

North Lanarkshire Council Report

Transformation and Digitalisation Committee

approval noting

Ref JMcK/AH

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Facility Support Services Review

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Executive Summary

A report was presented to the former Infrastructure Committee on 7 February 2018 seeking approval to commence a review of the Facility Support Services (FSS) and for the process to be taken through the Councils Transformation Programme. This has been a wide-ranging detailed piece of work designed to identify improvements in effectiveness and efficiency: as such, it set out to explore the organisational structures, staffing, processes, technology use, income & expenditure and service delivery models across all relevant services including:

- Management and Support;
- Building Cleaning to all council properties including office accommodation and schools;
- School Crossing Patrol Services;
- Catering Service to all schools; and
- In-house Janitorial Services to all schools.

In accordance with the transformation review process a Tripartite Gateway Review was carried out on 24th July 2018. The outcome of the review was for the service to progress to the detailed design stage, which has resulted in the proposed service model outlined in this report

Since 2011/12 Facility Support Service have successfully contributed to efficiencies and growth in income to the value of £6.1m. The breakdown of this figure along with the current budget provision is as follows;

Section of FSS	Total Savings 2011/12 to 2018/19	Expenditure Budget 2018
Building Cleaning	£1.683m	£7.723m
Catering	£2.308m	£16.988m
Management & Support	£0.602m	£1.542m
Janitorial	£0.418m	£7.020m
School Crossing Patrol	£0.140m	£1.138m
Miscellaneous	<u>£0.949m</u>	
	£6.1m	£34.41m

Miscellaneous covers items such as facility closures, procurement savings, staff turnover savings and base budget adjustments.

The outcome of the review, if approved, will transform in particular the current janitorial services model which operates in a very traditional format to a modern, highly productive service that will work in partnership with Maintenance & Improvement Services and Design Services to ensure the robust facilities management of our properties. This review has the potential to secure efficiencies of £2m over a 3 year period.

Recommendations

The Transformation Committee is asked to:

1. Approve the proposed new service model, phasing in from October 2019 with full implementation by August 2021 to allow the Service to achieve the potential financial savings;
2. Note that the implementation of the above option along with the other proposals contained in this report will produce budget savings / reductions in the order of £2m;
3. Authorise the Head of Asset & Procurement Solutions to progress the recommendations in relation to increasing the price of school meals by 10p to generate catering additional income of £280k to contribute to the service achieving its £2m savings target;
4. Note as part of the implementation process, a VRS process will be utilised and therefore where appropriate, voluntary redundancy and early retirement will be dealt with under the Scheme of Delegation; and
5. Note that Equality Impact and Fairer Scotland Assessments have been undertaken for the proposals contained in this report.

Supporting Documents:

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| Appendix 1 | Current School Clusters. |
| Appendix 2 | Proposed New Hours. |
| Appendix 3 | Proposed New Cluster Model. |
| Appendix 4 | Communication Matrix. |

1. Background

- 1.1 The purpose of the review was to ensure that FSS can continue to deliver and enhance modern, diverse, efficient services to our customers, meet budget requirements and is positioned well for the challenges over the next five years. Those challenges include a need for improved productivity and a flexible cluster based workforce which can deliver facility management services to the school estate.
- 1.2 Using the Council's formal Project Management Framework the review has been undertaken to develop the new service model, and has involved:
- Desktop research; analysis of national and local context for FSS provision; recognising statutory obligations and constraints on service delivery; identifying key outcomes; modelling costs and savings over the next three years;
 - Discussing current provision and opportunities with frontline FSS staff and workshops with the three joint Trade Union Representatives; and
 - Developing and refining options for new ways of working; whilst comparing what other local authorities are doing across Scotland.
- 1.3 To ascertain the current position within FSS, the project team undertook a service review (based on staff interviews and document analysis) in April and May 2018 to develop an understanding of the current environment. That review or "As Is" document which has been shared with Trade Union representatives is available in full, however, a light-touch summary would state that FSS;
- Is complex: with over 2700 frontline staff on a mixture of full and part-time contracts (including legacies from Strathclyde Regional Council); delivering multiple facility management functions with several statutory and legislative pressures; across over 250 NLC and partner assets; in an increasingly 7-day a week operation; and with seasonal dimensions;
 - Has an ageing workforce and continual requirements for recruitment;
 - Is well-run and valued: feedback is very positive, with our customers (largely in the school estate) commenting that FSS is responsive, practical and dedicated. Our own benchmarking activities via Association of Public Service Excellence (APSE) and others also confirms our effectiveness; and
 - Will continue to adapt to on-going digital transformation efforts across the Council.
- 1.4 The review recommends that the way forward should be a catalyst for significant transformation of most FSS activities. Due to previous savings outlined in the Executive Summary and forthcoming initiatives the Review had particular focus on:
- the income generation potential of Catering and Building Cleaning;
 - the current structure and responsibilities of Janitorial Services; and
 - potential technology or digital improvements across all of FSS.

