


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

Midlothian 

## Progress in delivery of strategic outcomes

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

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

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

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

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:

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

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

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

The focus for Property and Facilities Management 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.
- . Deliver a learning estate programme to deliver Education's vision of centres of excellence and a world class status for facilities which support and enhance this aim.
- . Move towards an asset management plan identifying planned preventative maintenance regimes for properties similar to those operated in our PPP contracts.
- . Review Building Facility Management Services including the development of Integrated Facilities.
- . Introduce renewable sources of energy production to reduce utility costs and the carbon tax including utilising available energy for district heating.
- . Optimise the use of Property assets including industrial estates.
- . Seek commercial opportunities and trading with a wide range of organisations including private and public sector partners.
- . Explore opportunities for partnering arrangements with public and private sector organisations.
- . Deliver and promote healthy nutrition and expand non-core catering services.
- . Redesign service level agreements between facilities services and their clients to ensure service needs are maintained but at a realistic and efficient level including sharing janitorial services between Primary School clusters.
- . Review management services with a view to amalgamation where similar disciplines cover a range of functions.

The following successes were achieved by the services:

## **Sport and Leisure**

The first ever Regional Walking Netball tournament took place at the Oriam, Edinburgh. Seven teams took part and the Midlothian Hotshots team came up tops winning tickets to the first Sirens netball game in Glasgow in March 2020.

The Active Schools team worked with Dalkeith Tennis club and the Lawn Tennis Association to offer tennis for children over the October holiday break. Ages from 4 to 7 years and 8 to 11 years attended these sessions.

Active Schools in partnership with Cheer Evolution launched a new cheerleading club at Lasswade Primary School for P4 to P7 in October. Due to popular demand, Active Schools added a new P1-3 Cheerleading Club in December.

Active Schools Midlothian are working with Yoga partners to offer Children & Family Yoga Sessions. Yoga can help with coordination, agility and injury prevention. The sessions are being held twice a week and research has shown that children who practice yoga can:- Perform better at school,- Be more calm in class, Improve concentration levels, Be more compassionate and caring with peers and help Improve sleep patterns.

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

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

A New Age Kurling Tournament took place this quarter at Newbattle Community Learning Centre with players taking part from Penicuik, Lasswade, Gorebridge, Rosewell and Newtongrange.

A new walking group started in the Mayfield area of Midlothian. The walk will take place every Wednesday morning from 11 am.

Tonezone Memberships for quarter three was 5,281 which has increased by 130 members since the previous quarter. Promotion for tonezone during November and December included a £5.00 joining fee and a 12 days of Christmas for £12.00. The uptake of the Christmas promotion was 202 people.

Tonezone November joining was 143 and December join was 120. Totalling 263 new members.

## **Building Services**

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 have been completed with Bellway Homes and Barratt Homes who are now seeking to progressing further sites.

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

Grant Funding of £511,345 from the External Window Insulation Scheme (EWI) has been allocated and completed within the Ladywood area of Penicuik. Further grant funding of £544,644 for 2019/20 EWI has been allocated to the Cameron Crescent area of Bonnyrigg work is currently ongoing.

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

Lawfield Primary School extension 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.

## **Facilities Management**

The Facilities team were successful in completing the October holiday works programme in schools.

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

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

Parent pay, the schools online payment system is now operational in all High Schools as of quarter 3.

Work placement student at Newbattle Kitchen has been appointed to a permanent position with the Catering Team after a successful recruitment process.

Although the Catering Services Manager post is currently vacant and in recruitment, the Spring menu has been introduced to all Primary Schools and Nurseries and has been implemented well.

PPP 1 Land renunciation raised, to carve out area of land, allowing expansion of Woodburn Primary School. Ongoing increased income due to new synthetic turf pitch.

PPP2, Lawfield Extension construction works ongoing with programmed completion end of January 2020.

Land renunciation raised, to carve out area of land, at Gorebridge to allow the council to build a standalone nursery.

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

### **Property Assets**

Yards 1 and 2 and Site 10 at Mayfield Industrial Estate sold on 30th October 2019.

The former Cousland Primary School site was sold for residential development on 23 December 2019.

Additional resource last quarter has continued to make good 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 developed 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. Asset Transfer of Pavilions to communities is subject to public consultation.

Destination Hillend planning process has started, consultant appointments are being re-tendered. 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 as well as limited resource over the last few quarters.

Discussions are ongoing with planning and education in relation to planning issues about school provisions. 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 the last few quarters and this quarter during the October holiday and cover for General election.

Similarly in Catering, there have been a large number of short and long term sickness absence, many of whom are requiring active management through the Maximising Attendance policy. This has put a strain on the remaining staff resource.

Recruitment still continues to cause operational issues with the introduction of the nursery meals. There are now 26 nurseries providing a meal service. Existing catering staff have had to be used to deliver the service putting additional pressure on the school meal service. In addition, awaiting appointment of a Catering Service management has been a challenge for example when carrying out HMIE inspections.

Updating the allergen information and nutritional information continues to be a challenge.


PPP1, Reducing specification and costs of proposed Saltersgate Playground Works. Currently awaiting estimate from BAM. Completing furniture and equipment inventories and stock count concluded Saltersgate parking issues – proposal for additional car parking areas currently being costed. Adapting Saltersgate for pupils with more challenging needs. IGEM guidance compliance works required in Home Economics (Gas monitoring and automatic shutdown).

PPP2, Carrying out building work in an operational school on a restricted site at Lawfield Primary School.

### **Property Assets**

The annual asset valuation requirements will be a resource and compliance challenge. Resource to carry out Asset management planning PIA for all operational properties by June 2020. Climate challenge with resource and budget available to establish base line information.

# Property & Facilities Management

Midlothian 

## Successes and Challenges

### Corporate Performance Indicators (latest)

● 5 ● 8 ? 0 ? 6

### Service Plan Actions (latest)

▲ 1 ● 22 ? 0

### Service Plan PIs (latest)

● 7 ● 21 ? 5 ? 4

### Service Risks (latest)

▲ 3

### Corporate PIs Off Target as at 31st January 2020

PIs ● 5

Performance against revenue budget

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

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

Percentage of complaints at stage 1 complete within 5 working days

Average number of working days lost due to sickness absence (cumulative)

### Service Plan Actions Off Target as at 31st January 2020

Actions ▲ 1

Implement/set programme of office closures within Council Services

### Service Plan PIs Off Target as at 31st January 2020

PIs ● 7

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

Tone zone retention rate (quarterly)

Overall satisfaction rate in registered Leisure Centres

Total square metres cleaned per hour

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

Number of new build council houses (cumulative)

Progress of roughcast programme (cumulative)

### High Risks as at 31st January 2020

Risks ▲ 0

3 Risks at Medium and 0 Risks are high

Key PIs

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

Key Actions

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

Key PIs

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

Key Risks

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