

# Building Maintenance Policy

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Property and Facilities



milton keynes council



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## Introduction

Milton Keynes Council (MKC) has a wide range of property assets, including schools, shops, offices, libraries, leisure centres, and depots. All of the buildings require maintenance to ensure that they are in a good condition and that they meet the needs of the building users.

The aim of this policy is to develop the maintenance management of the Council's building assets so that capital investment is protected, asset life cycle and service output costs are optimised, and service outcomes are achieved.

The policy document provides the guiding principles on the management framework for the maintenance and repair of council- owned operational and commercial property assets to ensure compliance with related policies and all legal obligations.

The key objectives of the Building Maintenance Policy are to:

- Specify the minimum requirements for the management of maintenance.
- Ensure that building assets are adequately maintained.
- Ensure that the property-related risks to the councils are effectively managed.
- Ensure that health, safety and security objectives are met.
- Ensure that the councils have the necessary information for monitoring the maintenance, condition and performance of building assets.
- Keep all premises managers (within operational departments) informed through the provision of appropriate & timely information, to help them identify their responsibilities and comply with all current policies, strategies, management procedures, property-related health & safety matters & associated compliance issues.
- Ensure that there is adequate information at the operational level for undertaking maintenance including the ability to review policies and strategies, analyse life cycle costs, plan for replacements and upgrades
- Improve the efficiency and effectiveness of maintenance.
- Achieve appropriate financial savings by efficient procurement, economies of scale, and rationalisation of contracts.

The policy recognises and acknowledges the collaborative management relationships between all Council operational services in regard to the maintenance of Council owned building assets.

## Definition

Maintenance is defined as:

*“the combination of all technical and management actions needed to keep an asset in, or bring it up to, a suitable standard whereby it can perform its intended function at optimal efficiency”.*

This policy will inform the Building Maintenance Plan (BMP) and both the policy and plan support the overall aims of the Corporate Property Strategy which sets out how the council will manage its property assets.

Property is a core resource, and as such it needs to be:

- Fit for purpose – property actively contributing to effective service delivery in terms of location, condition, suitability, accessibility, design and layout;
- Efficient – in the way that property performs and in the way that property is used i.e. flexibly and supporting new ways of working; and
- Sustainable – both in environmental and financial terms so that it supports the work of the authority and its partners.

The condition of all MKC properties will be assessed in detail by means of a condition survey in an approved format at least once every five years. In addition, all properties where the maintenance liability or landlord’s statutory obligation rests with the Council, will be surveyed in accordance with the Risk and Compliance Policy.

Appropriate key performance indicators (KPIs) will be monitored and reported against, in order to assist in the management of maintenance across the property portfolios and form part of the annual service plan for the service area.

## Property and Facilities Team

The Built Assets team within Property and Facilities will:

- Work towards maximising the ratio of planned to reactive works with respect to maintenance works.
- Ensure that the BMP fully supports the Corporate Property Strategy and corporate aims and objectives.
- Consider and include energy saving works in replacement programmes where it is cost effective to do so.
- Increase the number of buildings with a good or satisfactory condition rating.
- Focus maintenance and improvement spends appropriately in line with the priorities of the BMP.
- Put in place measures to ensure all essential statutory maintenance is undertaken correctly.
- Ensure predictable property-related risks are identified and managed for the health and safety of occupants and visitors.

## Standards

Maintenance standards will be established to ensure that property assets are maintained in an appropriate condition to support service delivery. These maintenance standards shall be implemented by the Built Assets team within Property and Facilities, in accordance with the strategy and in line with legislative requirements, best practice within the industry and British Standards Codes of Practice.

The Head of Property and Facilities will develop and articulate the standards to which property assets shall be maintained in order to meet corporate standards consistent throughout MKC in regard to physical condition, functional quality, and efficient operational performance.

These standards and any associated performance indicators shall be part of any arrangements for the implementation of maintenance and will form part of a Service Level Agreement with the service areas.

The following tables provide asset standard ratings that should be used to prioritise works and set maintenance requirements.

<b>Table 1: Property Priority Rating</b>	
<b>1</b>	Core service, critical or high profile asset to be in best possible condition within economic constraints (Civic, Synergy Park, Galley Hill PDC, the Crematorium)
<b>2</b>	Core service, asset to be in good condition operationally and aesthetically (for example, children's services, adult social care, libraries, sport and leisure)
<b>3</b>	Core service, asset to be in reasonable condition to meet operational and statutory requirements (for example, community centres, car parks, allotments, depots)
<b>4</b>	Non-core service, operational property, condition needs to meet minimum operational and statutory requirements (Heritage)
<b>5</b>	Non-core service, non-operational property maintained to meet statutory or lease requirements only. (Commercial, Retail, Industrial, Residential)

Table 2 defines the condition of the building, using data collected on site through Condition Surveys.