The outcome of the review is detailed in sections 1.5 to 1.9 below.

1.5 Management & Support

- 1.5.1 FSS will have to accommodate several strategic, local, national and policy led initiatives on behalf of the Council: including Early Learning and Childcare Expansion; catering initiatives; and more restrictive nutritional food standard changes in 2020. The above are not only time consuming to implement but will take ongoing management input. Also pending is the council's digital transformation which will impact on FSS.
- 1.5.2 At the Policy and Resources Committee on 17th January 2018, committee approved a number of restructure papers and ambition reports that included a report on Early Learning and Childcare Expansion, where funding from Scottish Government will assist with the implementation of the above. Frontline management operations are changing from multifunctional to targeted support and current capacity will be required to implement significant service change. A current example of this is a significant improvement in absence management.

1.6 Building Cleaning

- 1.6.1 In 2018/19 and 2019/20 there is a cumulative saving of £380k to be delivered. This saving relates to the roll out of team cleaning across all secondary schools in North Lanarkshire, which involves a full change in operational procedures and the implementation of modern technology. Due to past and current efficiencies it is proposed at this time to recommend the following:
- allow FSS management team to concentrate on the delivery of the second year of current savings for the implementation of team cleaning, overall value of £380k;
 - take into consideration previous years savings of £1.683m; and
 - further work will be undertaken commencing 2020/21 after implementation of current recommendations and Early Learning and Childcare Expansion to investigate cluster working and external/internal income generation streams within building cleaning across all sectors.

1.7 School Crossing Patrol

- 1.7.1 In 2018/19, an approved base budget adjustment of £140k was accepted from the School Crossing Patrol Service. The outcome of this review is to focus in the coming 18 months on reviewing Health and Safety risk assessments at all patrol sites. As information is gathered evaluation will then be undertaken.

1.8 Catering Services

- 1.8.1 By 2020/21, FSS is expected to provide an additional daily 8700 meals for children aged 3-5yrs entitled to the Early Learning and Childcare Expansion provision. In August 2019, Phase 1 of the project will be implemented and 27 schools will begin the roll out of the Early Learning and Childcare Expansion improved provision. Also a number of private partners have also requested for FSS to supply meals to their nurseries. A scoping exercise is currently being undertaken to determine the resources for delivery of the additional meals required.
- 1.8.2 Also as stated above the Council made a number of policy decisions that have a significant service delivery impact on FSS. The project team recommends that until all of the above are implemented for catering services it would be better to focus on income generation streams going forward.

- 1.8.3 Research highlights that NLC is ranked 5th lowest across 32 Councils in terms of meal selling price to primary school pupils at £2.00. The average price for a primary school meal is £2.07. We are ranked 6th lowest across 32 Councils in terms of meal selling price to secondary school pupils at £2.05, with the average price for a secondary school meal being £2.21. By increasing the primary and secondary school meal price by 10p income should increase by £280,000.
- 1.8.4 Also similar to Building Cleaning once the Early Learning and Childcare Expansion is established after 2020/21, further work will be undertaken to review cluster working for catering services to encompass more modern effective streams of operations. Work is also currently being undertaken to look at other internal/external income generation streams for catering services.

1.9 Janitorial Services

- 1.9.1 The Janitorial Service also requires to respond to service change in the short to medium term from a variety of sources, including:
- Early Learning and Childcare Expansion requiring an increase to the working day, potentially now until 6.30pm;
 - new catering initiatives requiring access out-with the school day;
 - complex letting arrangements;
 - a historical large proportion of overtime to cover demands of the working day;
 - an ageing workforce; and
 - an increased need for minor works capabilities and changing tasks and activities.
- 1.9.2 It was apparent that in reviewing previous savings across FSS and the low percentage of savings taken from the Janitorial budget in comparison to Catering, Building Cleaning and Management and Support and taking account of the need to modernise the service, to meet the demands of a better integrated facility management service, that focus should concentrate on the Janitorial Service.
- 1.9.3 A full review on the Janitorial Model was undertaken including contact with 31 local authorities in Scotland to discover recent changes along with the current 'Direction of Travel'. From the 14 authorities that participated, the review identified the majority of authorities have been moving towards a Facilities Management Model where buildings and Grounds Maintenance are the main focus of attention for this element of the Facility Support Service. Section 2 to this report outlines the findings of the review for the Janitorial service.

