

Health & Safety Policy

HSP 27

Estates Management

Key Document details:

Author: **David Maine**

Reviewer: **Rachael Lawton**

Date: **May 2018**

Ratified: **July 2019**

Approver: **Nick Capstick**

Version No.: **1.3**

Next review date: **May 2019**

Title:	Estates Management Policy
Author(s):	David Maine
Date:	May 2018
Review date:	May 2019
Application:	This policy applies equally to all The White Horse Federation (TWHF) employees including agency or casual staff. It also applies to all premises where TWHF is either the 'employer' or is in control of the premises.

Definitions	For the purpose of this policy, the following definitions apply;	
	PPM	Preventative Planned Maintenance. Designed to prevent system damage or failure.
	Every education	Web based building management system that allows each site to manage activities (PPM), contracts and issues (reactive).
	Competent Person	A suitably trained and experienced person who has defined responsibilities.
Policy Aims	<p>This document details how The White Horse Federation (TWHF) manages its premises to ensure a structured and planned approach to:</p> <ul style="list-style-type: none"> • Estates Team Structure • Understanding the Estate • Managing the Estate • Maintaining the Estate • Statutory inspection and testing • Health and Safety management • Dealing with emergencies • Procurement • Professional advice • Utilities • Cleaning <p>Under the terms of the land lease with the local authorities and the funding agreement with the DFE, TWHF retain responsibility to ensure the buildings are safe, maintained and comply with statutory tests.</p>	
Policy	<p>TWHF is committed to ensuring, so far as is reasonably practicable, the health, safety and welfare of all its employees, and any other class of person who may work on, visit, or use its premises, or who may be affected by its activities or services.</p> <p>TWHF takes its estates management seriously. For that reason this Policy has been formulated to help the organisation comply with its legal obligations.</p>	
Risk	Unexpected system or building failure caused by a lack of effective or programmed premises management.	
Responsibility	The Chief Executive Officer (CEO) is considered to be the duty holder. The duty to manage the estate within TWHF has been delegated by the CEO to the Director of Estates. This responsibility is discharged primarily at the line management/operational level.	

<p>1.</p>	<p>Estates Team Structure</p> <p>The Director of Estates has delegate responsibility for all TWHF premises and will ensure that a corporate approach to premises management is utilized to ensure maximum efficiency.</p> <p>As TWHF grows the Estates Team will be managed in regional hubs of approximately 10 schools. Each hub will have a Regional Estates Manager who will co-ordinate the activities within the assigned hub, and line manage the site teams within that hub.</p> <p>Each site will have a defined Site Manager who is responsible to the day to day management of the site and will act as the “competent person”. The Site Manager will retain the local level responsibility for managing the premises ensuring that:</p> <ul style="list-style-type: none"> • All compliance testing and inspections are carried out and recorded in site files and on the web based property management system – Every.education. • Site based repairs and maintenance are carried out to a high standard to ensure a well maintained effective site. • The site is safe a clean ready for the start of each day. • Contractors are effectively managed when on site. • Site vehicles are clean and maintained ready for use. <p>Uniform and PPE will be supplied to all site team staff.</p>
<p>2.</p>	<p>Understanding the Estate – Condition survey programme</p> <p>A good understanding of our estate will help us to make clear decisions regarding ongoing repairs and maintenance activities, capital spending and wider property issues. An understanding of good practice in managing buildings and planning for the future will avoid unnecessary investment, ensure the best use and maintenance of facilities over the long term and provide better value for money.</p> <p>Our schools occupy buildings of different ages and construction types which have different requirements and challenges for undertaking maintenance and repairs. The identification of future maintenance needs and projects relies on the quality of information.</p> <p>TWHF undertakes regular condition surveys of the estate, using suitably qualified professionals on an appropriate basis. This enables us to prioritise the delivery of works within available funds and prepare a maintenance programme which considers potential future capital investment.</p>
<p>3.</p>	<p>Managing the Estate</p> <p>Effective and well planned estate management should lead to safe and well maintained school premises that provide appropriate teaching facilities, and a positive pupil experience. There are three key approaches that combine to provide a present and future understanding of the school estate:</p> <ul style="list-style-type: none"> • Day-to-day management – delivery of ongoing services and maintenance requirements to ensure that buildings operate as intended and support the continued delivery of education. • Annual plan – producing an annual plan will help us manage and deliver the maintenance works and improvements that have been highlighted in the long term plan. • Long term planning – where we consider future maintenance needs, projects and funding priorities for our buildings over 3-5 years or longer.