<b>Table 2: Condition Rating</b>	
A	<b>Good</b> – Performing as intended and operating efficiently
B	<b>Satisfactory</b> – performing as intended but showing minor deterioration
C	<b>Poor</b> – Showing major defects and/or not operating as intended
D	<b>Bad</b> – Life expired and/or serious risk of imminent failure

All Council owned property which is essential for service delivery will be maintained to Condition B, with the exception of Civic which will be maintained to Condition A.

All buildings where consent from Historic England is required will be maintained to prevent a health & safety, or statutory obligation breach and to ensure that they are weathertight (P1 in table 3). In addition to any initiatives to increase revenue (*e.g.* by change of use) additional works to the building structure or fabric will be the subject of grant funding bids. All works and grant funding bids must have the full support of Strategic Property Board.

Table 3 sets out the degree of urgency and importance of the defect using data collected through condition surveys.

<b>Table 3: Maintenance Priority Rating</b>	
<b>P1</b>	Urgent work that will prevent immediate closure of premises and/or remedy serious breach of legislation and/or high risk to health & safety.
<b>P2</b>	Essential works required within two years that will prevent serious deterioration of fabric or service and/or remedy to minor breach of legislation and /or minor risk to health & safety
<b>P3</b>	Desirable work required within 3 to 5 years that will prevent deterioration of fabric or service and/or address a low risk minor breach of legislation and/or minor risk to health & safety.

## Asset Management Surveys & Records

MKC will maintain a property asset management database. All relevant information will be input to the asset management database to ensure accurate and up to date property asset condition records. This will be coordinated by the Built Assets Lead with input from Property and Facilities colleagues, consultants & contractors.

The condition of all corporate property assets will be assessed in detail by means of a condition survey at least once every five years undertaken by competent and suitably qualified surveyors and engineers in property maintenance. A formal condition assessment report for each property asset surveyed is to be produced in electronic format. Interim condition checks shall be undertaken annually by Property & Facilities.

This structured programme of condition assessment will provide consistent, quantitative and qualitative information relating to asset performance in terms of condition and associated risk allowing adequate information to be gathered for management and planning purposes.

The Estates Lead shall ensure that properties purchased are presented with full condition assessment reports. The Estates Lead will also maintain a list of leased properties where the councils retain some or all repairing obligation so that they can be included in the Condition Surveys and BMP. Additionally, the Estates Lead will ensure that all leased properties are inspected annually and that tenant's alterations and dilapidations will be managed effectively and efficiently.



## Risk Management & Prioritisation

Risks associated with maintenance will be managed in the following order of priority:

1. Maintenance in respect of health and safety issues
  2. Statutory obligations (see Risk Management Policy)
  3. Structural maintenance.
  4. Building fabric maintenance for all assets where the councils are responsible and will be retaining the property.
  5. Maintenance of unoccupied assets, those identified for disposal, or ancillary assets.
- All reactive maintenance works, unless they are of an urgent Health and Safety nature, must be directed through the Facilities Helpdesk.
  - Future planned maintenance will form part of the PMP. Planned maintenance projects will be bundled into programmes of similar projects for procurement via framework arrangements, where applicable, to ensure best value is achieved from the limited resources.
  - Generally, leases should place the liability for repairs and maintenance on the tenant. However, there may be circumstances when this is not appropriate. Maintenance responsibilities must be made clear in all leases.
  - Property & Facilities will undertake rolling programmes of surveys and assessments to identify, quantify and prioritise any risks, or possible risks, to our users and staff, the general public and to our buildings. The survey reports and data obtained will be available for all those who need it in the operation, use and management of our assets.

When disposing of a leasehold building, dilapidations costs will be agreed with the Council in order to take account of returning the asset to the condition specified in the lease agreement. These costs will generally cover two elements; the cost of removing additions such as partition walls, and the cost of any deferred maintenance such as redecorations.