2. Report

2.1 Current Janitorial Model and Challenges

- 2.1.1 The current model is based on geographical clusters with dedicated staff, in the main, allocated to each primary school, including 3 in each secondary facility. The model does not operate as a true cluster and has historically always operated this way. The model due to the structure has reliance on overtime and contractual overtime which is no longer required.

- 2.1.2 Benchmarking with other Local authorities highlighted that NLC are one of only two of the 14 who responded that still have contractual overtime. Many others having changed employees terms and conditions in various ways.
- 2.1.3 **Table 1** below outlines the current Janitorial establishment, it should be noted that 8 rural schools have part-time janitor cleaners and depending on pupil roll vary in hours. There are also 3 joint campus schools that have an additional janitor cleaner due to size of campus and pupil roll. Finally, due to the original PPP model implementation in Coatbridge only leaving one non-PPP secondary school and a large number of primary schools when clusters were being introduced it was decided to appoint a Senior Janitor into a primary school in Coatbridge who operates as the cluster co-ordinator.

Table 1 - Current Janitorial Establishment 2018/19

	High School		Primary school Inc. ASN	
	Headcount	FTE	Headcount	FTE
Senior Janitor	20	20	1	1
Assistant Janitor	40	39.81		
Relief Janitor	22	21.75		
Janitor			94	91.77
Total	82	81.56	95	92.77

Proposed New Model Options

2.2 Components of Model

- 2.2.1 The main aim of the review is to modernise the Janitorial Service and rejuvenate it, to redesign to ensure an efficient, cost effective service is robust to meet customer and service expectations. It was key to redesign the new service and take account of the whole school day and future demand including facility utilisation out with school hours.
- 2.2.2 The main components of this review involve the following:
- review of current clusters and staffing models;
 - review of job role and purpose; and
 - review of contractual and non- contractual overtime.

2.3 Review of Current Clusters and Staffing Model

- 2.3.1 The current clusters (Appendix 1) were analysed to determine if there was a more effective way to manage cluster working.

It is recommended to reduce the current Senior Janitor posts from the current 21 posts (one per secondary school & one PS) to 14, a reduction of 7FTE. The post would be redesigned and re-designated to Area Facilities Officer, retaining current Senior Janitor duties and taking on additional responsibility including but not restricted to; scheduling of work for their teams; managing staff procedures; liaising with Head Teachers; ensuring school buildings are managed and tasks are undertaken accordingly; potential scheduling cover for lets in evenings and weekends along with managing additional Facility Assistants (janitor/cleaner staff). The new job descriptions are currently being reviewed and will be subject to job evaluation.

