

Property and Facilities Management Performance Report 2019/20



01. Progress in delivery of strategic outcomes

Place is where people, location and resources combine to create a sense of identity and purpose, and are at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them.

A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive growth and create more successful places.

A collaborative, place based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.

During 19/20, Property and Facilities Management continued to deliver major projects, transforming service delivery and exploring alternative delivery models. These, supported by:

- . Medium Term Financial Strategy/Change and Transformation Programme
- . The Council's Financial Strategy
- . The Council's Capital Strategy (Including Housing Revenue account)
- . The Learning Estate Strategy

Midlothian Council is addressing the demographic growth and the future demands of a growing and ageing population by maximising its use of assets, whilst changing service design and delivery through a Transformational approach, where we become more efficient and at the same time deliver changes to improve the way we work, the services we deliver and the quality of life experienced by local people.

These changes are evidenced in the delivery of new affordable homes, new schools, improved positive destinations for school leavers and major projects and partnerships with Third Parties to maximise returns from our land and property portfolio.

The focus for Property and Facilities Management has been to address the above through:

- . Maximising the utilisation of the Council's property and land portfolio including progressing sites for the building of additional Social Housing.
- . Rationalisation of the Council office and depot estate to a modern fit for purpose portfolio operating from the minimum number of buildings utilising flexible ways of working whilst retaining a customer focus.
- . Deliver a learning estate programme to deliver Education's vision of centres of excellence and a world class status for facilities which support and enhance this aim.
- . Move towards an asset management plan identifying planned preventative maintenance regimes for properties similar to those operated in our PPP contracts.
- . Review Building Facility Management Services including the development of Integrated Facilities.
- . Introduce renewable sources of energy production to reduce utility costs and the carbon tax including utilising available energy for district heating.
- . Optimise the use of Property assets including industrial estates.

- . Seek commercial opportunities and trading with a wide range of organisations including private and public sector partners.
- . Explore opportunities for partnering arrangements with public and private sector organisations.
- . Deliver and promote healthy nutrition and expand non-core catering services.
- . Redesign service level agreements between facilities services and their clients to ensure service needs are maintained but at a realistic and efficient level including sharing janitorial services between Primary School clusters.
- . Review management services with a view to amalgamation where similar disciplines cover a range of functions.

Towards the end of Quarter 4 of 19/20, focus for services was placed on the response to COVID 19 which resulted in transforming the way we work in order to provide essential services. Going into 20/21 services within Place will continue to align priorities with those set out in the Covid recovery plan, ensuring we support recovery whilst retaining the elements of best transformation and making those changes permanent to the way we deliver council services.

The following successes were achieved by the services:

Sport and Leisure

This year Sport and Leisure directed more of their programmes online, namely Active schools, making it easier for parents to join/pay and also reducing a lot of the paperwork previously involved.

In support of the Council's Digital strategy, that our digital services will be designed around the customer, the Leisure Management System (Legend) went live with online booking services at the start of 19/20. Since the shutdown of Leisure centres this March due to COVID 19, Legend have only been taking 50% of the full fees for the system, therefore upgrades are being worked on to enhance the online experience for customers making it easier to join online.

Work started on the new Funslope at Hillend Snowsport centre and will be completed during quarter two 2020 – 2021.

The first ever Regional Walking Netball tournament took place. Seven teams took part and the Midlothian Hotshots team came up tops winning tickets to the first Sirens netball game in Glasgow.

Active Schools in partnership with Cheer Evolution launched a new cheerleading club at Lasswade Primary School. Due to popular demand, Active Schools have added a new P1-3 Cheerleading Club.

Active Schools worked with Yoga partners to offer Children & Family Yoga Sessions running two sessions a week the yoga delivered helps children with coordination, agility, injury and prevention. Research has shown that children who practice yoga can:- Perform better at school, Be more calm in class, Improve concentration levels, Be more compassionate and caring with peers and help improve sleep patterns.

GP practices in Midlothian agreed to come on board with a new scheme to recommend Ageing Well activities to patients who would benefit from getting more active and meeting new people. The fit-scription pads are available in all GP practices now with details of all Ageing Well walking groups and contact details to find out more about Ageing Wells other activities.

Loanhead, the home of Sport and leisure Ageing Well walking football in Midlothian, held its seventh annual Player of the Year award at Loanhead Miners Club.

Management of changes within Midlothian Active Choices programme personnel and practices has led to drastically reduced waiting times for our customers, from average of 4 months to average 2 weeks.

