



Midlothian

Property and Facilities Management

Service Plan

2018-2019

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1) Introduction

This document is a Service plan, which provides a clear picture of the Service's planned activities for the period 2018-19. The Service plan contains:

- **Service Overview:** This should provide the reader with a basic understanding of the Service, its purpose and vision.
- **Activity review and key successes for 17/18:** This section highlights the key service successes achieved in 17/18.
- **Challenges and Risks ahead:** This section identifies the key challenges facing the Service ahead. The information captured here is critical in terms of providing clarity of the priorities and outcomes being targeted by the Service challenges and also identifies the focus of activities for the 2018/19 deliverables. Consideration of risks is also outlined as part of the Service Planning activities.
- **Future Development of the Service/Areas of Improvement:** This section identifies key activities for the next year and areas for improvement.
- **Management Arrangements:** This section gives a high level view of the management arrangements in place for the Service such as structure and resources but also includes information on scrutiny activity and performance management.

The purpose of a Service Plan is to:

- a) Clearly show the key tasks and challenges of the Service. This provides direction and an overview of the Service's Plans to those within and out with the Service.
- b) Provide a basis for measuring and reporting on the progress of the Service in achieving its priorities.
- c) Provide an overarching Plan which supports the link between individual staff performance and development plans, work plans, team plans and the Single Midlothian Plan Council and partner priorities. This should enable all staff to understand how their work contributes to the Service's objectives and upward to the corporate aims of the Council, and its success in achieving those aims.

2) Service Overview

Midlothian Council continues to experience significant challenges as a result of constrained funding combined with demographic cost pressures and a number of additional national and local challenges including significant differences in social and economic equality across Midlothian.

As a result of government funding cuts, Midlothian Councils budget gap is expected to increase in the next four years to approximately £37 million by 2020/21. The Council needs to cut costs and change service design and delivery to make sure that we are able to deal with the future demands of a growing and ageing population.

By continuing to adopt a Transformation approach, we have become more efficient and at the same time have delivered 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.

This Service Plan provides a link to the local priority outcomes contained within the Single Midlothian Plan (SMP), also any relevant legislation that is specific to the Service as well as service priorities and improvements. We set standards which reflect the needs, expectations and rights of our service users and the general public. We outline these standards in the Service Plan, which are set at a challenging level and are reviewed annually.

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 Plan Strategy (Including Housing Revenue account)

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 a centre 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.
- Optimise the use of Property assets including industrial estates.
- Seek commercialisation 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.
- Review management services with a view to amalgamation where similar disciplines cover a range of functions.

All services will continue to contribute to environmental responsibilities, providing opportunities for young people, supporting the economic growth of Midlothian, working in partnership with Communities and Voluntary Organisations.

A key enabler to support the organisation through the changes outlined above is focusing on having the right people, with the right skills, working in the right way. Achievements through this enabler include the development of smarter working policies for:

- Promotion and support of flexible working;
- Promoting Midlothian as an employer of choice and improving the employment deal;
- Ensuring we have a workforce profile that adapts as the organisation changes; and
- An Investing in Our Workforce strategy to reshape the relationship with employees.

People Values describe the Midlothian way we do things here to shape the way we behave, underpin competencies and influence the decisions in the Council. These are detailed in the Property and Facilities Workforce Plan.

Property and Facilities Management consists of the following teams.



Further detail on the range of responsibilities carried out by these teams is provided below:

Facilities Services:

Facilities Services provide professional and technical management to the operational support function within the cluster system. Key service areas:

- Catering Services
- Building Cleaning Services
- Janitorial Services
- Functions and Vending Services
- Skanska facilities management contract
- External Cleaning Contract Services
- Public Toilets
- Café Services

Building Services:

Building Services provides a wide range of property management, maintenance and a diverse range of professional and technical services to support the delivery of major projects. Key service areas:

- Planned and Reactive Maintenance
- Voids management
- Scottish Housing Quality Standard
- Mechanical and Engineering services
- Provision of Project Management Services
- Provision of Quantity Surveying Services
- Provision of Clerk of Works Services
- Provision of Design Services
- Energy Efficient Standard for Social Housing (ESSH) by 2020

Sport and Leisure Services:

Sport and Leisure Services provide a range of high quality, safe and welcoming sport and leisure facilities. Key services areas:

- Exercise classes
- Preschool, junior and adult swimming lessons programmes
- Sports development and coaching programmes
- Tone Zone gyms
- Healthy Lifestyle Development Team
- Bookable leisure facilities
- Active Schools Team
- Sport Hub Development
- Sports Parks and Pavilions
- Snowsports activities and

Effective Working in Midlothian (EWiM):

The Effective Working in Midlothian strategy was issued by the Chief Executive in 2007 and directly refers to the rationalisation of the Council's office and depot estate. It includes the introduction of space standards throughout the estate complemented with staff's flexible and mobile working.

- Establish current estates operating costs, location, staff occupancy and its suitability in terms of service delivery
- Implement quick wins in EWiM Phase 1 & 2; including refit of existing assets to provide improved work base
- Rationalisation of council depots
- Feasibility study/Business Plan for the regeneration of Dalkeith Town Centre

School Estate Management

School estate management provides the delivery of construction projects to support the expanding school estate. In conjunction with education the school learning estate strategy has been prepared and is kept updated to reflect the growing populations reach across Midlothian. Key areas include:

- Develop and monitor the learning estate strategy
- Design and build adaptations and extensions to the school estate
- Utilise developer contributions to fulfil the need for more classrooms
- Design and build new schools
- Maintain links to external organisations such as Scottish Futures Trust ensuring Midlothian in obtaining its maximum benefit from Government funding and initiatives.

Midlothian Public Private Partnerships (PPP) Contracts

Midlothian Council has 3 Public Private Partnership contracts:-

- PPP1: Dalkeith Schools Community Campus (2003-2033) between the Council and Dalkeith SPV Ltd. BAM to provide the Facility Management service.
- PPP2: 8 Primary School (2007-2037) between the Council and Midlothian Schools Ltd. Skanska provide the FM service.
- Newbattle Community Campus (2018–2048) between the Council and Newbattle DBFMCO Ltd. GTFM (Galliford Try Facilities Management) provide the hard FM service and Midlothian Council provides the soft FM service.

PPP Services manage the Council's Public Private Partnership contracts and are responsible for:

- Midlothian's PPP contracts comprising the Dalkeith Schools Community Campus and 8 primary schools,
- Ensuring the availability and suitability of the portfolio for all stakeholders
- Developing property briefs and managing the school estate plan,

- Client liaison services
- Health & Safety risk assessments

Property Assets:

Property Assets provide a wide range of professional property advice, Energy Management and Project implementation advice as well as the management and development of G.I.S. data. Key service areas:

- Collating storage of property data and GIS mapping.
- Compiling and monitoring the Property Asset register and managing the Community Asset Transfer.
- Disposal and acquisition of properties, at all times, maximising land values and achieving best value.
- Undertaking annual asset valuations for property accounting, disposals and acquisition purposes.
- Providing insurance valuation advice and annual updates.
- Provide development, asset management and estate management advice in respect of operational and non-operational estate in support of service delivery.
- Manage and monitor energy usage and costs across all aspects of the Council's non domestic property portfolio.
- Develop renewable energy opportunities bringing forward energy and heat network strategies and promote the introduction of renewable energy as a sustainable means of reducing costs and addressing energy security.
- Monitoring and maintaining security of Council vacant at risk properties

Special projects

Special Projects is set up to provide specific Project Manager/Project Co-ordinator services for Newbyres, Shawfair, Newtongrange and Mayfield.