- 2.3.2 The new model will remove the one to one relationship with primary schools and that they should operate on a shared resource model. This would result in a reduction of 36 FTE Janitor posts. Therefore, overall the new cluster model would result in a total reduction of 43 FTE Janitorial posts. Appendix 3 provides an example of how resources would be allocated over one geographical area. The reduction in posts would be subject to VRS, deletion of vacancies and review of temporary contracts.
- 2.3.3 The shared resources cluster model will maintain a 1-2-1 ratio of staff to facilities, however, the new cluster model will operate more on a Facilities Team basis. This model was successfully implemented in West Lothian a number of years ago and the FSS Business Manager took the opportunity to view this in practice.
- 2.3.4 The FM model requires redesign and re-designation of the current janitor role to a Facilities Officer maintaining current duties whilst taking on additional responsibilities that will be building and grounds maintenance orientated plus improved building management oversights and activities, and pending final job evaluation is expected to have an increase in grade. New additional tasks would include but not be restricted to cover for emergency school crossing patrol where the patrol is beside the school, increase in the nature of minor repairs undertaken, maintenance of all green spaces, including where required grass cutting and clearing of shrubs and weeds out with the scheduled maintenance and liaising with our colleagues in grounds maintenance on this. Also minor painting, PAT testing, kitchen canopy cleaning etc. Ideas for future potential income generation will also be investigated in the future.
- 2.3.5 As the new facilities officer role evolves, the relationship between Janitor and schools will change. One of the consequences of this will be the duty of adult presence during break times. Currently within the PPP estate and 8 small rural schools there is no janitorial role to undertake adult presence. The same would exist in the new proposed model. However, the Area Facilities Officer will ensure where possible that if a Facilities Officer is present in a school during morning or lunchtime break then outside work will be undertaken by the Facilities Officer.
- 2.3.6 It will be the responsibility of the Area Facilities Officer to work out a school schedule of works so that Head Teachers will be aware when resources are allocated and this will be agreed before implementation so that every school benefits from the new service arrangements. A fortnightly pre planned schedule will outline for each member of staff where they are to be working from each day based across 2 or 3 schools working in teams within their cluster and each Head Teacher will also have a copy of the schedule.
- 2.3.7 The Area Facilities Officer will communicate the work schedule with Head Teachers within their clusters to ensure that a timetable is in place detailing where and when these duties are able to be accommodated. FSS will also ensure consistency and familiarity where a small number of regular Facility Officers will service the same schools. This will be fully supported by the Assistant Area Manager and Area Manager.
- 2.3.8 Facilities Officers will attend to school emergencies. The service will be monitored and jobs logged when done. Digital software will be utilised to enhance the productivity and track job completion.

2.3.9 Other areas addressed by this model are inclement weather, particularly heavy frost or snow clearing. FSS are investing in additional snow clearing equipment with a plan to roll out snow blowers which will work in each area. There will be still be a requirement for overtime depending on how extreme the weather is and these matters have been taken into consideration as part of the design of the model.

2.4 Contractual Overtime

2.4.1 All Janitors currently work 37 hrs basic plus 4.5hrs contractual overtime. Historically this was put in place to deal with old heating systems such as coal and oil, but as systems were replaced the contractual overtime has remained. However with new modern heating systems there is no longer the same need for janitorial duties out with basic hours, and the new model has been designed without any contractual overtime requirements.

2.4.2 The review has allowed the opportunity to fully consider service provision and it would not have been acceptable to base the new model on current levels of overtime. It is possible to move to a flexible 37hrs based service. **Appendix 2, New Proposed Hours of Working** outlines the basis of the nominal start and finish times, however, flexibility will be built in for staff to work in rotation for a later start/finish to ensure lock up and close down checks are undertaken for buildings within the cluster. This will be subject to further discussions with Trade Unions and there will be a requirement to buyout this contractual element of the janitor's current conditions.

2.5 Non Contractual Overtime

Letting Activity

2.5.1 As part of the review it was important to reflect on the impact on both cleaning and janitorial services for the expanding day to incorporate the Early Learning and Childcare Expansion till 6.30pm. There was also the element of cover for additional cleaning as the nursery area would be open from 8.00am till 6.00pm which overlaps with our current cleaning operations. A further consideration is the volume of letting activity in the evenings, sometimes until 9.30pm and at weekends.

2.5.2 It has been recognised that in developing and modernising the janitorial role and reviewing the job description, the service requirement in the evenings is now a completely different remit which is a security and caretakers role. It was also recognised that we cannot expect current staff to work from 7.30am until 9.30pm and also cover weekends.

2.5.3 The expansion of shift working was considered, but currently the letting activity is not consistent enough Monday to Friday in Primary Schools to make this a viable option. Also in reviewing the shift patterns in Secondary Schools there is often gaps in evenings particularly a Friday where most premises have no lets. Therefore a more flexible approach to work patterns is required, similar to what CultureNL operate within community centres to accommodate the demand in letting activity.

2.5.4 To accommodate the expanding day to incorporate the Early Learning and Childcare Expansion and also cover for the evening and weekend letting activities, there will be a requirement to recruit part-time Facility Assistants for both Secondary and Primary Schools who will take on the security and caretaking role outside of the core school day. This proposal will provide job

opportunities and will also assist the additional cleaning cover for Early Learning and Childcare Expansion. It is anticipated that this role will be graded at NLC3 and there is no enhanced payment involved.

2.5.5 Work is currently being undertaken to determine the number of new posts required (could potentially be approximately 50 part-time posts, to cover 7 days demand) and work is being undertaken in partnership with CultureNL to ascertain the actual demand.

2.6 Take Home Pay Implications

2.6.1 In taking into consideration the key components of the proposed model as outlined and there is no longer a requirement for contractual overtime, it is recognised that the removal of this contractual element results in a reduction of take home pay.