This year, there has been an increase in the number of schools within Midlothian receiving Gold school sport award and schools gaining successful revalidation.

This year saw the introduction of Midlothian Young People Sport Panel who are working on projects (eg. Kit for All, Fit for girls, Social Media) in line with aims of the National YPSP and Midlothian Physical Activity, Sport & Health Strategy.

Active Schools Coordinators have been developing and strengthening links with Scottish Disability Sport through primary school Boccia delivery, and secondary school leadership opportunities.

The Walk The Line Event took place in September 2019 with 3, 5 and 8 mile walks. Over 150 people took part in the Walk the Line event and 23 volunteers.

Paths for All have granted a total of £24,348.78 from two funds (Walk for Health and Smarter Choices, Smarter Places funds) in order to recruit a 0.7FTE walk coordinator to continue to deliver and grow the health walk element of the Ageing Well project while also developing new walking groups for the frail elderly members of the community, people with or at risk of developing diabetes and an active travel initiative for young people's sport and activity clubs.

Sport and Leisure's ninth annual Senior Olympics took place on the 2nd and 4th July with fifteen teams in total taking part. The competitors all received medals on the day. The winning teams were. Highbank Heroes and runners up Archview Athletes in the care homes event and Esk Place Angels winning the sheltered housing and day centres event with Heinsberg Owls receiving the runners up shield. Senior Olympics events were held in July with 78 competing and 66 assisting.

Sport and Leisure staff have worked closely with the HWL Team on health & wellbeing initiatives this year which means that Midlothian Council has retained the Healthy Working Lives Gold Award for 2019-2020 Since March and during the Lockdown Ageing well volunteers have been helping vulnerable members of the public, approx. 40 volunteers called round individuals to check they have a network of family and friends helping them and ensuring that they get the help they need by reporting back to a central Coordinator, dealing with any necessary shopping and linking with community groups.

Building Services

Building Services have identified recovery of Scottish Water contributions to the value £500,000 from projects over 5 years old. £380,000 has been recovered to date. Further investigations are being carried out to establish whether any further funding will be obtained from Scottish Water.

Grant Funding of £511,345 from the External Window Insulation Scheme (EWI) has been allocated and completed within the Ladywood area of Penicuik. Further grant funding of £544,644 for 2019/20 EWI has been allocated to the Cameron Crescent area of Bonnyrigg work has stalled due to COVID restrictions. However, start-up procedures are in place for when restrictions are lifted.

Scottish Government award of a grant of £941,000, payable over the financial year 2019/20 and 2020/21 in connection with Solar PV, Air Source Heat Pumps, and Battery Storage solutions in up to 182 Council properties. Project at early stages.

Lawfield Primary School extension completed March 2020.

Full evaluation carried out of all current and planned construction projects and resourcing reviewed. 3 construction staff recruited, an additional internal member of staff resourced and a procurement exercise carried out to place External project managers on 20 projects and QS consultants on 27 projects to bolster internal staff resources and ensure appropriate resourcing remains in place to progress all construction projects effectively (comprising approximately 70 projects).

125 Housing units being progressed on 5 separate sites planned for completion 2020/21 with plans in place for progressing a further 526 units to commence 2021/22. This includes an intermediate care facility and extra care housing at Moorfoot Road, Bonnyrigg and extra care facility Newmills Road, Dalkeith and involves sites with developers Bellway, Barratt, Springfield Housing Association, Cala and MacTaggart & Meikle

23 houses were successfully handed over by contractor Miller Homes and a further 10 homes completed by Hart builders in Woodburn in 2019.

Education LES programme developed and in place with regular review meetings planned with Education and stakeholders to ensure effective monitoring reporting and delivery of improvement and expansion of the Education estate including early years. This currently covers approximately 30 projects at various stages of development.

£13.8m Project funding approved for Destination Hillend Project. Design team appointed, planning in Principal applied for and detailed project programme being developed.

A701 procurement strategy initiated. Procurement exercise for Project Manager completed and appointed and will be developing the procurement strategy and delivery programme.

Facilities Management

During 19/20, the Facilities team were successful in completing the summer holiday works programme in schools with Skanska, Construction and Property Maintenance. The catering team provided 2,340 meals for the Newbattle Summer Programme last year.

The team provided a quick response to the norovirus outbreak within ten schools.

Appointment of the Senior Facility Co-ordinator was made in October 2019.