3) Activity Review and key successes in 2017/18

During 2017/18 the service achieved the following key successes:

Facility Services

- Participated in the successful launch and implementation of the Parent Pay payment system, allowing parents to pay for school lunches on-line.
- Introduction of PC access to all school kitchens which will improve communication, reduce mailing costs and provide better access to corporate information.
- Opened new catering facilities at Roslin Primary School and Loanhead Centre (incorporating a public café & Paradykes Primary School).
- Worked with the Early Years team on a pilot nursery lunch provision at Cornbank Primary School.
- Supported the Mining Museum by taking over the on-site café and function service, allowing us to gain valuable commercial knowledge.
- Increasing school meal numbers in the annual census, High Schools 2.4% and Primary schools 13.5% (includes the effect of the P1-3 free meal introduction).

- Successful partnership working with Property Maintenance department to ensure the completion of the holiday works program.
- Successful participation in MIDAID in conjunction with local churches.
- Roslin and Paradykes schools now open and operational.
- Successful negotiation of the Skanska contract.
- Continued successful working partnerships with Melville Housing, Ryze and NHS.

Public Private Partnership Contracts:

PPP1

- Leisure Centre Life Cycle Works completed at Dalkeith Schools Community Campus.
- Saltersgate security works completed – adaptations to help with the increased security needs for protection of pupils, staff and facilities.
- Underused former staffrooms and shared area converted into a curricular hair dressing salon and dance/ PE areas.
- Proposals have been developed to enhance Saltersgate external areas.

PPP2

- Market Testing and Benchmarking agreed with SPV (PPP Special Purpose Vehicle – Infrastructure Management Ltd) that MCFM would continue with cleaning, grounds maintenance and waste management contract for next 5 years.
- Utilities costs have been removed from the PPP2 Unitary Charge, with utilities invoices now being paid direct by Midlothian Council.
- Change notice submitted for extension options at Lawfield PS

DBFMCo – Newbattle Community Campus

- Completed Scottish Future's Trust Payment Mechanism and Project Agreement Training for the new contract with Newbattle DBFMCoLtd.

PPP & Non PPP School Estate

- School Estates Core Facts 2017 compiled, agreed and submitted to Scottish Government
- Concluded Midlothian's position and response to Scottish Government with regard to the final publication of the Report of the Independent Inquiry into the Construction of Edinburgh Schools.
- Modular Unit contractor appointed and designs approved for nursery and primary classes across 5 schools.
- Cuiken PS and Sacred Heart PS extension design approved and design team progressing with Planning and Building warrant submissions.
- Proposals developed and agreed for the former Mayfield Library and adaptations throughout the Mayfield/ St. Luke's Campus and designs ongoing for the provision of a nursery within St. David's Primary School.

Sport and Leisure Services

- The new Leisure Management System (Legend) will go live this year. The introduction of a new front-of-house system for the council's leisure facilities will offer online services to make bookings and payments.
- Newbattle Community Campus is on target to be delivered to Sport and Leisure in March 2018. Due to the combined setting, the shared services approach will allow local people to have access to community areas within the complex.
- Midlothian Sports Awards delivered.
- Sports Pitch Needs Assessment delivered.
- Walk the Line attracted 284 walkers in 17/18 a substantial increase from the previous year.
- Sport and Leisure Guide 17/18 produced to promote services.
- Free swimming for Midlothian School Children during holiday period.
- Active schools successfully secured £3,400 of funding from the National lottery to provide new sports equipment for Lawfield Primary School.
- Successful delivery of the new Loanhead Paradykes Centre.

Property Assets

- Development of energy efficiency/SALIX fund to identify small to medium sized projects to reduce energy cost and carbon.
- Strategic acquisition of 49 Abbey Road from British Gas Network has allowed election stores to be moved releasing space in in-demand industrial units to be re-let.
- Public engagement completed in respect of the Stobhill / Lady Victoria Masterplan.
- A capital Projects Board has been established to recommend and fast track decision making on emerging projects
- A grant application to Non Domestic Energy Efficiency Framework (NDEEF) to secure funding for Energy Consultancy to identify potential energy saving projects was successful.
- The acquisition of office premises at 9/11 White Hart Street, Dalkeith providing a source of income and potential benefit to Dalkeith Town Centre if the regeneration project proceeds.
- Marketing and disposal of the Cousland site at £20,000 above budget is now with solicitors and subject to two planning applications.
- Conclusion of negotiations with regards to disposal of Paradykes School to Barratts.

Building Services

- A number of successful handovers taken place including Paradykes Campus on time and under budget, Teviot Court and the handover of 22 units at Edgefield Road phase 1 and 2 of the house build programme.
- The new Newbattle High School construction commenced in January 2016 and continues on programme and on budget for opening in May 2018.
- A total funding of £5,635,000 has now been secured to deliver energy efficiency projects since 2011.

- New funding of £468,000 from the External Window Insulation Scheme (EWI) has been allocated to Midlothian Council.
- Funding of £970,000 has been secured from Scotland Energy Efficiency programme (SEEP) to improve Penicuik town hall, making the building more efficient and extending the EWI scheme to Penicuik home owners.

4) Challenges and Risks ahead

Facilities Services

Key challenges affecting the service include:

- Recognising the new Facilities Services management structure following a service delivery review, ensuring that the current service standards are maintained and improved.
- Maintaining the high uptake of school meals, especially in High Schools, through meal promotion strategy and ongoing work with School Management.
- Maintaining a high uptake of free school meals to all primary 1-3 pupils.
- Maintain compliance and review Health and Nutrition of school meals in accordance with new Scottish Government legislation.
- Work with partners to implement changes relating to introduction of new services e.g. early years increase in hours and holiday club meals.
- Increase revenue throughout the commercial sector of catering services: cafes, functions & staff services.
- Providing a catering and facilities service that reacts to and meets the requirements of the Early Years expansion programme.
- Child protection training to be rolled out across Facility Services.
- To put procedures in place for merging Sport & Leisure and FM staff in Hub Buildings, the reduction of Janitorial staff within Primary's Schools and procedures to be put in place for the mobile cleaning of Dalkeith Office Campus.

Presently the following reviews are being progressed:

- Continuous reviewing of service delivery through self-monitoring e.g. Audit form.
- Continued monitoring, through computer package, the performance of cleaning and catering standards and Health and Safety.
- Continual compliance with the statutory financial objectives.
- Providing high standards of service through ongoing training and development of staff.
- Embedding of the Facilities Management Service for the school estates.
- Review the involvement of Facilities Service staff in planned and reactive maintenance delivery.
- Review of the Public toilets provisions.
- Review of Sport and Leisure and Janitorial duties within Hub buildings.

The following changes to service delivery represent significant changes to working practices. Whilst these changes bring fresh opportunities for new ways of working, they also present risk whilst changes are made.

- Additional cleaning hours to cover expanded nursery provision.
- New management structure within Facilities Services.
- Implementation of the new school food standards in autumn 2018.
- The requirement for additional resources and staff for Catering and Facilities Management for the opening of the Newbattle Centre in spring 2018.
- Introduction of meals for early year's children and holiday clubs.
- Increased focus on income generation and external business with catering.
- Preparatory work towards the opening of the new Newbattle Centre.
- Additional external contractual work with Melville Housing Association.