2.6.2 **Table 2** below outlines the financial implications on the implementation of all of the above components of the model based on current average janitor's earnings on the current NLC4 grade.

Table 2 Average financial implications for a Janitor current grade (NLC4)

Janitor – NLC4	(£) NLC4	(£) NLC5	(£) NLC6
Current Salary (Top of scale)	20,337		
Contractual Overtime (4.5 hours per week)	3,710		
Average Overtime Lets	1373		
Total Yearly earnings	25,420		
Proposed new salary		21,379	23,110
Annual Loss of Earnings		4,041	2,310
Fortnightly Loss of Earnings		155.42	88.85

2.6.3 Under the new model the staff would now only work 37 hours per week with no requirement for the average 4.5hrs for contractual overtime or the average 5 - 10 hrs per week for lets. The new model will allow the current amount of annual leave to be taken during term time to be increased to 10 days instead of the current 5 days providing greater flexibility for staff to arrange holiday requirements.

2.6.4 There are some small historical anomalies in relation to aspects of overtime for example swimming pools, telephone allowances that affect a very small number of staff and are historical and these will be realigned as part of this review.

2.6.5 An element of overtime will still be available to janitors at the appropriate rate for revenue/capital works in schools, emergency call outs and school checks at downtime, where required, and winter maintenance activities.

2.6.6 The creation of new roles also allows for improved staff development within FSS. This would allow career progression for our cleaning staff on NLC1 with additional posts at NLC3 Facilities Assistant level which would then encourage career development into the new roles at whatever grades are decided by the job evaluation review. Staff will be encouraged to utilise training and development, some of which will be to a set standard of qualification such as SVQ with staff potential to develop to management posts at NLC9 and NLC12.

2.7 Considerations for Implementation of Proposed Model

2.7.1 In summary, the key components of change can be detailed as:

- Review of Job Descriptions and re-evaluation of posts, with potential increase in grade.
- Reduction of 43 FTE janitorial posts (7 x NLC6 and 36 x NLC4).
- Re-design of current cluster working arrangements.
- Removal of contractual overtime and incorporate a more flexible workforce.
- Introduction of Facility Assistant NLC3 posts to take on the additional hours required for Early Learning and Childcare Expansion and lets.
- Janitors would now work 37hrs with no contractual overtime.
- Review of term time annual leave entitlement with negotiations with Trade Unions.
- Embed succession planning by increasing training to enable multi skilling to recognised standards.

3. Communications

3.1 Various methods of consultation with stakeholders has taken place throughout the entire review. In May 2018, the service set out to speak to stakeholders on their views on the current service as detailed in Sections 1.2 and 1.3 of the report. Workshops were undertaken with the trade unions to include ideas on current service provision and to gather opinions on future job roles and remits for janitorial and cleaning services. A number of these workshops also involved frontline staff where appropriate.

3.2 More formal meetings were undertaken during December 2018 with Trade Union Officials. Further consultation sessions were undertaken with janitorial staff in various locations across the authority. Staff engagement was encouraged at the sessions and a frequently asked questions document has been created to assist staff with enquiries. These sessions were to explain the process of the review and to present the option as summarised in section 2.7 above.

3.3 Several meetings also took place in January/February 2019 with the three joint trade union representatives and Regional Officers to outline the proposals within this report.

3.4 **Appendix 4 Communication Matrix** to this report outlines the various stages of communication undertaken and this will continue to be updated throughout the implementation period of the Project.

4. Future Planning

4.1 FSS, are also considering future ways in which to continually improve and expand the service. From 2021 onwards FSS will also look at the following:

- Internal and external income generation for Building Cleaning.
- Cluster working for both the school and 52 week estate for Building Cleaning
- Internal and external income generation for Catering.
- Cluster working for Catering Staff.
- Internal income generation for Janitorial services.

4.2 At this point in time there is still a lot of work to be undertaken in these areas to scope out the additional income and savings which could potentially be generated.

5. Equality and Diversity

5.1 Fairer Scotland

A Fairer Scotland Assessment has been undertaken as part of the investigatory work and outcomes have been considered as part of this report.

5.2 Equality Impact Assessment

Equality Impact Assessments have been undertaken as part of the investigatory work and outcomes have been considered as part of this report.