## Revenue Maintenance

### Maintenance Categorisation

Maintenance work will fall in to one of three categories, Planned, Reactive and Term, with the aim being to:

- Ensure the majority of work is undertaken as planned rather than reactive works to meet or exceed the recognised good practice standard ratio of 60:40 planned to reactive.
- Target expenditure towards the highest priority works identified through condition surveys and from client information. Each maintenance request will be scrutinised, assessed, and given a rating based on the property (condition, priority, and reason) to ensure that a consistent approach is applied to all maintenance requests.
- Ensure that all term servicing works are undertaken to comply with statutory requirements for the safe operation of equipment, the safety of occupants, and to achieve optimal running costs.
- Ensure that reactive repairs are completed in accordance with the agreed priority given to the order.
- Ensure that works are undertaken in accordance with the Sustainable Building Policy.
- Ensure that there is clarity between corporate maintenance responsibility and client operational items.

### Planned Works Identification and Delivery (Revenue)

Rolling programmes of surveys and assessments will be undertaken to identify, quantify, and prioritise any risks (or possible risks) to users and staff, the general public and to Council buildings. The survey reports and data obtained will be available for all those who need it in the operation, use and management of our assets.

Planned maintenance projects will be bundled into programmes of similar projects for procurement via framework arrangements, where applicable, to ensure best value is achieved from resources.

## **Reactive Identification and Delivery (Revenue)**

Property & Facilities will receive reactive repair requests from sites and clients. These will be allocated a priority and attendance time in accordance with the type and nature of the request and agreed Service Level Agreements.

## **Term Identification and Delivery (Revenue)**

Property and Facilities will identify the services and equipment at sites and set up the required contracts to facilitate these. The relevant approved contractor(s) will be instructed to undertake the term service within the required time to ensure that the Council's buildings remain compliant and achieve optimal running costs & sustainability targets.

## Capital Works

Works that are considered an 'enhancement' of an asset will be capitalised as defined under 'Capital Accounting Arrangements under Part IV of the Local Government and Housing Act 1989'. An enhancement includes:

- Lengthening substantially the useful life of the asset.
- Increasing substantially the open market value of the asset.
- Increasing substantially the extent to which the asset can or will be used for the purposes of, or in connection with, the functions of the local authority concerned.

Some typical examples of works falling within this definition are: -

- Re-roofing
- Structural works
- Rewiring (complete)
- Boiler replacements
- Central heating provision or replacement
- Window replacement or double glazing (complete)
- External cladding of buildings

The advice of the Finance team shall be sought in clarifying those projects that meet the criteria when developing the planned programmes.

When undertaking capital maintenance the Council will:

- Ensure robust prioritisation is used taking into account corporate priorities, property strategies and the service and corporate management plans.
- Develop strategic maintenance plans to identify programmes of work for the next five years.
- The annual BMP will outline how capital resources will be allocated to reduce the backlog of the highest priority maintenance work.

## Asset Planning

The Building Maintenance Plan will determine the future maintenance needs of the asset base, over the medium to long term. This plan will take into consideration capital and disposal plans and identify the level of funding required annually to meet the maintenance standards established to support effective service delivery.

The plan will incorporate life cycle planning having due regard for the age, condition, value, deferred maintenance and functional quality of the assets, as well as new assets and any emerging issues which may impact on their service potential.

Planning for maintenance shall be undertaken by the Asset Maintenance Manager in conjunction with the Head of Property & Facilities on an annual basis based on information from: -

- The condition survey programme and interim condition checks
- Existing programmes and historical data
- Faults and repairs notified by building users
- Feedback from building surveyors
- Feedback from servicing, repairs and improvements in progress
- Legal requirements e.g. lease or repair covenants
- Review of departmental Service Plans, Council priorities, capital investment, and the Corporate Property Strategy.

Planning horizons shall be on a three year rolling basis with the objective to identify activities for each year in the planning period, for the purpose of developing annual maintenance work programmes and budget allocations. The aim is that plans can be agreed, provisionally, for the three year period to allow medium-term planning appropriate for this business activity.

The plan should detail as a minimum: -

- Planned maintenance priorities
- Term maintenance requirements

- Backlog maintenance priorities
- Major repairs or replacements that may need to be considered for capitalisation
- Recommendations for disposal or upgrading of assets based on life cycle, functional or condition factors.

In order to prepare the BMP so that it may support the Corporate Property Strategy, the capital and revenue resources that will be required should be identified and reported to the Strategic Property Board prior to the commencement of the Financial and Service Planning cycle

## Governance and Procurement

Authority for the improvement, refurbishment and maintenance of the council's non-housing property portfolio rests with the Director Environment and Property but is delegated to the Head of Property and Facilities.

Maintenance services will be procured in accordance with the requirements of the Contract Procedure Rules.

## **Property and Facilities**

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