Specific partnerships that have been established include: -

- Networking partnerships through APSE and Association of Service Solutions in Scotland (ASSIST).
- Joint purchasing through Scotland Excel and Scottish Borders Consortium.
- Midlothian Food and Health Alliance Working Group.
- Maintaining supplier contacts through working partnerships.
- The United Kingdom Cleaning Professionals Academic Service.
- Partnership working with the Healthy Living Award Team.
- Partnership working with Education Scotland.

Midlothian PPP Contracts

Key Challenges affecting the service include:

Work to maintain a fit for purpose school estate, overseeing building maintenance and repairs, extensions to existing schools and brand new buildings as well as consultations on catchment areas and possible reconfiguration continued throughout the year and was fraught with many complexities:

- DBFMCo – Newbattle Community Centre - Protecting the Council's agreed contractual position and ensuring that the agreed allocation of risk is maintained and that value for money is achieved from the outset in this new contract, which is scheduled to commence in April 2018. Ensuring that the services contracted for are delivered to the required standards and that the Contractor incurs financial penalties if the performance standards are not met.
- DBFMCo - Newbattle Community Centre – Develop user friendly guidance aligned with the contract requirements and deliver induction training to appropriate staff.
- Ensure that the Facilities Management Services are delivered in line with the PPP contracts and that any failures result in deductions from the unitary charge.
- Ensure that changes to the PPP facilities meet the needs of the client and that

works are to the agreed time, cost and quality, whilst maintaining good client/contractor relationships.

- PPP and non PPP adaptations and extensions to meet changing school and nursery rolls – Ensure that works are progressed and completed in line with Council Reports and Capital Plan.
- Maximising the use of PPP facilities by negotiating the reallocation of underused hours to times of increased demand and encouraging non PPP schools to make use of the contracted PPP Access hours for evening lets.

Presently the following reviews are being progressed:

- The new DBFMCo Project Agreement for the Newbattle Community Centre is currently being reviewed by PPP Services, with advice and guidance from Scottish Futures Trust.
- PPP1 and PPP2 service delivery, continually under review, through regular Operation and FM Review meetings between PPP Services, PPP contractors and School representatives.

Building Services

Key challenges affecting the service include:

- Implementation of the new Building Services structure.
- Maintain the Building Services Health and Safety Risk Assessments, Method Statements and staff training records.
- Monitor and manage Stobhill Depot Health and Safety plans.
- Continued achievement in the turnaround time of void properties.
- Lack of capital investment across the estate will add pressure to service standards and increase demand on existing resources.
- Implement the Councils Revenue and Capital maintenance programmes.
- Reduction in operating costs whilst maintaining frontline services.
- Scottish Housing Quality Standards achieved however this requires continued investment to maintain standards.
- Implementation of structured approach across Council Directorates in relation to capital projects.
- Management of the provision of developer S75 agreements in conjunction with the Section75 Officer and HubCo.
- Procurement and maintenance of specialist/framework agreement term contracts.
- Progression of new Social Housing Phase 3 to deliver additional Houses, dependent on brief and mix of housing required.
- Asset Management – provision of project management services resulting in the delivery of a modernised and more efficient office estate.
- Delivery of two primary schools from Developer's contributions.
- Continuation of Newbattle Centre project incorporating community facilities.
- Consolidation of Paradykes primary school, NHS and leisure facilities in Loanhead Centre.

- Sourcing suitable available sites for Phase 3 Housing.

Presently the following reviews are being progressed:

- Energy Management reviews in association within Property Assets.
- Health and Safety review at Stobhill.
- Actions arising from internal audits.
- Building Services review of service delivery through Delivering Excellence.
- Monitor and review the results of customer satisfaction surveys.
- Ongoing review of service costs, income and productivity.
- Life cycle costing and value engineering for major projects.
- Continuous improvement of cost reporting.
- Review of procedures for new local authority procurement regulations.
- Review tendering procedures to accord with Standing Orders.
- Review of Agency staffing transition staff on a directly employed contract basis.

Significant projects that involve working in partnership with others are:

- Local Housing Strategy
- School Estate Management Strategy
- Scottish Housing Quality Standards
- Asset management and investment with Property Assets
- Scottish Procurement
- Scotland Excel
- Energy Officers Forum, including all 32 Local Authorities
- Changeworks – fuel poverty
- Energy Company Obligation (ECO) – social funding projects
- External contractors
- Housing Associations
- Consultants
- External funding agencies including Sports Scotland, Waste Recycling Environmental Limited Energy Saving Trust, British Gas, Scottish Water, Scottish Government, Core Utilities and Big Lottery Fund
- Suppliers
- Scottish Futures Trust
- HubCo South East

Sport and Leisure Services

Key challenges affecting the service include:

- Embedding of business model within service to increase revenue.
- Maintenance of current level of service with reduced resource.
- Competition for customer base from other leisure providers.
- Review of services to ensure that provision meets customer needs.
- Lack of capital investment, in equipment and facilities.
- Introducing an updated Sports and Physical activity strategy.
- Opening and operating new Newbattle community Campus.
- Obtain funding to extend and improve the Jump Slope / Freestyle area at Snowsports centre.

- Introducing a new Leisure Management system.

Presently the following reviews are being progressed:

- Benchmarking of Leisure Charges with other Local Authorities and Private Sector providers and implement charges for 2018/19.
- Community Halls and Pavilions continue to be marketed to community groups, liaison with local members in respect of user groups from within their wards.
- Marketing Strategy forms part of the annual business plan.
- Development of an updated strategy for Sports Development and Physical Activity in conjunction with SportScotland, NHS and Education services.
- The range of viable activities being delivered from Hillend and its possible expansion.
- Manage closure of Newbattle pool and Mayfield leisure centre.

Significant working in partnership is in place with:

- Voluntary sector groups
- Community groups
- National Sporting Bodies
- Sportscotland
- NHS Lothian
- Snowsports Scotland

Property Assets

Key challenges affecting the service:

- Implementation of a planned programme of works on Council owned industrial estates.
- The adoption of remote management for the purposes monitoring and management of energy to reduce cost without adversely impacting on occupier comfort.
- Establishing effective sources of renewable heat and energy in support of sustainable low carbon energy targets.
- Developing a new property investment strategy.
- Establishing a framework for investment in our non-operational portfolio in order to maintain and enhance revenue opportunity, and enhance the provision economic development space.
- Contribute to effective implementation of the asset management programme.
- Continuous improvement of property management working procedures and review of current system.
- Securing energy management control systems.
- Developing and optimising opportunities to support service change and modernisation maximising the value of disposable assets in support of EWIM.
- Establishing and maintaining a new property data management system.
- Ensuring Condition Surveys are appropriate and linked to Planned Preventative

Maintenance and Life Cycle Costing Schedules.

Presently the following reviews are being progressed:

- Property Investment Account to further develop strategy aimed at securing economic development and optimising revenue generation opportunities.
- Key involvement in EWiM Phases 3 and 4, Depot rationalisation and Dalkeith Town Centre review.
- Review of property potential of 'Destination Hillend' Business plan proposals.
- Review of control systems to further enhance energy monitoring in high consuming non domestic buildings.
- Management of Carbon Reduction Commitment.
- Key involvement in development of Integrated Recovery Hub feasibility study.
- Acquisition of strategic sites to assist in development of the school estate.