6. Implications

6.1 Financial Impact

It is estimated that this review will generate revenue savings of £2m over a three year period. It is recognised that the implementation of the review will be subject to continued discussions with Trade Unions, particularly on proposed buy-out arrangements of contractual overtime.

6.2 HR/Policy/Legislative Impact

6.2.1 Workforce implications are detailed throughout the report.

6.2.2 All posts subject to voluntary redundancy / early retiral will be considered under the scheme of delegation before agreements are finalised with employees.

6.2.3 Any changes to existing posts will be subject to the council's job evaluation process. Proposals in this respect may show an indicative grade pending the conclusion of this review.

6.2.4 Changes outlined in this report and the accompanying appendices will be undertaken in accordance with the Council's *Managing Workforce Change – Framework Guidance*.

6.2.5 Equality Impact Assessments and Fairer Scotland Assessments have been undertaken.

6.3 Environmental Impact

There is no Environmental Impact on the outcome of this report.

6.4 Risk Impact

A Risk Register has been created as part of the planning process for the Implementation Plan and is at the moment a working document.

7. Measures of success

- 7.1 Workforce Change model undertaken in line with the Council's appropriate policies and procedures. FSS will ensure that staff are fully communicated with and engagement is key to the success of the review.
 - 7.2 On implementation the model will produce savings potential of approximately £2m.
 - 7.3 Workforce will undergo where appropriate upskilling and formal certificated training. Staff on all levels from NLC1 to NLC6 and the new designated grades after being reviewed under job evaluation can now progress to management levels on NLC 9 and NLC12. A clear line of staff development and progression will be in place.
 - 7.4 The Council will have a high quality soft FM service that benefits all school buildings and grounds to enhance the assets of the council.
 - 7.5 Workforce will be flexible and productive.
 - 7.6 Growth areas within this report will result in recruitment of local people within our communities.
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Head of Asset & Procurement Solutions

Appendix 1

FSS SCHOOL CLUSTERS

Jul-16

Area 1	Area 2	Area 3	Area 4
<p><u>Greenfaulds High School</u> St Margaret of Scotland Carbrain PS Woodlands PS Glencyran PS</p> <p><u>Cumbernauld Academy</u> Abronhill PS Redburn School Kildrum PS St Lucy's PS Whitelees PS</p> <p><u>Our Lady's High School</u> Ravenswood PS St Mary's PS St Helen's PS Baird Memorial PS Condorrat PS</p> <p><u>Kilsyth Academy</u> Ballmalloch PS Banton PS Chapelgreen PS Kilsyth PS</p> <p><u>Chryston High School</u> Gartcosh PS Auchinloch PS Chryston PS St Barbara's PS St Joseph's PS St Michael's PS Glenmanor PS</p> <p><u>St Maurice's High School</u> Eastfield PS Holycross PS Westfield PS Cumbernauld/St Andrew's</p> <p>PPP St Patrick's PS Kilsyth Stepps PS</p>	<p><u>St Ambrose High School</u> Townhead PS Kirkshaws PS St Augustines PS Langloan PS Greenhill/Drumpark PS</p> <p><u>Caldervale High School</u> Tolbrae PS St Edward's PS Dunrobin PS Petersburn PS St Dominic's New monkland PS Greengairs PS</p> <p><u>St Margaret's High School</u> Golfhill PS St Andrew's PS Mavisbank PS Victoria PS Rochsolloch/ All Saints Chapelside PS St Serf's PS</p> <p><u>Sikeside PS</u> Portland HS Cambroe PS St Stephen's PS St Patrick's PS St Mary's PS St Bartholomew PS</p> <p>PPP Airdrie Academy Coatbridge High Chapelhall/St Aloysius PS Clarkston PS Glenboig/DL & St Joseph's PS Glengowan/St Mary's PS Plains/St David's PS</p>	<p><u>Coltness High</u> St Mary's PS Cleland PS Calderbridge PS St Aidan's PS</p> <p><u>Bellshill Academy</u> St Monicas PS Old Monkland PS Holy Family PS Mossend PS St Bernard's PS Shawhead PS</p> <p><u>Cardinal Newman High School</u> Sacred Heart Aitkenhead PS Lawmuir PS Noble PS St Gerard's PS</p> <p><u>Brannock High School</u> Keir Hardie PS Newarthill PS St Teresa's PS Our Lady and St Francis PS</p> <p><u>Taglor High School</u> Holytown PS Christ the King PS Calderbank PS Corpus Christi PS</p> <p>PPP St Andrew's High St Timothy's PS Bargeddie/St Kevin's PS John Paul II PS New Stevenson/St Pat's PS Tannochside PS Cambusnethan Ps Wishaw Academy PS</p>	<p><u>Calderhead High</u> Alexander Peden PS Kirk o Shotts Dykehead PS Stane PS St Patricks PS Allanton PS</p> <p><u>St Aidan's High School</u> Newmains PS Morningside PS Berrhill PS St Briad's PS</p> <p><u>Clyde Valley High School</u> Castlehill PS Thornlie PS St Thomas PS Netherton PS Overtown PS</p> <p><u>Our Lady's High School</u> Glencain PS Knowtop PS Firpark HS St Brendan's PS Muirhouse PS</p> <p><u>Braidhurst High School</u> Muir St PS St Bernadette's PS Cathedral/Firpark PS</p> <p><u>Dalziel High School</u> Ladywell PS Logan's PS</p>

