

# Property and Facilities Management

## Performance Report Quarter Two 2019/20

### Progress in delivery of strategic outcomes

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

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 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 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 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**

Three more Midlothian schools have recently been announced as being awarded with the coveted 'Sportscotland Gold School Sport Award' status. Bonnyrigg, Roslin and Tynewater Primary Schools join Cornbank and King's Park Primary Schools and Lasswade High School for excelling in sport across their school.

The School Sport Award is a national, Lottery funded initiative designed to encourage schools to work in partnership with Active Schools and school sports councils to continuously improve physical education (PE) and school sport opportunities. The Sportscotland School Sport Award encourages schools to self-reflect and continuously improve and puts young people at the forefront of the decision making and planning of PE and sport in their school. It also helps schools to increase young people's opportunities and engagement in PE and school sport and puts sport at the heart of their planning, practice and ethos. The award recognises and celebrates successful PE and school sport models.

Midlothian Health and Social Care Partnership have confirmed the commitment to providing funding for Midlothian Active Choices (MAC) and Ageing Well, each year, until 31st March 2022.

This funding does not apply to the Ageing Well funding from the Health Promotion Service, NHS Lothian which is agreed by annual review.

This years 'Walk the Line' event was held in September 2019 with a 3, 5 and 8 mile walk. Over 150 people took part in the Walk the Line event with 23 volunteers. Partners included Newbattle High Pupils, Morrison's and Edinburgh College.

Free to children and held at the Newbattle Community Campus the Lifelong Learning and Employability (LLE) summer camps were a great success due to the working relationship between LLE, Sports Hub Officer and our catering colleagues.

'Paths for All' have granted a total of £24,348.78 from two funds (Walk for Health and the 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, whilst also developing new walking groups for the 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 of July with fifteen teams in total taking part. (78 competing and 66 assisting). The competitors all received medals on the day. The winning teams were, Highbank Heroes and the runners up, Archview Athletes in the care home event and Esk Place Angels winning the sheltered housing and day centres event with Heinsberg Owls receiving the runners up shield.

Sport and Leisure staff have worked closely with the Healthy Working Lives Team on health & wellbeing initiatives this year which means that Midlothian Council has retained the Healthy Working Lives Gold Award for 2019-2020.

### **Building Services**

Successful completion of the demolition of the old Newbattle High School 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.

Lawfield Primary School extension outline design and costs have been negotiated and agreed with the PPP provider. Works have since started on site.

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.

23 houses were successfully handed over by contractor Miller Homes in 2019. Further negotiations are ongoing with other developers at this time. A contract with Barratt Homes in Loanhead to deliver a further 21 homes is currently on

site. Another project with Bellway Homes is to commence on site during 2019. A further 10 homes have been completed in Woodburn with exception of additional sprinkler works due to be completed in November 2019.

Missives have been entered with Barratt Homes to purchase 21 pre-constructed houses and will be available in 2020. Further negotiations are ongoing with other developers at this time.

### **Facilities Management**

The Facilities team were successful in completing the summer holiday works programme in schools with Skanska, Construction and Property Maintenance and resources were in place for the new Burnbrae extension.

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. In addition, the team provided 2,340 meals for the Newbattle Summer Programme.

A new online payment system is now available in Beeslack and Lasswade High School, and Loanhead Cafe. The system will be available from the 7th of October in Newbattle High School & cafe.

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 completed during the summer holidays including work to floor and wall finishes and swimming pool pump replacement.

Ongoing increased income is being achieved due to the new Synthetic Turf Pitch.

PPP 2, Lawfield Extension construction works underway. Lifecycle works completed during the summer holidays including, CCTV replacement, underfloor heating pump replacement, drinking fountain replacement and carpet and vinyl replacements. In addition, improvements to Wi-Fi throughout the PPP2 schools.

Newbattle Campus, The end of years defects snagging works were completed this quarter with the exception of tree planting, due to season.

School variations completed during the summer holidays including the PE office wall and management suite store and Spa pool water tank leak was repaired.

Combined Heat and Power (CHP) unit was connected to network, BMS software to be updated to suit.

Burnbrae Extension completed for start of new school term in August.

### **Property Assets**

Loanhead Police Station was purchased from Police Scotland on 8 August 2019 for a social housing development.

Land at David Scott Avenue, Mayfield was purchased from Melville Housing Association on 18 September 2019 to provide a secondary access for a social housing development.

Missives concluded on 24 September 2019 to sell the property at 2 The Wisp, Millerhill Road, Danderhall to Paladin Ventures (Cauldcoats Farm) Limited.

Additional resource this quarter has enabled progress with lettings, lease renewals and general property management and has provided support with other priority projects.

## **Challenges and Risks**

### **Sport and Leisure**

Sport and Leisure Services have prepared a staffing structure for the bottom up Cross Cutting Service Review which includes the removal of service management posts.

Further challenges remain with the Medium Term Financial strategy and in addition the Mid Term Financial target of £300,000.

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

Destination Hillend Planning consultants have been appointed and have put an indicative plan in place to enable the planning process to be started. The Funslope tender has been awarded to Snowflex and it is envisaged that the Funslope will be in place within the next quarter.

### **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 with a target of delivering over 100 units by the end of 2019/20. 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.

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 Homes and Mactaggart & Mickel and Barratt Homes to progress housing on further sites.

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. Dialogue with Education colleagues continues to provide solutions to the Learning Estate Strategy and Capital Plan.

### **Facilities Management**

Managing absence and vacancies in Cleaning Services has been challenging with the available resource and extra demands of an increasing learning estate in Q2. The Senior Facilities Coordinator role has since been appointed which will assist in managerial cover going forward.

Similarly in Catering, quarter 2 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 delays back in quarter 1 have caused operational issues with the introduction of the nursery meals in quarter 2 with existing catering staff delivering the service putting additional pressure on the school meal service.

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.

Delays in getting equipment repaired has caused production issues and in the case of dishwasher repairs has resulted in having to use disposable products at a time when we have been actively aiming to reduce these.

PPP1, Reducing specification and costs of proposed Saltersgate Playground Works. Proposals for additional car parking areas are currently being costed for the Saltersgate. Adapting Saltersgate for pupils with more challenging needs – i.e. padded protection to radiator covers.


PPP2, Client instructed major change to Lawfield extension after appointment of contractor, there is a requirement from two classrooms to one.

Newbattle Campus, Vandalism to changing rooms incurring Malicious Damage costs.

### **Property Assets**

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)

6 7 0 6

### Service Plan Actions (latest)

1 22 0

### Service Plan PIs (latest)

7 25 1 4

### Service Risks (latest)

2

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

PIs 6

% of invoices paid within 30 days of invoice receipt (cumulative)

% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)

Average time in working days to respond to complaints at stage 1

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints escalated and complete within 20 working days

Performance against revenue budget

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

Actions 1

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).

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

PIs 7

% 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)

Number of attendances per 1,000 population for indoor sports and leisure facilities (cumulative)

Total square metres cleaned per hour

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

Progress of roughcast programme (cumulative)

### High Risks as at 31st October 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