EWiM

Key Challenges affecting the service include:

- Complete office rationalisation within EWiM Phase 2.
- Consolidate depots as part of EWiM Phase 3 preparing for planning consultation.
- Deliver feasibility study for the regeneration of Dalkeith Town Centre as part of EWiM Phase 4.

Special Projects

Key Challenges affecting the service include:

- Resolve the legal claim in relation to Newbyres housing.
- Progress the delivery of the public sector buildings arising from the section 75 agreement for Shawfair.
- Liaise and consult with communities to develop plans for service in town centres.

Risk Management

The Councils Corporate risk register is reviewed quarterly and reported to the Audit Committee. The Corporate risk management group monitor the corporate service risk register and enable any new and emerging risks to be recorded. Mitigating actions are put in place to ensure these are managed and controlled.

Service specific risks are assessed quarterly and migrating actions reviewed and updated as required. High service risks are presented to the performance review and scrutiny meeting via the quarterly performance reports.

Project risks are captured on project risk registers for each service and developed during the initial design stage and expanded on during the design development and construction process. Actions to mitigate risks are monitored at an operational level at source.

5) Consultations and Engagement

The Service management team have been consulted on the service priorities contained in this plan. Briefings will be provided to all staff to ensure they have an input to the process. The service plan links to the Single Midlothian Plan priorities for 2016/19 which arose from a major public consultation exercise.

6) Equalities

Priorities set out in the Single Midlothian Plan is subject to its own equalities impact assessment. This Service plan has been subject to an Integrated Impact Assessment (IIA).

7) Sustainability

The service acknowledges the role of its various functions in contributing to the achievement of sustainable development. The service will work through the Council's Climate Change & Sustainable Development group, using CMT agreed self-assessment procedures, to identify improvement actions/priorities for potential inclusion in the Council's 2018/19 Sustainability Action Plan.

8) Future Development of Services/ Areas for Improvement

This service plan supports the delivery of the Single Midlothian Plan. The plan therefore outlines how the Service will work towards the achievement of its priorities for the next year. Work is continuing within the following areas, which have previously been highlighted for the future development of services and in conjunction with this ongoing work, services are investigating options for shared services:

Facilities Services

- Partnership working with all schools on health promotion.
- Partnership working with Sport and Leisure and Midlothian Countryside Ranger Service on healthy life styles.
- Proactive working with pupil councils, school boards, and participation with parent evenings.
- Continued assessment of new cleaning practices and methodologies.
- Further development of commercial/private staff training.
- Ongoing assessment of food commodities/products for school meal menus in relation to proposed changes in nutritional regulation.
- Review service delivery in relation to reduction of disposable packaging.
- Review duties in the HUB buildings in conjunction with Sport and Leisure.

Building Services

- Pursue the benefits and viability of an ALEO for the delivery of support services.
- Updating and monitoring of database for house condition survey and investment profiles to allow measurement against Scottish Housing Quality Standard milestones.
- Ongoing delivery of the additional programmes of work identified by the house condition surveys to maintain the Scottish Housing Quality Standard to 2025.
- To deliver programmes identified under the Energy Efficiency Standard for Social Housing (EESH) by 2020.
- Ongoing review of mobile working and associated process/procedural changes.
- Asbestos management review.
- Ongoing review and monitoring of existing safe working systems and job risk assessments and staff training records.
- Continue to monitor and develop house gas servicing scheduling and procedures
- Implementation of Local Authority Carbon Management Plan and service related projects.
- Implementation of General Services Capital plan programme.
- Progressing Spend to Save projects.
- Term consultancy re- tenders.
- 10 years into a new house build programme. Phase 2 has commenced totalling 420 houses, plan 3 adding a further 250 houses will be starting during the term of this plan
- Delivery of additional Complex Care project.

Sport and Leisure Services

- Continued partnership working with the voluntary sector and community groups.
- Continuous work ongoing to increase footfall at all facilities.
- Improved and targeted marketing of facilities.
- Review of operational structure.
- Shift in emphasis to Business orientated service.
- Actions arising from ongoing reviews.
- Complete actions arising from Health and Safety Audits.
- Maintain Customer Satisfaction ratings.
- Review staffing levels within Leisure Centres and monitor any staff changes made throughout the year.
- Review operating hours and monitor any changes in hours during year.
- Monitor increase in charges against footfall.
- Establish vending operation and forecast income.

- Work on Marketing and Promotion strategy.
- Develop business plans for the expansion of an all year attraction of Hillend.
- Explore the viability of Wrap Around Care Services between Active Scotland and Education Services.

Property Assets

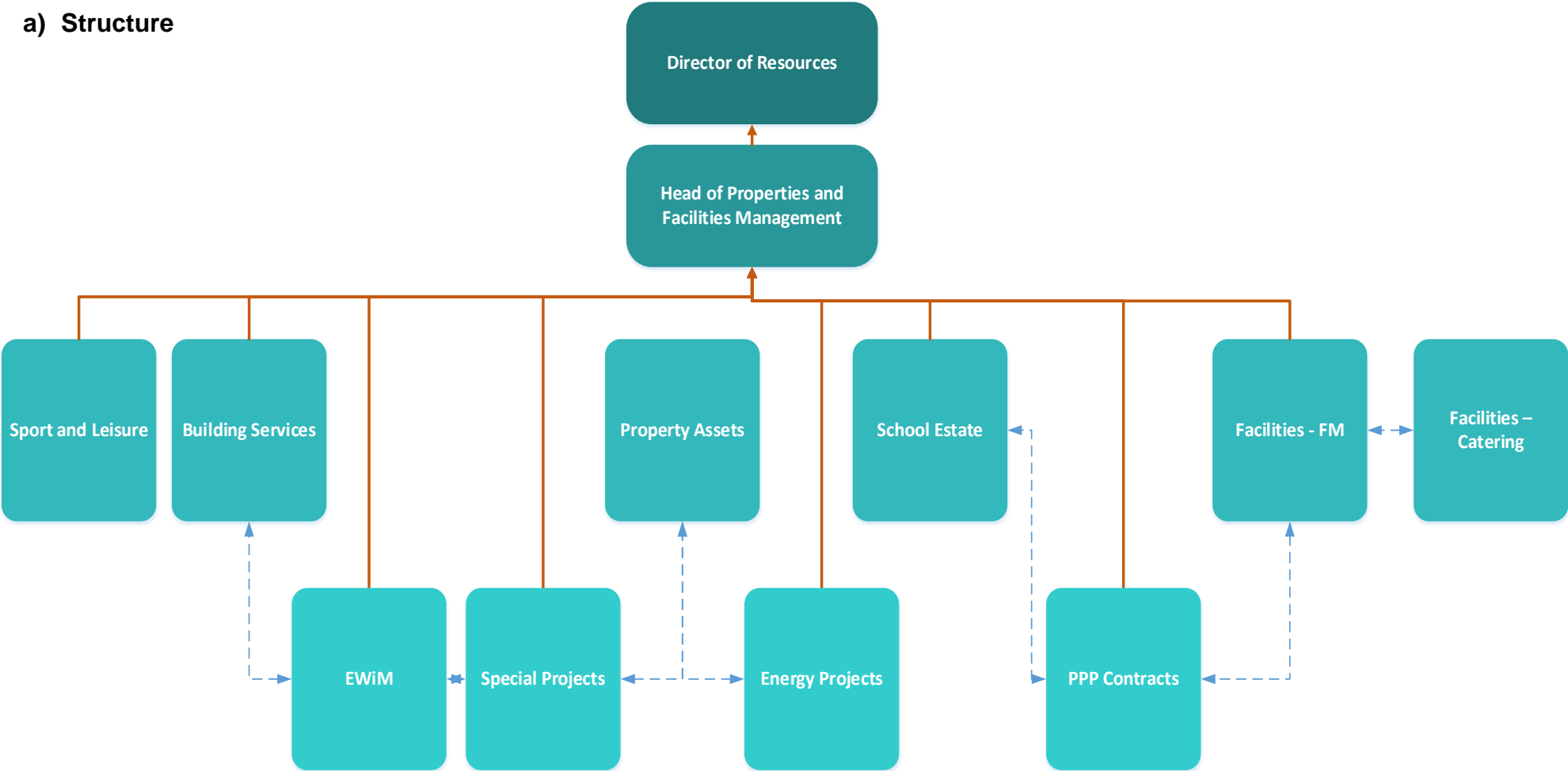
- Maintaining a rolling programme of Asset Valuations for accounting purposes.
- Maintaining a programme of lease renewals and reviews.
- Progressing a rolling programme of Condition Surveys in support of Asset Management.
- Maintaining the programme of upgrading industrial units prior to re-letting.
- Identification and monitoring of CEEF/SALIX Funded projects.
- Assisting EWIM, Sport and Leisure and Midlothian Landscape Services in the leasing, disposing of surplus properties within account holders portfolio.
- Assess the viability and benefit of ALEO for the investment portfolio and retained buildings as well as a property and land trading company.