*Note NLC to do manage PPP Janitorial Service.

PROPOSED NEW HOURS OF WORK: illustrative example of possible arrangements

Appendix 2

The Area Facilities Officer will oversee all work undertaken by Facility Officers and Assistant Facilities Officers within their clusters. They will ensure that a rota is set up to ensure all properties are opened and closed at the beginning and end of the working day. They will ensure an agreed schedule of work is in place for each school within their cluster and is agreed by head teachers. All work scheduled or Un-scheduled will be undertaken to a high standard and signed as complete on site. A School Facilities Plan will be in place for every single property taking into account what Head Teachers requirements are and ensure that we meet these. The functional day to day plan will be set out on what tasks are to be done in specific schools and when and who to undertake them. Janitors will sign in and out using the Facilities Plan book. Any additional tasks requested by school personnel will be written in this book held at the school reception.

Facility Officer's working day				
Working Day PS	Start	Finish	Hrs Worked	Length of break
Monday	7.30	4.00	7.5	1hr break
Tuesday	7.30	4.00	7.5	1hr break
Wednesday	7.30	4.00	7.5	1hr break
Thursday	7.30	4.00	7.5	1hr break
Friday	7.30	3.30	7	1hr break
			37	

Timeline of day

CLEANERS		FACILITIES OFFICERS		CLEANERS		FACILITY ASSISTANTS	
5.45	8.45	7.30	4.00	3.30	6.30	6.00	9.30

Appendix 3

PROPOSED CLUSTERS (Example: Cumbernauld)

AREA 1

- Schools in Yellow represent High Schools
- ASN (SP) Additional Support School Swimming Pool
- RPS Rural Primary School

Cluster 1	Number of Buildings	8	New Model	
Building Name		Current Staffing	New Model Staffing	Ratio FO to PS
Greenfaulds High School		3	1 x AFO 9 x FO (Covering HS and PS) Ratio = 5:6 (including 1 x ASN)	(6 x PS/5Jan) HS – 2 PS – 5 ASN – 1 FLC – 0 RPS – 0 <u>TOTAL = 8</u>
St Margaret of Scotland		1		
Carbrain PS		1		
Woodlands		1		
Glencyran PS ASN (SP)		1		
Our Lady's HS		3		
Ravenswood PS		1		
St Mary's PS		1		
Relief		2		
Cluster 2	Number of Buildings	10	New Model	
Building Name		Current Staffing	New Model Staffing	Ratio FO to PS
Cumbernauld Academy		3	1 x AFO 9 x FO (Covering HS and PS) Ratio = 7:8 (including ASN)	HS – 1 PS – 7 ASN – 1 FLC – 1 RPS – 0 <u>TOTAL = 10</u>
Abronhill PS		1		
Redburn School ASN (SP)		1		
Kildrum PS		1		
Kildrum FLC				
St Lucy's PS		1		
Whitelees PS		1		
St Helen's PS		1		
Baird Memorial PS		1		
Condorrat PS		1		
Relief		1		
Cluster 3	Number of Buildings	10	New Model	
Building Name		Current Staffing	New Model Staffing	Ratio FO to PS
St Maurice's High School		3	1 x AFO Hub 9 x FO covering HS and PS Ratio = 5:6 *Joint Campus includes J/C	HS – 2 PS – 6* ASN – 0 FLC – 0 RPS – 2 <u>TOTAL= 10</u>
Ballmalloch PS		1		
Banton RPS				
Chapelgreen RPS				
Kilsyth PS		1		
Holycross PS		1		
Eastfield PS		1		
Kilsyth Academy		3		
Westfield PS		1		
Cumbernauld/St Andrew's PS*		1		
Relief		2		