	<p>Prioritisation</p> <p>The annual and long term plan should set out works in a sequential order over the course of the coming years. The order of works in the plan is usually prioritised and this process should take account of:</p> <ul style="list-style-type: none"> • Information on condition • Risk assessment, including the consequences of not addressing the need • Available resources <p>In many cases the needs identified will be in excess of the resources available and choices will need to be made to prioritise projects. As well as budget availability, the factors that determine this choice will include:</p> <ul style="list-style-type: none"> • The level of urgency • Legal requirements including health and safety considerations • The consequences of not undertaking the works • The impact on the provision of education for the duration of the work • Planning constraints <p>Budgeting</p> <p>Each site will have an allocated repairs and maintenance budget to cover minor works, day to day repairs and annual redecoration programme. Larger refurbishment projects will be managed from a central revenue budget based on the assessment criteria list above.</p> <p>Major projects will be managed from School Conditional Allocation budget based on the assessment criteria above.</p> <p>All premises budgets will be managed by the Estates Team to ensure multi-site efficiencies can be achieved.</p>
4.	<p>Maintaining the Estate – Legal compliance and statutory inspections</p> <p>Health and safety law and maintenance</p> <p>The Health and Safety at Work etc. Act 1974 (HSWA), places overall responsibility for health and safety with the employer. Self-employed people and employees also have duties. The HSWA sets out the broad principles for managing health and safety in most workplaces including schools, requiring employers to:</p> <ul style="list-style-type: none"> • Ensure, so far as reasonably practicable, the health, safety and welfare of employees • Conduct their undertaking in a way that does not expose non-employees to risks to their health and safety • <p>Maintenance plays an important part in complying with health and safety law. The duties include:</p> <ul style="list-style-type: none"> • Safe provision and maintenance of plant and systems of work associated with them • Provision of information, instruction, training and supervision to ensure the health and safety at work of employees

- Maintenance of a safe place of work including access, egress and a safe working environment

HSWA duties cannot be delegated and overall accountability sits with the CEO. In our schools, health and safety responsibilities are delegated to the Principal for school operation, and Site Manager for premises health and safety.

The Management of Health and Safety

The general duties imposed by the HSWA are supported by the Management of Health and Safety at Work Regulations 1999 (MHSWR). These require employers to appoint one or more competent persons to assist in undertaking the measures necessary for compliance with the requirements and prohibitions imposed by relevant legislation. There is a preference in the regulations for employers to appoint a competent person who is in their employment over one who is not.

There are three main areas in terms of what constitutes a competent person:

- Core knowledge of the subject
- Experience to apply that knowledge correctly
- Personal qualities needed to undertake functions effectively

Arrangements must be made to ensure that this level of competence is retained e.g. through regular training.

MHSWR requires employers to manage health and safety by making suitable and sufficient assessments of risk, recording the significant findings and implementing appropriate preventive and protective measures.

Employers also have a duty to ensure that appropriate arrangements are in place to monitor and review any preventative and protective measures that have been implemented.

Other legislation and codes of practice

In addition to the HSWA and MHSWR, there are other pieces of legislation to be considered, e.g. asbestos, Legionella and work with electricity, as well as Approved Codes of Practice (ACOPs) and Health and Safety Executive (HSE) guidance documents and other standards. These are covered in more detail in the relevant Health and Safety Policies.