Midlothian PPP Contracts

- Review all PPP contracts for improvement and economic benefits.
- Maximising the use of PPP facilities by negotiating the reallocation of underused hours to times of increased demand and encouraging non PPP schools to make use of the contracted PPP Access hours for evening lets.
- Assess the benefits of implementing similar contracts for the remainder of the operational buildings in the estate creating service level agreements and tenancy agreements for all occupants.

9) Management Arrangements

a) Structure



b) Resources

The following table identifies the current resource within each service:

Property and Facilities Management		
	Budget	
SERVICE FUNCTION	2017/18 (£)	2018/19 (£)
Service Management	40,378	(144,716)
Building Maintenance Service	(823,061)	(910,066)
Commercial Properties	(575,399)	(573,832)
Construction & Design Services	(89,408)	(72,804)
Energy Management - Energy	2,840,964	2,619,149
Asset Management	746,647	764,212
Facilities Services	6,369,068	6,359,967
Maintenance	864,686	866,506
Property Services - Repairs and Maintenance	1,500,496	1,464,889
Shared Properties	666,535	687,412
Sport and Leisure	1,883,922	1,681,869
NET EXPENDITURE	13,424,828	12,742,586
SUBJECTIVE ANALYSIS	2017/18 (£)	2018/18 (£)
Employee Costs	17,775,586	17,902,034
Premises Costs	8,079,907	8,069,580
Transport Costs	587,498	596,039
Supplies and Services Costs	6,041,171	5,995,209
Third Party Payments	651,215	660,226
Transfer Payments	0	0
GROSS EXPENDITURE	33,135,377	33,223,088
INCOME	19,710,549	20,480,502
NET EXPENDITURE	13,424,828	12,742,586

c) Annual Scrutiny, Quality Assurance and Self-Assessment.

To ensure that corporate quality initiatives can be integrated with and complimentary to service activity, please provide indicative dates and details of planned.

1. External scrutiny or audits
2. Self-assessment or quality assurance activity

Scrutiny / Self-Assessment Activity 18/19	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Sport and Leisure Audit Facility Operations	X											
Institute of Qualified Lifeguards external audit	X											
SAFLO Internal assessments on Facility operations	X											
Viewpoint customer satisfaction survey	X			X			X			X		
Benchmarking of Services via APSE performance networks			X									
CIPFA - Scottish Property Benchmarking Group	X											
The United Kingdom Cleaning Professionals Academic Service	X											

d) Assessments/Accreditation

Accreditations/awards received;

- Benchmarking of Services via APSE performance networks
- IQL Approved Training Centre status
- The United Kingdom Cleaning Professionals Academic Service
- RICS
- CIPFA - Scottish Property Benchmarking Group

e) Partnership working

The following are a set of plans which are either cross-divisional (working with other partners within the Council), thematic (working with others on overarching issues) or inter-agency (working with external partners):

- Asbestos management with the Councils Health and Safety section
- Property Rationalisation in conjunction with IT, Human Resources and Estates
- Room booking system, in conjunction with Education and Business Services
- Service level agreements in place with Head Teachers for Facilities Services within education estate
- PPP1 with Dalkeith SPV Ltd.
- PPP2 with Midlothian Schools Ltd.
- Newbattle Centre in conjunction with Scottish Futures Trust, HubCo, Education, Sport and Leisure and Library Services
- Asset Management and Investment in conjunction with Scottish Futures Trust and other Local Authorities
- Loanhead Centre in partnership with NHS Lothian.
- Heat and energy networking in conjunction with APSE energy and Scottish Futures Trust
- SALIX (Public sector energy efficiency financiers) and resource efficient Scotland in respect of carbon management and energy reduction initiatives.

f) Performance Management/ Balanced Scorecard/ LGBF indicators

Service performance is reported quarterly via the quarterly performance reports. Performance information is also included in the Midlothian News (e.g. annual performance supplement in the autumn).

Quarterly performance reports can be found online at:

https://www.midlothian.gov.uk/info/691/performance_and_spending/257/council_performance/2

Copies of Midlothian news can also be found on the Council website/intranet.

The Property and Facilities Management quarterly performance report includes the following information, in addition to the service outcomes, priorities, indicators and actions captured in Appendix B.

Midlothian Councils Balanced Scorecard:

The Balanced Scorecard approach provides the Council with a strategic performance management tool which allows each Service area to consider and contribute to core Council outcomes and priorities in terms of planning and performance management.

The following shows the Balanced Scorecard perspectives that are applicable across the Councils Services, though perspectives may be more applicable in some areas than in others and as a result a Balance Scorecard 2018/19 document will be developed and implemented during the 2018/19 performance management cycle.

Customer/Stakeholder	Financial Health
<ul style="list-style-type: none">• Improving outcomes for children, young people and their families• Ensuring Midlothian is a safe place to live, work and grow up in• Creating opportunities for all and reducing inequalities• Growing the local economy and supporting businesses• Responding to growing demand for Housing and Adult Social Care Services	<ul style="list-style-type: none">• Maintaining financial sustainability and maximising funding sources• Making optimal use of available resources• Reducing costs and eliminating waste
Service Improvement	Learning and Growth
<ul style="list-style-type: none">• Improve Community engagement• Strengthen partnerships• Improve and align processes, Services and infrastructure• Manage and reduce risk	<ul style="list-style-type: none">• Develop employee knowledge, skills and abilities• Improve engagement and collaboration• Develop a high performing workforce

Each of the perspectives shown above will be supported by a number of measures and indicators which ensures that the Balanced Scorecard informs ongoing performance reporting and public performance reporting throughout the 2018/19 cycle and also help identify areas for further improvement throughout the year.