The procurement process of the chemical and janitorial supplies contract was completed successfully.

Facilities staff including catering resource was well utilised to aid the smooth running of the general election, Scots Corner and Cuiken and Burnbrae extensions. In addition, cleaning and Janitorial staff were put in place to deal with the outbreak of COVID 19 including setting up packed lunches for the hub buildings.

A new online payment system is now available in Beeslack, Lasswade High School, Loanhead Cafe; and Newbattle High School and cafe.

As part of the Early Years expansion Pilot, Nursery meal provision is now operational in 25 kitchens. This has been a challenge for the catering team to meet the needs of the nurseries and introduce the new fixed term roles of catering assistants who work with the kitchen and the nursery. The catering team has been working very closely with the Early Years team to achieve a good meal time experience.

Over 30 catering staff went through their food hygiene certification and successful contribution was made with the HMI inspections in various schools throughout the year.

PPP 1 – Land renunciation raised to carve out area of land allowing expansion of Woodburn Primary School. Saltersgate pupils decanted from St. David's block 6, area now used for St. David's pupils with complex needs. Woodburn Outreach staff relocated into Dalkeith schools former Autism Spectrum Disorder base.

Dalkeith and Newbattle Community Campus were used as hub facilities during COVID 19 and so was able to provide meals and supervision for vulnerable, special needs and key worker children.

PPP2 – Lawfield Extension construction works complete

Land renunciation raised to carve out area of land at Gorebridge to allow Midlothian Council to build a standalone nursery.

Newbattle – Certificate of completion of End of years defects issued by Independent tester. Certifying snagging matters identified at the end of the 12 months Defects Liability Period and recorded in the End of Years Defects snagging list have been completed.

IT learning suite and data points located the second floor.

Plasterboard reinforcing works carried out in changing areas to make walls less prone to vandalism.

Property Assets

Sale concluded for land at School Green, Lasswade to Dimension Homes (Lasswade) Limited on 3rd of February 2020 for in excess of £500,000.

Conclusion of a Community Asset Transfer of Polton Bowling Pavilion and Green at 62A Eskdale Drive, Bonnyrigg to Bonnyrigg After School Club on 18th of March 2020.

Completion on 25th of March 2020 of the acquisition and handover Five 3 bed houses acquired from Barratt Homes as Phase 1 of a 2-phased purchase of 21 houses on the Paradykes, Housing Development, Mayburn Burn Walk, Loanhead in support of the Council Housing programme.

Successful lettings:

- Industrial yard, 4 Eastfield Farm Road Penicuik on 1 February 2020 to A F Noble & Son conclusion of which includes enhancement to the boundary fencing which will benefit the Council when the site reverts to Education.
- Unit, unit 2/6 Borthwick View Loanhead was let on 1 February 2020 to Bryant & Cairns supporting the growth of this successful operation.
- Unit, unit 6 Mayfield Industrial Estate Mayfield was let on 1 March 2020 to a local gift manufacturing business.

02. Challenges and Risks

Towards the end of Quarter 4, the most significant challenge facing all services was the outbreak of COVID 19. This will remain a challenge into 20/21 and for the foreseeable future.

Sport and Leisure

Sport and Leisure Services are working with new Head of service to prepare a staffing structure for the bottom up Cross Cutting Service Review which will include the removal of service management posts that will make up the first part of the review.

Further challenges remain with the Medium Term Financial strategy.

Work is underway with colleagues regarding asset transfer of Pavilions to communities. Plans continue with Halls and Pavilions savings within the leisure services to effect a budget saving of £100,000 for Services to communities strand.

Plans are being made for the return to service after the Covid19 epidemic and challenges ahead recovering the loss of income and possibly customers including Direct Debit members.

Building Services

Continued challenges to reduce operating costs whilst maintaining frontline services and buildings. This will be addressed by reviewing all operational/procurement procedures and prioritising work allocations.

Delivery of Major works programmes with a small internal team against a rising market of costs and labour shortage including four Primary schools, Extensions to Sacred Heart and Cuiken Primary schools, new care home at Dundas Buildings, Bonnyrigg and Extra Care Facility at Newmills Road, Dalkeith, Phase 2 and 3 Housing sites with a target of delivering over 100 units by the end of 2019/20 and ensuring plans progress for future sites. A701 link road project initiation. Woodburn Hub, EWIM 2 inclusive of Buccleuch house.

