

## Property & Facilities Management 11/12 Performance Report



### 01. Summary of the major successes

#### 11/12

1. 735 houses have now been completed and handed over to Housing as part of Phase 1 of the Capital Plan new Build Programme.
2. Mobile Working technology has been introduced successfully to all reactive trades in Property Maintenance, creating customer appointments, reducing travel time and improving efficiencies.
3. Craft Pay negotiations completed successfully with salaries implemented in March 2012.
4. Janitorial and Cleaning Services have been amalgamated to create Facilities Services including a full service review and restructure.
5. Sport and Leisure management restructure and service review has achieved targeted savings and increased turnover to record levels.
6. Lasswade High School replacement contract was awarded on time and within budget, including significant community leisure facilities.
7. Asset Management Rationalisation options have been approved by Business Transformation Steering Group followed by a depot partnership options seminar in March 2012.
8. Major gas infrastructure works to Pathhead and surrounding villages have been installed through funding from Scottish Government.
9. School meal uptake has improved annually by 5% in Primary and 8% in High Schools.

### 02. Summary of the major challenges and actions to address them

#### 11/12



- 1. Challenge:** Housing Phase 2 project appraisals, layouts consents and construction to be procured to meet Housing's needs.  
**Action:** Work with Housing to produce a sub group report for June 2012.
- 2. Challenge:** Implementation of Asset Management Rationalisation in line with Option Appraisals and EWiM strategy including building closures and staff relocations with minimal service disruption.  
**Action:** Continued dialogue with other service, IT, Planning and HR to ensure successful project management and delivery of Council's preferred rationalisation option.
- 3. Challenge:** Continued improvement and review of Sport & Leisure business performance, including the Snowsports Centre, against a demanding financial backdrop.  
**Action:** Further review and monitoring of all business indicators, improved marketing and new ideas forums with all levels of staff involved.
- 4. Challenge:** Implementation of work programmes identified from the Housing Stock Condition Surveys to meet the Scottish Housing Quality Standard by 2015.  
**Action:** The initial programme of work with staff with the bathroom replacement programme in May 2012.
- 5. Challenge:** Gain agreement with trade unions and staff on cross skilling of Facilities Assistants (cleaners).  
**Action:** Ongoing meeting with trade unions, staff and HR.
- 6. Challenge:** Maintaining the uptake of School Meals in High Schools within a competitive market.  
**Action:** Action plan produced as a result of pupil survey and Midlothian Excellence Framework.
- 7. Challenge:** Review of casual workers terms and conditions in conjunction with Human Resources.  
**Action:** Ongoing discussions with staff representatives and trade unions to review service provider contacts and to ensure continued service delivery.
- 8. Challenge:** The ongoing maintenance of ageing property assets and mechanical and electrical systems.  
**Action:** Continues until a full asset management plan for the Council's estate is approved and implemented.
- 9. Challenge:** The implementation of mobile working to planned works sections within the service.  
**Action:** The project team are carrying out a review of Voids Team, Paint Team and Project Team to move them to mobile working in 2012/13.

### 03. Budget position and impact of efficiencies





**11/12:** Rigorous budget monitoring continues across the service area.

# Property & Facilities Management PI summary 11/12



## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	% of feedback complaints completed within 10 working days	77.9 8%	74.1 9%	57.1 4%	89.6 6%	80.8 5%	80%		<b>11/12: Off Target:</b> 38 out of 47 complaints dealt with within 10 days. Reports to be produced to enable monitoring of feedback by Heads of Service		100 %	Cumulative number of complaints received	47
												Cumulative number completed within 10 days	38

## 01.2 Making the Best Use of our Resources

Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 12.6 26	£ 13.2 08	£ 13.1 63 m	£ 13.3 55 m				<b>2011/12:</b> Final Outturn figures will be available late-May/early-June and will be reported to Council in June.		£ 13.2 64 m		
04. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	9.79	1.88	3.69	6.25	9.01	9.01		<b>11/12: Off Target</b>		9	Number of days lost (cumulative)	5,208.6 5
												Average number of FTE in service (year to date)	578.19

## 01.3 Corporate Health

Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
05. Complete all divisional priorities	% of service & corporate priority sub-actions on target / completed, of the total number	75%	100 %	100 %	100 %	71.4 3%	71.4 3%		<b>11/12: Off Target</b>		90%	Number of service & corporate priority actions	7
												Number of service & corporate priority actions on tgt/completed	5

06. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	88.49%	83.44%	82.43%	78.59%	78.67%	78.67%		<b>11/12: Off Target:</b> More robust management of invoice payments being undertaken		85%	Number received (cumulative)	11,375
												Number paid within 30 days (cumulative)	8,949
08. Improve PI performance	% of PIs that are on target/ have reached their target.		85%	85.19%	100%	94.74%			<b>11/12: Target Achieved</b>		90%	Number on tgt/ tgt achieved	18
												Number of PI's	19
09. Control risk	% of high risks that have been reviewed in the last quarter	100%	N/A	N/A	100%	100%			<b>11/12: Target Achieved.</b> High Risks have been reviewed		100%	Number of high risks reviewed in the last quarter	1
												Number of high risks	1

#### 01.4 Improving for the Future


Priority	Indicator	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
11. Fully implement the Competency Framework	% of employees who have had a PDP within the last year (excluding employees who have been employed for less than 3 months)			N/A	N/A				<b>11/12:</b> Competency outputs will be available after 1st June 2012.		100%	Number who have had a PDP	
												Number of employees (Excl employed for less than 3 months)	
10. Implement improvement plans	% of internal/external audit/BVR actions on target/ completed, of the total.	100%	N/A	100%	N/A	100%	100%		<b>11/12: Target Achieved.</b>		90%	Number of on tgt/ completed actions	5
												Number of outstanding actions	5

## Property & Facilities Management 11/12 action report






### 03. Corporate & Service Priorities Corporate Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
MC.1112.C-1a.1	C-1a. Provide quality, affordable housing including increasing homelessness accommodation	Deliver the Capital Plan new build programme	31-Mar-2012		100 %	<b>11/12: Complete:</b> Target for 2011/12 of 167 houses achieved. Development currently being undertaken at 3 locations in Woodburn (105), Gorebridge (48) and Hopefield Design & Build (53).  Hopefield Primary School - currently on programme for completion in summer of 2012.
MC.1112.C-1a.2	C-1a. Provide quality, affordable housing including increasing homelessness accommodation	Undertake programme of work to upgrade Council Houses to the Scottish Housing Quality Standard by 2015.	31-Mar-2012		100 %	<b>11/12: Complete:</b> Existing programmes of Kitchen Replacements, Heating Upgrades and Roughcasting are ongoing. Stock condition survey 100% complete. Further programmes have been identified from the database. Report submitted and council approval given to take works forward including a full stock bathroom refurbishment. Works started February 2012. Change of heating systems to Pathhead completed. This priority is ongoing and will be reported as a corporate priority again in 2012/13.
MC.1112.C-1e.4	C-1e. Provide suitable infrastructure for the efficient and effective delivery of services to meet the full range of community needs.	Award contract for replacement Lasswade High School and commence construction.	31-Aug-2011		100 %	<b>Q2 11/12: Complete.</b>

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
MC.1112.C-1e.5	C-1e. Provide suitable infrastructure for the efficient and effective delivery of services to meet the full range of community needs.	Lasswade High School procurement of statutory consents and site start up	31-Mar-2012		100 %	<b>11/12: Complete:</b> Building Control continue to issue comments in line with site programme/requirements.

### 03. Corporate & Service Priorities

#### Service Priorities



Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.1112.S-04.1	04. Ensure buildings fit for purpose	Replacement of drainage system - Stobhill Depot	31-Mar-2012		75 %	<b>11/12: Off Target:</b> Drainage works not due for completion until summer 2012. The potential of a new depot through Effective Working in Midlothian (EWiM) may deem this work unnecessary.
PFM.1112.S-04.2	04. Ensure buildings fit for purpose	Undertake health and safety improvements to Stobhill depot in line with 2011/12 Councillors approval and prioritised funding	31-Mar-2012		75 %	<b>11/12: Off Target:</b> Current works programme has been delayed due to the potential of a new depot and an HSE visit. Recommendations made by HSE have required the works programme and depot layout to be revised to allow Waste vehicles to park in current staff carpark area.
PFM.1112.S-05.1	05. Home improvements	Installation of gas infrastructure to Pathhead	30-Sep-2011		100 %	<b>Q3 11/12 Complete:</b> Gas main infrastructure 100% complete. Individual supplies to Council properties 100% complete

## Property & Facilities Management 11/12 PI Report





### 03. Corporate & Service Priorities Corporate Priorities











PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
MC.1112. C-1a.1a	C-1a. Provide quality, affordable housing including increasing homelessness accommodation	Number of new build houses delivered as part of the Capital Plan new build programme	106	48	82	143	184	184			<b>11/12: Target Achieved</b>	167	N/a	NO7, NO10
MC.1112. C-4a.3	C-4a. Reduce the environmental impact of waste	Carbon emission saving achieved as specified in carbon management plan (Target is 15% reduction over 5 years)	544	14.48	-50.47	338.06	423	423			<b>11/12: Target Achieved:</b> Emissions for last year were reduced by 423 tonnes on the previous year. We currently have an average 4.5% per annum reduction over the past four years and remain on target.	200	Benchmarked internally against target 07/08 18473 tonnes - Q3 10/11 15558 tonnes	