Local Government Benchmark Framework Performance Indicators

The following details those indicators applicable to the Service performance reporting process:

Reference	Description
HSN4b	Improve the percentage of housing repairs completed within the target response time
HSN3	Monitor properties achieve Scottish Housing Quality Standard
SPI-03	Number and percentage of Council buildings which are accessible to disabled persons
C&L1c	Number of attendances per 1,000 population to all pools
C&L1d	Number of attendances per 1,000 population for indoor sports and leisure facilities
C-AST2	Proportion of operational buildings that are in satisfactory condition.
C-AST 1	Proportion of operational buildings that are suitable for their current use.

Local Performance Indicators

The following LPI's are included in the Service performance report:

Reference	Description
Heating Upgrades	Increase number of central heating systems upgraded
Bathroom Replacements	Increase number of bathrooms replaced
Void Houses	Improve percentage of properties achieving turnaround time of less than 20 days
Insulation Upgrade programme	Increase the number of properties being upgraded to improved insulation standards.
School Meal Provision	Monthly number of meals prepared/monthly labour hours across production and dining centres
School Meal Census	Achieve greater than Scottish Average in the annual School meal census (High Schools and Primary Schools)
Property Cleaning	Monitor cost per square meter cleaned
Property Cleaning	Total square metres cleaned per hour
Reduction in Carbon emissions	Reduction in carbon emissions from Council premises
Property Management	Proportion of Commercial properties rent reviews complete

10) Service Objectives

The following tables contain:

- Appendix A: The overall set of Single Midlothian Plan outcomes and priorities for 2016/19.
- Appendix B: Key service priorities, actions and indicators for 2018/19.
- Appendix C: Integrated Impact Assessment Form.

APPENDIX A: Single Midlothian Plan 3 year priorities 2016/19

Midlothian Community Planning Partnership Board agreed that all partners will focus for the next 3 years on how they can contribute to:-

- Reduced inequalities in the health of our population
- Reduced inequalities in the outcomes of learning in our population
- Reduced inequalities in the economic circumstances of our population

Each Thematic group has identified their draft 2018/19 priorities which link to the 3 agreed outcomes stated above.

ADULT HEALTH AND CARE

- Address the workforce shortages in home care
- Support people who are at risk of being isolated to access social opportunities
- Support older people and those with disabilities to become more physically active
- Develop supports to people with long term conditions such as diabetes or stroke
- Take steps prevent ill-health as a result of alcohol, smoking, diet, or mental distress
- Support people at risk of inequalities to maximise their income

COMMUNITY SAFETY

- Alcohol misuse
- Gender based harm (including domestic abuse and adverse childhood experiences)
- Crimes of dishonesty (including shoplifting)
- Violent Crime (young people exposed to violence)
- Antisocial behaviour (with greater focus on young people)

GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

- Improve attainment, particularly in literacy and numeracy
- Improve employability skills and sustained, positive school leaver destinations for all young people
- Improve children and young people's health and wellbeing
- Increase the numbers of care experienced young people accessing education, employment and training
- Close the attainment gap between the most and least disadvantaged children

IMPROVING OPPORTUNITIES FOR PEOPLE IN MIDLOTHIAN

- Support people out of poverty
- Develop a coordinated approach to reduce levels of child poverty
- Improve the destinations of young people (after leaving school, training, college or university)
- Reduce health inequalities
- Increase qualifications gained by adults of working age
- Improve access to welfare advice through increased local and targeted provision
- Increase access to digital services

SUSTAINABLE GROWTH AND HOUSING

- Support regeneration of town centres
- Work with key start-ups or groups of new businesses that are able to grow without causing displacement and that will increase economic activity in Midlothian
- Increase use of Renewable Energy
- Deliver further affordable housing
- Increase sustainable travel (includes Borders Railway and Active Travel – walking, cycling and green networks)

APPENDIX B: Property and Facilities Management Service Plan 2018-19

*Indicator targets will be reviewed again at the end of quarter four allowing previous data trends to be taken into account.

2018/19									
Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2018/19 yes/no
Single Midlothian Plan Priority: Improve children and young people's health and wellbeing									
Provide high quality nutritional school meals	31/03/19	% uptake of Primary school meals – aim to maintain at 11/12 level	70%	n/a	15/16: 81.4% 16/17: 80.3% 17/18: tbc	Catering Services	Margaret McKenzie	Carried forward	No
	31/03/19	% uptake on High School meals	50%	n/a	15/16: 51.9% 16/17: 46.9% 17/18: tbc	Catering Services	Margaret McKenzie	Carried forward	No
Promote and deliver Active Schools programmes to school children	31/03/19	Number of distinct activities involving Active Schools programmes with school children	40	n/a	15/16: 50 16/17: 40 17/18: tbc	Sport and Leisure	Tony Malone	Carried forward	No
Undertake programme of work to improve/upgrade Primary School Estate	31/03/19	No performance indicator for this action	100%	n/a	n/a	Building Services	Billy Jackson	Carried forward	No
Undertake programme of work to deliver improvement/upgrade High School Estate	31/03/19	No performance indicator for this action	100%	n/a	n/a	Building Services	Billy Jackson	Carried forward	No
Single Midlothian Plan Priority: Improve employability skills and sustained positive school leaver destinations for all young people									
Maintain the percentage of trainees completing courses through training and employability sources	31/3/19	Number of trainees within service currently completing courses	14	n/a	15/16: 32 16/17: 28 17/18: tbc	Property and facilities	Garry Sheret	Carried forward	No
	31/3/19	Number of trainees within Property Maintenance currently completing courses	4	n/a	15/16: 15 16/17: 11 17/18:tbc	Building Services	Billy Jackson	Carried forward	No

2018/19									
Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2018/19 yes/no
	31/3/19	Number of trainees within Facilities Services currently completing courses	3	n/a	15/16: 7 16/17: 5 17/18:tbc	Facility Services	Craig Gillie	Carried forward	No
	31/3/19	Number of trainees within Sport and Leisure currently completing courses	8	n/a	15/16: 10 16/17: 12 17/18:tbc	Sport and Leisure	Tony Malone	Carried forward	No
Single Midlothian Plan Priority: Work with key start-ups or groups of new businesses that are able to grow without causing displacement and that will increase activity in Midlothian									
Ensure all contracts include, where possible, the engagement of local businesses	31/03/19	n/a	n/a	n/a	n/a	Building Services	Billy Jackson	Carried forward	No
Single Midlothian Plan Priority: Deliver further affordable housing									
Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31/03/19	Number of new build council houses	156	n/a	15/16: 91 16/17: 60 17/18: tbc	Building Services	Billy Jackson	Carried forward	No
Complete survey and report into EESH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31/03/19	n/a	n/a	n/a	n/a	Building Services	Billy Jackson	Carried forward	No
Undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard.	31/03/19	The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	n/a	16/17: 100% 17/18:100%	Building Services	Billy Jackson	Carried forward	No
	31/03/19	The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	n/a	16/17: 100% 17/18: 100%	Building Services	Billy Jackson	Carried forward	No
	31/03/19	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard	100%	n/a	16/17: 100% 17/18: 100%	Building Services	Billy Jackson	Carried forward	No
	31/03/19	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard	100%	n/a	16/17: 100% 17/18: 100%	Building Services	Billy Jackson	Carried forward	No