Leasehold premises

Occupation of leased premises may place additional obligations on the lessee to maintain the premises they occupy. These obligations and responsibilities will be set out in the lease, which may also set out obligations for maintenance which remain the responsibility of the landlord. The terms of a lease do not absolve the lessee of any duties they may have as an employer under health and safety legislation or as an occupier of premises.

Planned Preventive Maintenance

Maintenance includes performing routine actions, known as Planned Preventive Maintenance (PPM) which aim to prevent issues from arising. PPM can be defined as works of a routine nature where

annual costs can realistically be estimated and forecast. Both building equipment and fabric can be maintained to a planned regime, without waiting for failure or damage to occur.

All schools are different and some maintenance items may not exist within the every school (e.g. a primary school is unlikely to have fume cupboards or technical workshops). Each school will therefore have its own bespoke PPM schedule and will retain copies of inspection or service certificates in the Premises File(s). See *Appendix HSF27.1 & HSF27.2* for a detailed but not exhaustive list of inspections.

Note – Specific inspections such as fire, asbestos & legionella shall be retained in the specific file.

Statutory examination and inspection, testing and maintenance

Some inspections and specified intervals are defined in legislation and failure to comply with the legal requirements could lead to enforcement action, including prosecution. THWF will ensure that arrangements are in place for maintenance and testing of plant and equipment to be undertaken at appropriate intervals.

Each Site Manager will maintain records and details (including relevant paperwork and certificates) of all statutory testing undertaken, and ensure that all requirements and recommendations highlighted in inspection reports and/or certificates have been reviewed and acted on accordingly. This is a legal requirement. For audit purposes schools are advised to keep records including dates when works have been carried out and, where appropriate, details of the person/company who undertook them and their qualifications/certifications. These will all be kept under the relevant heading in the Premises File(s).

All PPM will be programmed as planned activities within the Every.education building management system and signed off once complete by the Site Manager.

THWF will engage with suitably qualified contractors to undertake annual service level agreements for all PPM where a contractor is required. THWF will consolidate multisite contracts under one contractor, or into regional hub contracts where reasonably practicable, to reduce contractor management, drive down cost and ensure good service.

In schools that are subject to a Private Finance Initiative (PFI) arrangement, the PFI provider will normally have contractual responsibility for repairs and maintenance including statutory inspection and testing.

For any work undertaken on our sites, TWHF has a duty to provide contractors with relevant information, for example the asbestos register, to enable work to be undertaken safely and without risks to their health or to the health and safety of others.

Shared premises

Regulation 11 of the MHSWR 1999 places a duty of cooperation and coordination on employers sharing a workplace.

Where a building is occupied by more than one user it is important that the results of any risk assessments should be shared with other occupiers of the premises where relevant. It may be appropriate for users to carry out joint assessments of risk.

	<p>Site security and safeguarding</p> <p>In all schools staff and pupils need to be able to work and learn in a safe and secure environment. A balanced overview of all risks can be obtained by carrying out a security survey and risk assessment, which should include the environmental and building factors which contribute to school security. The maintenance and inspection activities described in this document must cover any security arrangements, including as appropriate to the school:</p> <ul style="list-style-type: none"> • Perimeter fencing • Security lighting • Alarm systems • CCTV • Access control <p>See HSP 26 Security Policy for further details.</p>
5.	<p>Dealing with emergencies</p> <p>Effective planning and preventative maintenance regimes will minimise the risk of emergency situations affecting school premises. An appropriate approach to undertaking surveys or inspections and regular maintenance should identify issues that need to be addressed, such as structural defects or significantly deteriorating condition before they cause an emergency situation.</p> <p>Very occasionally, unforeseen circumstances arise that result in severe damage or disruption to school premises. Examples include extreme weather conditions; vandalism, and accidents that are outside of the control of the school. Where such circumstances jeopardise or prevent the continuation of education, or present a risk to the safety or security of staff and pupils, schools should take the following steps:</p> <ul style="list-style-type: none"> • Take immediate action to ensure the safety and security of pupils and staff • Utilise the Fire Evacuation Plan if required to quickly clear the building • Utilise the emergency services if required and inform the CEO and The Director of Estates • Where necessary, make alternative arrangements for education to continue as soon as possible following the incident, and invoke emergency and business recovery plans • The Director of Estates will seek professional advice as necessary on immediate and longer term action required to repair the affected area • Consider the legislative and procedural requirements if specific hazards are involved e.g. asbestos, legionella <p>Where the cost of repairs and recovery are significant, THWF should consider the use of existing capital funds, any reserves, and reimbursement through their insurance cover. In exceptional circumstances TWHF may apply to EFA for emergency funding.</p> <p>In situations that lead to all or part of the school being closed, it is important to consider the communication of the situation to parents and carers. This should be appropriate to the type and extent of the emergency and must be approved by the CEO.</p> <p>All media requests must be directed to the CEO or Central WHF.</p> <p>Identification and mitigation of the risks of emergency scenarios affecting school premises should be included in the school's risk management arrangements.</p>