FACILITY SUPPORT SERVICES REVIEW 2018

COMMUNICATIONS PLAN October – March 2018/19

DATE	TIME	LOCATION	AUDIENCE
14 th August 2018	10.00am	Fleming House	Trade Union Workshops Janitorial Job Descriptions
29 th August 2018	12.00noon	Fleming House	Trade Union Workshops Janitorial Job Descriptions
3 rd September 2018	12.30pm	Fleming House	Trade Union Workshops Janitorial Job Descriptions
16 th October 2018	9.30am	Civic Centre Committee Room 4	CMT – update on progress on review
25 th October 2018	9.30am	St Maurice's High School	Trade Union Workshop Building Cleaning
1 st November 2018	9.00am	St Maurice's High School	Trade Union Workshop Building Cleaning
19 th November 2018	12.00noon	Cardinal Newman High School	Trade Union Workshops Janitorial Job Descriptions /Sign Off Janitorial Report
Monday 10 th December 2018	9.30am	Fleming House	Trade Union Communication on Outcome of FSS Review
Thursday 13 th December 2018	9.30am	Fleming House	Trade Union Communication on Job Descriptions
Thursday 20 th December 2018	9.30am	Fleming House	Trade Union Communication on Clusters
Tuesday 15 th January 2019	tbc	Civic Centre	Joint TU Regional Officer & Branch Secretaries Update with Senior Management on FSS Review
Thursday 31 st January 2019	9.30am	Fleming House	Joint TU Regional Officer & Branch Secretaries Update with Senior Management on FSS Review
Wednesday 13 th February 2019	10.00am	Fleming House	Joint TU Regional Officer & Branch Secretaries Update with Senior Management on FSS Review

Friday 1 st February 2019	2.00pm	Civic Centre	SMT Education and Families Consultation
Monday 4 th , Tuesday 5 th and Wednesday 6 th February	3.30pm	North, Central, South	Head Teacher Workshops Briefing Sessions
Thursday 14 th February 2019 (Start Staff Briefings)	8.00am - 9.30pm	Calderhead HS Shotts Cluster (8)	Briefing Session Frontline Janitorial Staff
Thursday 14 th February	10.30am - 12.00 noon	Our Lady's HS Motherwell Cluster (14) (Nos Attending)	Briefing Session Frontline Janitorial Staff
Thursday 14 th February	2.00pm - 3.30pm	St Aidan's HS Cluster (13)	Briefing Session Frontline Janitorial Staff
Friday 15 th February	8.00am - 9.30pm	Cardinal Newman HS Cluster (17)	Briefing Session Frontline Janitorial Staff
Friday 15 th February	10.30am - 12.00 noon	Dalziel HS Cluster (13)	Briefing Session Frontline Janitorial Staff
Friday 15 th February	2.00pm - 3.30pm	Taylor HS Cluster (14)	Briefing Session Frontline Janitorial Staff
Monday 18 th February	8.00am - 9.30am	Caldervale HS Cluster (10)	Briefing Session Frontline Janitorial Staff
Monday 18 th February	10.30am – 12.00 noon	St Margaret's HS Cluster (11)	Briefing Session Frontline Janitorial Staff
Monday 18 th February	2.00pm – 3.30pm	Chryston HS Cluster (10)	Briefing Session Frontline Janitorial Staff
Tuesday 19 th February	8.00am – 9.30am	Sikeside PS Cluster (7)	Briefing Session Frontline Janitorial Staff
Tuesday 19 th February	10.30am – 12.00 noon	St Ambrose HS Cluster (13)	Briefing Session Frontline Janitorial Staff
Wednesday 20 th February	8.00am – 9.30am	Greenfaulds HS Cluster (14)	Briefing Session Frontline Janitorial Staff
Wednesday 20 th February	10.30am – 12.00 noon	Cumbernauld Academy Cluster (12)	Briefing Session Frontline Janitorial Staff
Wednesday 20 th February (Finish)	2.00pm – 3.30pm	St Maurice's HS Cluster (14)	Briefing Session Frontline Janitorial Staff
Wednesday 27 th February 2019	tbc	Civic Centre	Transformation Committee
Week Commencing 4 th March 2019	tbc	tbc	Meetings with Joint TU's

