

## Property and Facilities Management Performance Report Quarter One 2019/20



### Progress in delivery of strategic outcomes

Midlothian Council needs to address the demographic growth by maximising its use of assets, whilst changing service design and delivery.

In order to deal with the future demands of a growing and ageing population, Property and Facilities Management continues to adopt a Transformation 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 the arrival of the Borders railway as well as new initiatives such as Destination Hillend and partnerships with Third Parties to maximise returns from our land and property portfolio.

The vision for Property and Facilities Management continues to be one of the delivery of major projects, transforming service delivery and exploring alternative delivery models. These are supported by:

- Delivering Excellence
- The Council's Financial Strategy
- The Council's Capital Strategy (Including Housing Revenue account)
- The Learning Estate Strategy

The focus for Property and Facilities Management is 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.
- Develop a learning estate strategy and 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.
- Minimise the level of subsidy across services, with a particular emphasis on Sport and Leisure and Facilities Services, towards a self-sustaining status.
- Review management services with a view to amalgamation where similar disciplines cover a range of functions.

The following successes were achieved by the services:

#### **Sport and Leisure**

The Ageing Well Project celebrated its 20th Anniversary this quarter. The Project began 20 years ago with two volunteers organising a weekly walking group in Dalkeith. Today Ageing Well has 54 volunteers and 40 groups with nearly 600 people each week taking part in a range of different activities, from new age kurling to dance and walking netball. This quarter over 100 people took part in a National Make Music Day event run in Kings Park, Dalkeith by the

Ageing Well singing group, Can't Help Singing. Ageing Well Big fit walk in Danderhall, part of a national event with Paths for All also took place this quarter. This has resulted in interest for a weekly walking group in Danderhall. In the past quarter, 47 volunteers have dedicated over 1,324 hours to Ageing Well programme.

Sport & Leisure staff supported the Healthy Working Lives event in Dalkeith Arts Centre providing information and advice on good health and wellbeing and supported the Care Experienced Celebration Event at Newbattle Community Centre providing fun activities and challenges to promote good health and wellbeing in young people.

Staff members who had previously taken part in the staff Counterweight programme delivered by Sport & Leisure took part this quarter in a focus group for NHS Health Scotland to help create an on-line weight management programme that will be launched later this year.

This summer active schools are offering P1-4 fun taster sessions, giving children the opportunity to try out some new exciting sports and P5-7 competition camps, allowing children to try out team sports in a fun competitive environment.

A team of dedicated professionals from across council services with the talent and vision to turn the snowsports centre into a multi-activity, all-year-round leisure attraction has been formulated to deliver the project, Destination Hillend.

With £13.8 million of capital funding approved at May Council, the team assembled are already working on the next phase of this ambitious project. Securing outline planning consent is the next major target. Plans include:

- Zipline (highest in UK)
- Alpine coaster (longest in UK)
- New reception building for the snowsports centre
- Food court and function space
- Associated retail space
- Glamping tourist accommodation
- Activity dome with high ropes and soft play
- Fun slope upgrade and extension
- Hotel development opportunity

The Destination Hillend business case estimates that 33 new full time equivalent jobs will be created within the council when Destination Hillend is fully up and running with another 50 permanent jobs needed for facilities such as the hotel and shop.

The recent Primary Festival Programme from March to June 2019 engaged 1,100 children. This initiative provided an additional 32 hours of physical activity to local primary aged children for free.

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 on 19th March 2019 with 5,358 bookings made online this quarter.

New Ladies Walking Football started this quarter and in addition, the Walking Football Scottish Cup and Festival at Glasgow Green is the largest event of its kind with 72 teams taking part in three tournaments. Midlothian had an over 50's, an over 65's team and a ladies team in the festival. The ladies won the Fair Play Award in the festival which was presented to them by Craig Brown, former manager of the Scotland team.

### **Building Services**

Successful completion of the demolition of the old Newbattle High School, Mayfield leisure Centre and Newbattle Swimming Pool on time and on budget.

Successful completion of the installation of new windows and upgraded insulation to Penicuik Town Hall as part of the total funding of £5,635,000 secured to deliver energy efficiency projects since 2011.

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.

Funding of £568,368 from the External Window Insulation Scheme (EWI) has been allocated to Midlothian Council to date, with projects in Penicuik and Mayfield ongoing.

Public realm improvements to Gorebridge Main Street are complete.

Modular Units at Burnbrae Nursery, Danderhall Nursery, Mayfield Nursery, Lasswade Primary and St. David's Primary have all been handed over and are now operational.

#### **Facilities Management**

As part of the Early Years expansion Pilot, Nursery meal provision is now operational in 13 kitchens.

A Healthy Living Award was achieved by Newbattle Cafe, we now have 2 accredited services with the trolley service having held the award for a number of years.

The service continue to progress initiatives to reduce the use of plastics and the reuse of plastics, this quarter 14 primary schools have opted to start using re-usable beakers on the counter to replace the single use water bottles.

The team successfully completed the review of the service of Non-Education buildings.

The team were also successful in completing the Easter Holiday works programme in conjunction with Property Maintenance.

Resource was provided to help with the smooth running of the European Elections and a quick response by the team during the noro virus outbreaks in Schools.

**PPP 1** – 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.

Lifecycle works agreed and underway – floor and wall finishes, swimming pool pump replacement.

**PPP 2** – Lawfield Extension Change notice progressed and contractor appointed early July for the 22 week work programme.

New Head teacher PPP inductions were carried out, during quarter one. Facilities monitoring carried out at all 7 sites during the Easter break. Lifecycle works planned for summer including CCTV replacement, Underfloor heating pump replacement, drinking fountain replacement and carpet/vinyl replacement. Work carried out to improve WiFi throughout the PPP2 schools.