2018/19									
Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2018/19 yes/no
		Standard criteria							
	31/03/19	Progress of roughcast programme	150	n/a	16/17: 140 17/18: 0	Building Services	Billy Jackson	Carried forward	No
	31/03/19	Number of upgrades to central heating systems	Tbc	n/a	15/16: 313 16/17: 227 17/18: tbc	Building Services	Billy Jackson	Carried forward	No
Single Midlothian Plan Priority: Develop supports to people with long term conditions such as diabetes or stroke									
Undertake adaptations to houses for those with specific needs	31/03/19	proportion of adaptations requested and completed	100%	n/a	15/16: 100% 16/17: 100%	Building Services	Billy Jackson	Carried forward	No
Single Midlothian Plan Priority: Support older people and those with disabilities to become more physically active									
Promote and deliver MAC programmes	31/03/19	Number of activities offered by MAC	20	n/a	16/17: 17 17/18: tbc	Sport and Leisure	Tony Malone	Carried forward	No
	31/03/19	Number of attendees during quarter	1800	n/a	16/17: 5253 17/18: tbc	Sport and Leisure	Tony Malone	Carried forward	No
Promote and deliver Ageing Well programmes to 50+ age groups	31/03/19	Number of activities offered by Ageing Well to 50+ age groups	20	n/a	15/16: 24 16/17: 23 17/18:tbc	Sport and Leisure	Tony Malone	Carried forward	No
Promote and maintain uptake and use of leisure facilities	31/03/19	Number of attendances per 1,000 population to all pools	3000	n/a	15/16: 2870 16/17: 2620 17/18:tbc	Sport and Leisure	Tony Malone	Carried forward	No
	31/03/19	Number of attendances per 1,000 population for indoor sports and leisure facilities	8300	n/a	15/16: 7550 16/17: 7230 17/18:tbc	Sport and Leisure	Tony Malone	Carried forward	No
	31/03/19	Tone zone retention rate	55%	n/a	15/16: 56.66%	Sport and Leisure	Tony Malone	Carried forward	No

2018/19									
Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2018/19 yes/no
					16/17: 55.25% 17/18:tbc				
	31/03/19	Overall satisfaction rate in registered Leisure Centres	90%	n/a	15/16: 92.44% 16/17: 92.59% 17/18: tbc	Sport and Leisure	Tony Malone	Carried forward	No

2018/19									
Action	Due Date	Performance Indicator	Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2018/19 yes/no
Single Midlothian Plan Priority: Close the attainment gap between the most and least disadvantaged									
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	31/03/19	n/a - Performance measured against construction contract program	100%	n/a	n/a	Property and Facilities Management	Steven Small	Carried forward	No
Confirm primary school sites to be safeguarded with education	31/03/19	n/a - Performance measured against councils development/ reporting program	100%	n/a	n/a	Property and Facilities Management	Steven Small	Carried forward	No
Single Midlothian Plan Priority: Support regeneration of town centres									
Management and development of the councils extensive land interests at Shawfair	31/03/19	n/a - Performance measured against councils development/reporting program	n/a	n/a	n/a	Property and Facilities Management	Neil Davidson	Carried forward	No
Shawfair town centre amenities	31/03/29	n/a - Performance measured against councils	n/a	n/a	n/a	Property and Facilities Management	Neil Davidson	Carried forward	No

2018/19									
Action	Due Date	Performance Indicator	Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2018/19 yes/no
		development/ reporting program							
Service Priority: Deliver efficient Services									
Delivery of high quality Facilities Management Services	31/03/19	Cost per square metre cleaned	10.03	n/a	15/16: £8.90 16/17: £8.90 17/18: tbc	Facility Services	Craig Gillie	Carried forward	No
	31/03/19	Total square metres cleaned per hour	1.2	n/a	15/16: 1.25 26/17: 1.25 17/18:tbc	Facility Services	Craig Gillie	Carried forward	No
	31/03/19	Monthly number of meals prepared/monthly labour hours across production and dining centres.	9.43	n/a	15/16: 10.3 16/17: 8.9 17/18:tbc	Catering Services	Margaret McKenzie	Carried forward	No
	31/03/19	Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	Awaiting Scottish average figure (available in June)	n/a	15/16: 72.8% 16/17: 76.1% 17/18: tbc	Catering Services	Margaret McKenzie	Carried forward	No
	31/03/19	Achieve greater than the Scottish average in the annual school meal census (High Schools)	Awaiting Scottish average figure (available in June)	n/a	15/16: 70.1% 16/17: 59.8% 17/18:tbc	Catering Services	Margaret McKenzie	Carried forward	No
Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31/03/19	No performance indicator for this action	n/a	n/a	n/a	Property and Facilities Management	Steven Small	Carried forward	No
Delivery of high quality Property Maintenance Services	31/03/19	The percentage of properties achieving turnaround time of	83%	n/a	15/16: 63.46%	Building Services	Billy Jackson	Carried forward	No

2018/19									
Action	Due Date	Performance Indicator	Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2018/19 yes/no
		less than 20 days inclusive of homeless properties.			16/17: 72.94% 17/18: tbc				
Service Priority: Optimise the use of Property Assets including industrial estates									
Prepare and implement a rolling review of rents of the Council's non-operational land and buildings (cumulative)	31/03/19	Number of property reviews implemented	24	n/a	n/a – New indicator	Property assets	Gareth Davies	Carried forward	No
Service Priority: Rationalisation of the Councils office and depot estate to a modern fit for purpose portfolio									
Implement/set programme of office closures within Council Services	31/03/19	No performance indicator for this action	n/a	n/a	n/a	Building Services	Billy Jackson	Carried forward	No
Service Priority: Introduce renewable sources of energy production to reduce utility costs and the carbon tax									
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 (2009).	31/03/19	Reduction in energy consumption on Non Domestic operational property stock per annum	3%	Based on 11% reduction to be achieved by 2020.	n/a	Property Assets	Gareth Davies	Legislation	Yes

Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability



Title of Policy/ Proposal	Property and Facilities Management Service Plan 2018-19
Completion Date	26/02/2018
Completed by	Garry Sheret
Lead officer	Garry Sheret

Type of Initiative:

- Policy/Strategy ☐
- Programme/Plan ☒ New or Proposed ☐
- Project ☐ Changing/Updated ☒
- Service ☒ Review or existing ☐
- Function ☐
- Other Statement of Intent.....

1. Briefly describe the policy/proposal you are assessing.

Set out a clear understanding of the purpose of the policy being developed or reviewed (e.g. objectives, aims) including the context within which it will operate.

This document is a service plan, which provides a clear picture of the Services planned activities for the period 2018-19. The service plan contains:

Service objectives: These are the priorities for the service.

Management Arrangements: information about how the service is managed.

2. What will change as a result of this policy?

Midlothian is one of the fastest growing areas in Scotland. In addition the Council is facing a period of significant budget reductions over the next four years. This service plan endeavours to consider these pressures and ensure that the services are best placed to meet the stated aims and objectives.

3. Do I need to undertake a Combined Impact Assessment?

High Relevance	Yes/no
The policy/ proposal has consequences for or affects people	Yes
The policy/proposal has potential to make a significant impact on equality	No
The policy/ proposal has the potential to make a significant impact on the economy and the delivery of economic outcomes	Yes
The policy/proposal is likely to have a significant environmental impact	No
Low Relevance	
The policy/proposal has little relevance to equality	
The policy/proposal has negligible impact on the economy	
The policy/proposal has no/ minimal impact on the environment	
If you have identified low relevance please give a brief description of your reasoning here and send it to your Head of Service to record.	