<p>6.</p>	<p>Procurement</p> <p>Academies must comply with the arrangements for procurement described in the Academies Financial Handbook 2015.</p> <p>There are a number of procurement frameworks that may be available for use by schools. Procurement frameworks will already have been through a process to establish a base for a competition among approved contractors. The contractors will already have proved their ability to meet certain elements e.g. minimum quality standards, specifications, compliance, health and safety competency at organisation level.</p> <p>Were possible TWHF will procure services and contractors through multi-site or regional hub agreements. This enables the best possible value in terms of cost, service, and reduces contractor administration. By working with core suppliers across multiple schools, TWHF is able to develop long term partnerships which enable preferred service level standards.</p> <p>Contractor selection and management is covered in HSF 22 Contractors.</p>
<p>7.</p>	<p>Professional Advice</p> <p>Larger or more complex projects may require the input of a specialist consultant to ensure we comply with the Construction Design and Management Regulations 2015.</p> <p>Examples of when this advice may be required include:</p> <ul style="list-style-type: none"> • Major maintenance projects such as a capital repair/replacement • Independent assessment of repair/replacement works recommended by maintenance contractors • Independent audit of maintenance contractor performance • Advice where concerns are expressed on the safety of systems or the condition of fabric or services. This may include structural concerns such as cracking in walls etc. • Assistance in fulfilling the client duties under the Construction (Design and Management) Regulations 2015 where they apply. Summary of duties under Construction (Design and Management) Regulations 2015 (CDM 2015) provides further guidance • Budgeting, bidding for funds and procurement of maintenance or works contracts • Project and/or contract management services
<p>8.</p>	<p>Utilities</p> <p>The Director of Estates will manage utilities taking advice from specialist energy consultants. A corporate procurement approach will enable all contracts to be aligned into multi-site baskets. These will be re-tendered regularly to ensure the best possible contracts across all schools.</p> <p>Carbon reduction schemes and renewable or green energy programmes will be developed to reduce cost, carbon emissions and enable environmental learning within our schools.</p>
<p>9.</p>	<p>Cleaning</p> <p>Cleaning will be managed locally although the Director of Estates will ensure that a standardised approach to specification and scheduling is employed across all schools. Regular cleaning audits will identify any areas for improvement.</p>

	Where possible, cleaning products and equipment will be procured through a single supplier. This will enable best value in terms of overall cost, and reduce management time through single suppliers of chemicals etc.
10	<p>Limitations of this Policy</p> <p>The policy cannot anticipate all eventualities; therefore professional judgement should be used to identify the appropriate course of action needed to protect those who are vulnerable and/or at risk. This judgement should derive from multi-disciplinary team discussion rather than any one individual where possible.</p>
11	<p>Appendices</p> <ol style="list-style-type: none"> 1. HSF27.1 Premises File One Index 2. HSF27.2 Premises File Two Index