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
SPI-15.6	C-1a. Provide quality, affordable housing including increasing homelessness accommodation	The % of the Councils housing stock meeting the Scottish Housing Quality Standard criteria	62.5%	62.5%	76.0%	76.4%	78.5%	78.5%			<b>11/12: Target Achieved.</b>	75.0%	10/11 Scottish average 53.6%	







### 03. Corporate & Service Priorities

#### Service Priorities










PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
PFM.1112. S-01.1	01. Improve void house renovation	Percentage of void properties completed to client satisfaction			N/A	N/A	N/A	0%			<b>11/12: Off Target:</b> Satisfaction Surveys not being carried out when property is let by Housing Services. Meeting held with Head of Housing to agree the reintroduction of post let surveys by his service. Surveys underway but no property maintenance involvement in suite of questions	90%		

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
PFM.1112. S-01.1a	01. Improve void house renovation	Improve percentage of properties achieving turnaround time less than 20 days	84.55%	94.4%	85.82%	70.37%	62.75%	62.75%			<b>11/12: Off Target :</b> Based on 469 properties (includes survey and maintenance works). Average number of days over the period of 2011/12 is 17. Trend is continuing to be off target due to the large number of properties being returned by tenants in an unacceptable state requiring excessive remedial works. This is being addressed in conjunction with Housing through pre-inspections by the Housing Officers.	85%	Benchmark against target	
PFM.1112. S-02.1	02. Improve health and wellbeing	% uptake of Primary School meals - aim to maintain at 08/09 level	58.2%	58.34%	45.84%	59.76%	65%	65%			<b>11/12 Target Achieved.</b>	59%	43.36% - Average per family group 2008/09 (APSE)	
PFM.1112. S-02.2	02. Improve health and wellbeing	% uptake of High School meals - aim to maintain at 08/09 level	45.7%	39.5%	32.85%	49.74%	48.7%	48.7%			<b>11/12: Target Achieved.</b>	48%	43.36% - Average per family group 2008/09 (APSE)	
PFM.1112. S-02.3	02. Improve health and wellbeing	% uptake of free Primary school meals (of those entitled)	95.5%	N/A	88.3%	92.2%	92.8%	92.8%			<b>11/12: Target Achieved.</b>	90%	Scottish Average is 87.6%	
PFM.1112. S-02.4	02. Improve health and wellbeing	% uptake of free High school meals (of those entitled)	48%	N/A	73%	59.6%	51.5%	51.5%			<b>11/12: Target Achieved.</b>	50%	Scottish Average is 69.9%	













PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
PFM.1112. S-03.1	03. Maintain the current proportion of Energy Procured from Renewable Sources	50% of electricity generated in Scotland to come from renewable sources by 2020 (interim target of 31% by 2011)	68%	68%	68%	68%	68%	68%			<b>11/12: Target Achieved:</b> Council currently purchases target amount of green energy	68%	benchmarked against target - Statutory compliance of minimum of 50%	
PFM.1112. S-06.1	06. Provide Sport & Leisure on a more commercial basis	Reduction in Financial Operating Cost of Sport & Leisure			N/A	£122,000.00	£260,062.00	£260,062.00			<b>11/12: On Target:</b> The general trend would suggest that we are on target. Staff savings this year total using figures to period 12 as period 13 year end figures are not available yet show: Employee save against last years total was £120,786; income increased against last years total was £139,276 total £260,062	£271,000.00	N/A	
PFM.1112. S-07.1	Develop facility management services	Reduction in financial operating costs of janitorial and cleaning services			N/A	N/A	N/A	N/A			<b>11/12:</b> Longer recruitment period for the appointment of Facilities Supervisors resulted in additional costs but overall target is anticipated as achievable. Year end figures not yet available to confirm whether target met or not.	£61,000.00	N/A	