If you have answered yes to high relevance above, please proceed to complete the Integrated Impact Assessment.

4. What information/data/ consultation have you used to inform the policy to date?

Evidence	Comments: what does the evidence tell you?
Data on populations in need	<p>The purpose of this service plan is to highlight key challenges affecting the service and to provide an overview of future developments. Further, it allows employees to understand how their work contributes to the Service's objectives and upwards to the Single Midlothian Plan, and its success in achieving those aims.</p> <p>It is therefore very people orientated and accordingly could impact on all protected characteristics, those being: age, disability; gender re-assignment; marriage & civil partnership; pregnancy & maternity; race; religion and belief; sex; and sexual orientation, as well as those on low incomes.</p>
Data on service uptake/access	
Data on quality/outcomes	
Research/literature evidence	
Service user experience information	
Consultation and involvement findings	
Good practice guidelines	
Other (please specify)	<p>Periodic service reviews will take place throughout the year and it is anticipated that those reviews may highlight issues which could impact adversely on the protected groupings. Reviews being progressed will ensure that any groups that are adversely affected by service changes are assessed and mitigating actions put in place. For example: The service review of Property Management where gender and low income issues should be addressed.</p> <p>With regard to changes in service delivery and procurement; it must be ensured that our suppliers and contractors either have their own Equality and Diversity policies or a written commitment that they subscribe to that of Midlothian Council.</p>
Is any further information required? How will you gather this?	
<p>Finally, it is important that all services understand the profile of their employees and customers. Existing information will be greatly enhanced using the outcome of the HR workforce plan. Services such as this should be planning a consultation exercise to understand the needs of their customers over the next 12 months. This will provide updated and sound needs-based</p>	

	data and information for future service planning and delivery.
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5. How does the policy meet the different needs of and impact on groups in the community?

	Comments – positive/ negative impact
<p>Equality Groups</p> <ul style="list-style-type: none"> • Older people, people in the middle years, • Young people and children • Women, men and transgender people (includes issues relating to pregnancy and maternity) • Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems) • Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers) • Refugees and asylum seekers • People with different religions or beliefs (includes people with no religion or belief) • Lesbian, gay, bisexual and heterosexual people • People who are unmarried, married or in a civil partnership. 	<p>This service plan is intended to benefit the workforce and the service customers. Crucial is the need to ensure that the services provided meet the needs of all our customers and employees in a fair, equal and sustainable way.</p> <p>This may include, for example, ensuring the workforce is more representative of equality groups to more fully reflect the diversity of the community it serves. In whatever way the plan impacts on the workforce, it will be important for the Council to continue to develop and implement good practice in relation to equality and diversity issues and its role as an employer. This impacts on recruitment and employment practice, service redesign and the development of new and extended roles. Key to this is a focus on the employee governance framework and staff surveys. This will ensure best practice remains up to date.</p> <p>Working in partnership with other organisations and groups as well as developing consultation and engagement practices with customers will help to ensure that customers' needs are better understood, and services planned and provided are needs-based.</p>

	<p>This service forms part of Midlothian Council which is committed to promote equality of opportunity, foster good relations, and eradicate unlawful discrimination. This priority value is being driven forward at all times and underpins all that this service plans, does and provides.</p>
<p>Those vulnerable to falling into poverty</p> <ul style="list-style-type: none"> • Unemployed • People on benefits • Single Parents and vulnerable families • Pensioners • Looked after children • Those leaving care settings (including children and young people and those with illness) • Homeless people • Carers (including young carers) • Those involved in the criminal justice system • Those living in the most deprived communities (bottom 20% SIMD areas) • People misusing services • People with low literacy/numeracy • Others e.g. veterans, students 	<p>This service forms part of Midlothian Council which is committed to promote equality of opportunity, foster good relations, and eradicate unlawful discrimination. This priority value is being driven forward at all times and underpins all that this service plans, does and provides.</p>
<p>Geographical communities</p> <ul style="list-style-type: none"> • Rural/ semi-rural communities • Urban Communities • Coastal communities 	<p>As above. This ethos applies irrespective of geographical community.</p>

6. Are there any other factors which will affect the way this policy impacts on the community or staff groups?

No.

7. Is any part of this policy/ service to be carried out wholly or partly by contractors?

If yes, how have you included equality and human rights considerations into the contract?

Yes. Contractors will be involved in carrying out specific projects following any necessary procurement exercise which will include equality and human rights issues as required.

8. Have you considered how you will communicate information about this policy or policy change to those affected e.g. to those with hearing loss, speech impairment or English as a second language?

Quarterly reporting on services is available through the Council's web site.

Information published by Midlothian Council can be provided on request in many of the community languages and also in large print, Braille, audio tape or BSL. For more information please contact the Equality, Diversity and Human Rights Officer on 0131 271 3658 or email equalities@midlothian.gov.uk

9. Please consider how your policy will impact on each of the following?

Objectives	Comments
Equality and Human rights	
Promotes / advances equality of opportunity e.g. improves access to and quality of services, status	Every opportunity will be taken to ensure equal access to services.
Promotes good relations within and between people with protected characteristics and tackles harassment	The service plan aims to treat all equally in line with the council ethos of tackling harassment, victimisation and unlawful discrimination.
Promotes participation, inclusion, dignity and self-control over decisions	The service plan aims to promote participation, inclusion, dignity and self-control over decisions.
Builds family support networks, resilience and community capacity	N/a
Reduces crime and fear of crime	N/a
Promotes healthier lifestyles including <ul style="list-style-type: none"> diet and nutrition, sexual health, substance misuse 	<p>The service is continuing to promote and deliver healthy nutritious school meals.</p> <p>Leisure centre tonezone memberships will be promoted with various offers to increases uptake.</p>

<ul style="list-style-type: none"> • Exercise and physical activity. • Life skills 	<p>Development of a new Sports and Physical activity strategy.</p> <p>Introduction of a new leisure management system.</p>
Environmental	
Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)	<p>Actions will be identified to achieve the annual target carbon reduction in accordance with the requirements of the Climate Change Act (2009). The aim to reduce energy consumption on non-domestic operational property stock.</p>
Plan for future climate change	
Pollution: air/ water/ soil/ noise	
Protect coastal and inland waters	
Enhance biodiversity	
Encourage resource efficiency (energy, water, materials and minerals)	
Public Safety: Minimise waste generation/ infection control/ accidental injury /fire risk	
Reduce need to travel / promote sustainable forms or transport	
Improves the physical environment e.g. housing quality, public and green space	
Economic	
Maximises income and /or reduces income inequality	<p>Continue to expand and increase opportunities for income generation.</p> <p>Continue to offer opportunities within sport and leisure and building services for young people.</p>
Helps young people into positive destinations	
Supports local business	
Helps people to access jobs (both paid and unpaid)	
Improving literacy and numeracy	
Improves working conditions, including equal pay	
Improves local employment opportunities	

9. Is the policy a qualifying Policy, Programme or Strategy as defined by The Environmental Impact Assessment (Scotland) Act 2005?

No.

10. Action Plan

Identified negative impact	Mitigating circumstances	Mitigating actions	Timeline	Responsible person
None noted				

11. Sign off by Head of Service



Name Garry Sheret

Date 26/02/2018