#### **Newbattle**

End of Years Defects inspections was completed and works programmed for summer holiday period. Combined Heat and Power (CHP) Unit network interface works programmed for July.

Burnbrae Extension underway and will be completed for the new term in August.

#### **Property Assets**

The sale of the former Paradykes Primary School site to BDW Trading Limited settled on 12 April 2019.

Plot Q Hopefield, Bonnyrigg was purchased from Taylor Wimpey on 21 June 2019 for a retail/social housing development.

Acquisition of 23 residential units on a turnkey basis from Millers at Shawfair and agreements in place with other develops to acquire a further 68 units on a similar basis.

### **Challenges and Risks**

#### **Sport and Leisure**

Sport and Leisure Services have started to prepare a staffing structure for the bottom up Cross Cutting Service Review which will include the removal of service management posts.

Further challenges remain with the Medium Term Financial strategy.

Plans continue with Halls and Pavilions savings within the leisure services conjunction with the Services with communities strand and work is underway with colleagues regarding asset transfer of Pavilions to communities.

Monitor and assist with the plans for Active Schools to become more self-sustainable.

#### **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. Four Primary schools, Extensions to Sacred Heart and Cuiken Primary schools, New care home at Dundas Buildings, Phase 2 and 3 Housing sites, Woodburn Hub, EWIM 2 inclusive of Buccleuch house. 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. Further negotiations are ongoing with other developers at this time.

Discussions are ongoing with planning and education in relation to planning issues about school provisions. Negotiations have commenced to purchase land at Kippielaw to build a new school and this would allow for new housing to be developed on a number of sites in this area. Dialogue with Education colleagues continues to provide solutions to the Learning Estate Strategy and Capital Plan.

Ensuring contracts, processes and procedures are in place if there is no solution to Brexit.

### **Facilities management**

Q1 has seen a large number of staff absence due to sickness, many of whom are requiring active management through the Maximising Attendance policy. This has put a strain on the remaining staff resource with office and function staff having to be drafted in as cover.

Recruitment, in particular has been a very slow process in the preparation for the next round of nursery meals (16 nurseries starting in Aug 19).

New cash till system being introduced into the High school, programme now extended with a staged implementation from Aug–October.

New nutritional regulation has been published with implementation in Aug 2020, some menu changes have started being made e.g. removal of flavoured milk.

Requests for more complex dietary needs are requiring more specialist dietician knowledge than we have available within the service.

With reduced staffing due to service reviews in cleaning and janitorial services, it is becoming extremely challenging to cover absences and holidays and in addition to have appropriate resources in place to cover the Summer holiday works programme.

The team will continue to look at new procedures or new ways of working to help bridge the budget gap.

The team will need to ensure processes and procedures are in place if there is a no deal Brexit.

**PPP1** – Year 15 Market Testing Benchmarking exercise – Whilst MC's tender return was the lowest BAM have opted to keep the cleaning service in house.

Reducing specification and costs of proposed Saltersgate Playground Works. In addition, after parking issues at Saltersgate, proposals for additional car parking areas currently being costed.

Adapting Saltersgate for pupils with more challenging needs i.e. padded protection to radiator covers.

**PPP2** – Design solution to increase Lawfield primary school by 2 classrooms and ongoing issue with Loanhead car and pedestrian conflict.

### **Newbattle**

Combined Heat and Power (CHP) has not been able to be used due to interface restrictions by network provider.

### **Property Assets**

Data input to Asset Valuation database to build on the electronic process and efficiencies that have been implemented in relation to Asset and Insurance Valuations and extend capabilities further.

Working with other sections to progress the release of units in a lettable state.

Resourcing the letting of retail and industrial unit.

Implementing ongoing rent reviews, lease renewals and general property management tasks following the resignation of staff and successfully providing ongoing support for Education, Housing and other major priority projects with current reduced staff compliment.

#### **Overall Budget Challenges**

- Continued challenges are faced by all teams in delivering services within budget, with current actions in financial management to recover a balanced budget. These include:
- identifying vacancies which do not require backfilling;
- reducing costs in underspent budget areas;
- limiting building maintenance to essential items only;
- reviewed cleaning specifications;
- promotion of cafe and leisure facilities to increase income;
- service reviews to address management structures;
- maximising income to become self-sustaining;
- utilising new technology to provide accurate data allowing opening times and staff rotas to be adjusted; and maximising returns from PPP contracts.

There are unavoidable additional/ increased costs in energy and non-domestic rates, however new energy policies are being developed to minimise the consumption and invest in renewable sources of energy. Surplus buildings and land are being identified for asset transfer or sale.

#### **Suggested changes to priorities in Service Plan**

**Q1 19/20:** No changes

# Property & Facilities Management

Midlothian 

## Successes and Challenges

### Corporate Performance Indicators (latest)

6 7 0 6

### Service Plan Actions (latest)

1 22 0

### Service Plan PIs (latest)

8 22 3 5

### Service Risks (latest)

2

### Corporate PIs Off Target as at 31st July 2019

PIs 6

% 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

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Performance against revenue budget

### Service Plan Actions Off Target as at 31st July 2019

Actions 1

Prepare and implement a rolling review of rents of the Council's non-operational land and buildings (cumulative)

### Service Plan PIs Off Target as at 31st July 2019

PIs 8

% uptake of Primary School meals - aim to maintain at 11/12 level (quarterly)

% uptake of High School meals (quarterly)

% uptake of Free school meals (Primary 1-3)

Overall satisfaction rate in registered Leisure Centres

Total square metres cleaned per hour

Monthly number of meals prepared/monthly labour hours across production and dining centres.

The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties

Number of property reviews implemented (cumulative)

### High Risks as at 31st July 2019

Risks 0

2 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