019**

Subject: Maintenance Policy of Property & Physical Assets

Report by:

Executive Director for Economic and Commercial
Growth

Contact Officer:

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Purpose / Summary:

This Policy has been written to provide the principle of actions to be adopted by the West Lindsey District Council with regards to maintenance of all of its physical assets.

RECOMMENDATION(S):

That Corporate Policy and Resources Committee note the requirements of managing and maintaining public assets and approve the Maintenance Policy.

IMPLICATIONS

Legal:

Legislative & Statutory

Financial : FIN/128/20

There are no financial implications associated with this report. It is not expected that implementation of this policy will lead to any additional costs.

There is the potential for implementation of this policy to benefit the budgeting process as it will inform better budget setting in future years.

Staffing :No Staffing Implications

Equality and Diversity including Human Rights :

No impact upon Equality and Diversity

Data Protection Implications :

None known

Climate Related Risks and Opportunities:

Opportunities to improve building performance

Section 17 Crime and Disorder Considerations:

No considerations

Health Implications:

No Health Implications

Title and Location of any Background Papers used in the preparation of this report :

Risk Assessment :

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

x

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

x

Executive Summary

This Policy has been written to provide the principle of actions to be adopted by the West Lindsey District Council with regards to maintenance of all of its physical assets [buildings; premises; supporting infrastructure & associated assets].

The Maintenance Policy and supporting Maintenance Strategy & Planning Guidance identify the overriding principles to be applied to maintenance in order to achieve the Authority's objectives for quality property assets and a sustainable and safe portfolio.

These principles will apply to all property assets which are held and/or controlled by the 'Council' and for which the 'Council' has or may have a direct or implied obligation to maintain.

In conjunction with the guidance document the maintenance objectives and the strategic approach to maintenance methodology (systems, procedures, processes and protocols) are considered including aligning the methodology to British Standards for Facilities Maintenance Management.

This policy and subsequent approach to maintenance will support and be supported by specific policy statements in respect of 'Compliance'; 'Health & Safety'; 'Strategic Asset Management' and the 'Strategic Asset Management Plan'.

In implementing this policy the Property Assets team will review their current maintenance methodology, identify any procedural and/or process changes/gaps. On conclusion of the review the service will then implement a delivery plan that will introduce maintenance weighting mechanisms, scoring methodology and classifications that will use industry standard indices.

Applying this approach will assist the service with the ability to manage finite financial resources better by allocating monies in most appropriate order of priority and need.

1. Maintenance of Property & Land - Current Reality

At present West Lindsey District Council has 267 Property & Land assets on its asset register that vary in nature from multi-million pound freehold operational facilities to small grass verges and property for which the 'Authority only' interest is the burden of repair.

The duty of meeting legislative/statutory obligations, managing and maintaining the majority of these assets falls to West Lindsey District Council's Property & Assets Team with a small amount of money being charged to individual responsible persons outside of the team.

These works fall into two distinct categories being reactive and planned maintenance, both of which may contain compliance, servicing and/or emergency works.

Planned maintenance is presently undertaken by the Property & Assets team who either identify works from common knowledge (i.e. re-occurring repairs) or conducts and/or procures surveys to establish the condition of assets either via undertaking a 5 yearly asset condition survey or a dilapidation survey as and when required. Conducting these surveys provides the Authority with intelligence on backlog maintenance levels, current repair requirements, estimated costs of works, categorised assessment on condition and the degree of urgency for each work item identified. Collecting and storing this data enables the service to determine future year's repairs plans. In establishing such plans, the service is able to perform works before the occurrence of failure in order to both protect the asset and to prevent, eliminate or minimise degradation and downtime.

Day-to-day repairs/reactive (unplanned) maintenance being after the occurrence of a failure is by its very nature is disruptive. Managing breakdowns emergency and/or incident maintenance works relies on the Property & Assets Team having sound contractual arrangements in place and good relations with their preferred contractors. Although sometimes unavoidable reactive unplanned maintenance can be expensive in both direct and indirect costs, can cause failure in other assets or associated components and cannot be scheduled.

2. Property & Assets Service Maintenance Objectives

The Authority is both obligated and committed to ensuring that the momentary and operational value of their asset base is protected and where possible enhanced. Here there is a will within the service to further develop a proactive maintenance regime that would reduce the risk of unforeseen major defects, and potential disruption to Council Services and building users. This involves to understand what the requirement are for its short, medium and long term maintenance plans particularly in relation to key Mechanical and Electrical components.

In obtaining survey data, prioritising our property assets and developing our maintenance methodology, the service believes it will be able to make best use of available funding. The creation of informed maintenance plans which consider prioritisation, performance requirements and maintenance identification would provide the opportunity to perform planned maintenance works at the lowest optimum cost, increase/optimize useful life, reduce energy use, reduce failure and maintain high quality and safety standards.

By implementing such strategies it is hoped that the Property & Assets Team can improve on the current planned/reactive maintenance ratio key performance indicator target of 70/30 to a ratio level of around 80/20.

3. New Maintenance Policy and Maintenance Strategy & Planning Guidance

To achieve this it will be necessary to further develop the Authorities/Services approach to proactive works. The recent adoption of policies along with the development of management plans supports the process but does not focus in detail on maintenance.

The approval and inclusion of a Maintenance Policy and Maintenance Strategy & Planning Guidance into a suite of documents including;

- Asset Management Policy
- Compliance Policy
- Strategic Asset Management Plan and
- Asset Utilisation Strategy (to be reviewed)

will assist in the Authority's objectives in respect of maintenance i.e. consistent performance, value and reliability. In line with more recent Property & Assets policy documents the Maintenance Policy has been captured as a high level, broad ranging one page document with supporting guidance. The Policy and supporting guidance has been written with the intention of embedding current practices and further developing the services maintenance methodology, systems, procedures and processes.

4. Delivering the Policy aims

Although the Property & Assets Team currently work in principle to the proposed Maintenance Policy Statement a review of current practices and further consideration will have to be given as to how it will achieve the policy aims.

It will be important for the Service to consider the maintenance planning process [as defined in BS 8210:2012] review and agree each property assets (building/land) required performance, scope of maintenance requirement and selecting the preferred maintenance method.

It is noted (and is contained as an action in the strategic asset management plan) that there is a requirement to survey key M&E components in order to obtain and record data on their current condition, functionality, obsolescence,

expected remaining life, and future replacement costs. Obtaining this data will allow the development of long term future replacement, refurbishment or potentially disposal plans. In conjunction with these works it will also be necessary to determine the preferred maintenance method for these key components and recording this on the services computerised asset management system.

The new policy also recognises emergency maintenance activities and although there is a retained list of emergency contractors and a current emergency plan the new policy Strategy & Planning guidance requires a fresh look at this, particularly regarding communications and the implementation of a Communication Plan for Emergency Works.

5. Conclusion

As part of a small portfolio of asset policy documents, the new Maintenance Policy and Maintenance Strategy & Planning guidance will provide both the Authority and Property Assets Team with a clear Maintenance Policy Statement upon which they can reflect.

To meet the requirements of this document and attain the services future maintenance objectives, the Property Assets service will conduct a review of their current maintenance methodology, identify any procedural and/or process changes/gaps and then implement a delivery plan in order to achieve the Policy Statement.

Whilst implementing any resultant plans, the service will seek to fully utilise the Authorities Computerised Asset Management System to assist in achieve its maintenance decision objectives and to ensure a transparent consistent approach.