05. Key Performance Indicators  
LPIs

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
CR.HL.02 a		Tone zone retention rate	48%	51%	48%	49.6%	50.03%	50.3%			<b>11/12 Target Achieved:</b> Retention figures for quarter 4 show 50.03% this is an increase on the average for last quarter of 0.43%. Overall Tonezone membership figures for the year have improved	50%	No accepted industry standard.	
CR.HL.03 a		Quest scores in registered leisure centres	79%	75%	78%	78%	79%	79%			<b>11/12: Target Achieved:</b> Mayfield Leisure Centre received an 10 year recognition award in quarter 4.	78%	National Quest accreditation requires minimum 60% score	
PFM.LPI.0 1		Cost per square metre cleaned (annual)	£9.84	N/A	N/A	N/A	N/A	£7.72			<b>11/12: Target Achieved:</b> these are annual next results due in Q3 2012/13	£10.00	£9.23 - Average per family group 2008/09 (APSE)	
PFM.LPI.0 2		Total square metres cleaned per hour (annual)	0.96	N/A	N/A	N/A	N/A				<b>11/12</b> APSE results not yet received.	0.95	0.92 - Average per family group 2008/09 (APSE)	
PFM.LPI.0 3		Monthly number of meals prepared/monthly labour hours across production and dining centres.	7.83	7.58	6.89	8.83	8.83	8.83			<b>11/12 Target Achieved:</b> Productivity in meals produced per hour remains above the APSE average and we are for the year at 8.42	8.2	8.37- Average per family group 2008/09 (APSE)	

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
PFM.LPI.0 4		Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	62.7%	N/A	63.6%	N/A	N/A	63.6%	✓	↑	<b>11/12: Target Achieved:</b> Census results published by Scottish Government in Q1 12/13.	61%	Scottish Government Annual Survey of School Meals 2009 51.9%	
PFM.LPI.0 5		Achieve greater than the Scottish average in the annual school meal census (High Schools)	51.9%	N/A	57.8%	N/A	N/A	57.8%	✓	↑	<b>11/12: Target Achieved:</b> Census results will be published by Scottish Government in Q1 12/13	56%	Scottish Government Annual Survey of School Meals 2009 57.8%	
PFM.LPI.0 7		Number of upgrades to central heating systems	493	130	284	340	381	381	✓	↓	<b>11/12: Target Achieved:</b> 381 installations completed to the end of Q4. 99.14% satisfaction.	375	n/a internal programme of works - benchmark against target	
PFM.LPI.0 8		Progress kitchen replacement programme	1,133	201	388	590	742	742	✓	↓	<b>11/12: Target Achieved:</b> 742 installations completed to end of Q4. 99.74 % satisfaction.	730	n/a internal programme of works - benchmark against target	

05. Key Performance Indicators  
SPIs

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
SPI-03		% of council buildings in which all public areas are suitable for and accessible to disabled people	78.9%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	81%			<b>11/12: Target Achieved</b>	81%	2010/11 Scottish Average 60.5%	
SPI-10.1		Number of attendances per 1,000 population to all pools	3,126	690	1,470	2,170	3,260	3,260			<b>11/12 : Target Achieved:</b> Wet side user figures for year were 264,555. User figures for pools are up 11,929 on last year .	2,900	10/11 Scottish average 3320	09/10-NO6
SPI-10.2		Number of attendances per 1,000 population for indoor sports and leisure facilities	7,793	1,940	3,840	5,620	8,431	8,431			<b>11/12 : Target Achieved:</b> Dryside user figures for year 684,102. User numbers were up 54,370 on last year	7,500	10/11 Scottish average 5431	09/10-NO6
SPI-14		% of housing response repairs completed within target	86.11%	N/A	N/A	N/A	N/A	N/A			<b>11/12:</b> Data not yet available - SPI calculation will be reported in Q2	88%	10/11 Scottish average 93.3%	
SPI-15.1		The % of the Councils housing stock meeting the 'Tolerable Standard' Scottish Housing Quality Standard criteria	100%	N/A	100%	100%	100%	100%			<b>10/11: Target Achieved:</b> As of 31 March 2012 - 100% of properties meet the tolerable standard as defined by the SHQS.	100%	10/11 Scottish average 99.7%	

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
SPI-15.2		The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	98.3%	N/A	100.0%	100.0%	98.5%	98.5%			<b>11/12: On Target:</b> 98.5% of Midlothian Council houses are free from serious disrepair.	98.3%	10/11 Scottish average 91.8%	
SPI-15.3		The % of the Councils housing stock meeting the 'Energy efficient' Scottish Housing Quality Standard criteria	83.9%	N/A	93.0%	93.0%	93.0%	93.0%			<b>11/12: Target Achieved:</b> 93.0% of Midlothian Council houses are energy efficient.	85.0%	10/11 Scottish average 74.9%	
SPI-15.4		The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	77.9%	N/A	87.0%	87.5%	90.1%	90.1%			<b>11/12: Target Achieved:</b> 90.1% of Midlothian Council houses have modern facilities.	79.0%	10/11 Scottish average 82.1%	
SPI-15.5		The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	93.9%	N/A	93.0%	93.0%	90.1%	90.1%			<b>11/12: Off Target:</b> 90.1% of Midlothian Council houses are healthy safe and secure. Work streams have been identified to bring Midlothian council houses up to 100% compliant by 2015	95.0%	10/11 Scottish average 93.9%	