The full Education LES/Early Years programme to be discussed, developed, programmed and resourced effectively. This will be addressed by monitoring workloads and pressure on staff making sure the correct resources are available to assist in these projects.

Difficulty in obtaining sites for the new house build programme and advancing the new house build programme to get more units on site for 2022. Building Services along with Property Assets are in the process of identifying available sites in the areas of housing need. Miller Homes to purchase 23 pre-constructed houses and will be available in 2019. Further negotiations are ongoing with other developers at this time.

Building Services along with Property Assets are working with other housing developers to secure the affordable element for delivering new build housing for Midlothian. Negotiations are currently underway with Bellway, Barratt, Springfield Housing Association/Cala/MacTaggart and Meikle

Managing contract, programme & resourcing issues arising from Covid 19.

Facilities Management

Managing absence and vacancies in Cleaning Services has been challenging with the available resource and extra demands of an increasing learning estate during 19/20 and this will remain a challenge going forward taking into account the impact of COVID 19.

Similarly in Catering, there have been a large number of short and long term sickness absence, many of whom are requiring active management through the Maximising Attendance policy. This has put a strain on the remaining staff resource. The impact being a Shortage of resources to run and set up kitchens for new schools whilst responding to the Covid-19 pandemic going forward.

PPP1 – Saltersgate playground works put on hold due to COVID-19

Leisure Facilities closed due to Covid-19 and normal School service closed due to Covid-19.

PPP2 - Lawfield extension completed immediately prior to lockdown, building warrant completion certificate and independent certifiers sign off put on hold until Covid-19 restrictions eased, when access to the school could be granted.

Property Assets

Conclusion of the annual asset valuation requirements will be a resource and compliance challenge with tight timescales.

Following Covid-19 maintaining operations including with tenants and occupiers during lockdown has been challenging and in addition meeting demand from potential occupiers for industrial units and getting void units returned from Maintenance within reasonable timescales.

The impact from COVID 19 is Income loss due to restricted resource for the letting of retail and industrial units.

Property & Facilities Management

Midlothian 

Successes and Challenges

Corporate Performance Indicators (latest)

7 On Target, 6 On Target, 0 Data Only Indicator, 6 Data is not yet available

Service Plan Actions (latest)

6 Off Target, 16 On Target, 0 Data is not yet available

Service Plan PIs (latest)

11 Off Target, 18 On Target, 4 Data Only Indicator, 4 Data is not yet available

Service Risks (latest)

3 High Risk / Medium Risk

Corporate PIs Off Target as at 31st March 2020

PIs 7 Off Target

- % of service priorities on target / completed, of the total number
- Performance against revenue budget
- % of invoices paid within 30 days of invoice receipt (cumulative)
- Average number of working days lost due to sickness absence (cumulative)
- % of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)
- % of internal/external audit actions progressing on target.
- Percentage of complaints at stage 1 complete within 5 working days

Service Plan Actions Off Target as at 31st March 2020

Actions 6 Off Target

- Shawfair town centre amenities
 - Identify and instigate projects, Monitor and support actions to achieve an annual target Carbon reduction in accordance with the requirements of the Climate Change Act
- Implement/set programme of office closures within Council Services
- Meet the educational needs of increased numbers of pupils in Midlothian by facilitating the implementation of the Learning Estate Strategy including adaptations and extensions to meet changing school and nursery rolls
- Secure education sites and requirements
- Management and development of the Council's extensive land interests at Shawfair including town centre amenities

Service Plan PIs Off Target as at 31st March 2020

PIs 11 Off Target

- Percentage adaptations requested and completed
- Overall satisfaction rate in registered Leisure Centres
- Number of attendances per 1,000 population for indoor sports and leisure facilities (cumulative)
- Number of trainees within Sport and Leisure currently completing courses
- The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties
- Progress of roughcast programme (cumulative)
- Number of new build council houses (cumulative)
- Total square metres cleaned per hour
- Percentage of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria
- Percentage of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria
- Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)

High Risks as at 31st March 2020

Risks 0 High Risk / Medium Risk

3 Risks at Medium and 0 Risks are high

Key
PIs

- Off Target
- On Target
- Data Only Indicator
- Data is not yet available

Key
Actions

- Off Target
- On Target/Complete
- Data is not yet available

Key
PIs

- Off Target
- On Target
- Data Only Indicator
- Data is not yet available

Key
Risks

- High Risk / Medium Risk
- Data is not yet available