



Midlothian

# Property and Facilities Management

## Service Plan

2019-2020

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## Introduction

This document is a Service plan, which provides a clear picture of the Service's planned activities for the period 2019-20. The Service plan contains:

- **Service Overview:** This should provide the reader with a basic understanding of the Service aims and vision.
- **Service Structure and Resource:** 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.
- **Service purpose and Activity review for 18/19:** This section should provide the reader with a clear understanding of the service purpose and highlights the key service successes achieved in 18/19.
- **Key Challenges 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 2019/20 deliverables. Consideration of risks is also outlined as part of the Service Planning activities.
- **Future Development of the Service:** This section captures the areas for future development and improvement.

The purpose of a Service Plan is to:

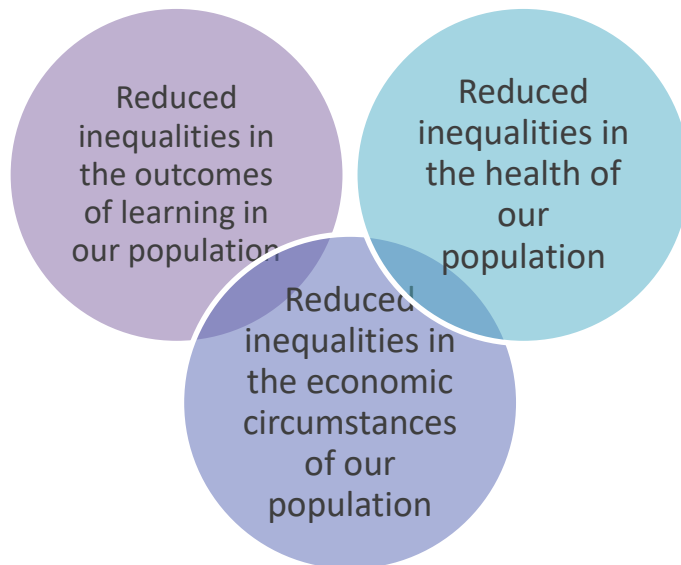
Clearly show the key tasks and challenges of the Service. This provides direction and an overview of the Service's Plans to those within and out with the Service.

Provide a basis for measuring and reporting on the progress of the Service in achieving its priorities.

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.

# Single Midlothian Plan 2019-2022

Midlothian Community Planning Partnership (CPP) Board agreed that all partners will focus on the following three priorities in the Single Midlothian plan from 2019 until 2022.



In response to the three priorities, the five themes of community planning are as follows:

## Adult Health and Social Care

*A new 3 year IJB strategic document is being drafted in a parallel process, no 3 year outcomes are as yet available, but topic areas that have been focused on in the public engagement are:*

- Prevention
- Short Term/Urgent Support
- Long Term Support
- Choice and Control
- Information about services/support

## Community Safety and Justice

- Fewer people are victims of crime, abuse or harm
- People feel safe in their neighbourhoods and homes
- Communities take a positive role in shaping their future

## Getting it right for every Midlothian child

*(2019/20 – will be revised with new children and young people's service plan 2020/23)*

- Children and young people are supported to be healthy, happy and reach their potential
- Inequalities in learning outcomes have reduced
- All Midlothian children and young people are being offered access to timely and appropriate support
- All care experienced children and young people are being provided with quality services
- Children in their early years and their families are being supported to be healthy, to learn and to be resilient

## Improving opportunities for people in Midlothian

- Poverty levels in Midlothian are reduced
- Midlothian residents are successful learners and young people go on to positive destinations when they leave learning
- Health inequalities are reduced and the health of people in Midlothian is improved
- The public is informed and engaged in service development and delivery

## Sustainable growth in Midlothian

- The local economy is more productive and inclusive
- The benefits of the Borders Railway have been maximised
- Midlothian Science Zone has developed benefitting the local economy and community
- Sustainable town centre regeneration is visible
- More social housing has been provided taking account of local demand
- Homelessness has reduced, and people can access advice and support
- Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity

In support of the council priorities, Property and Facilities Management will continue to strive to improve quality and value of council services adopting the four key principles that underpin the CCP and our approach to service delivery – preventative intervention, co-production and capacity building and localising/modernising access to services.

# 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 £18.8 million by 2022/23. 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 as well as new initiatives such as Destination Hillend and partnerships with Third Parties to maximise returns from our land and property portfolio.

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 Strategy (Including Housing Revenue account)
- The Learning Estate Strategy

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

- **Maximising the utilisation of the Council's property and land portfolio including progressing sites for the building of additional Social Housing.**
- **Rationalisation of the Council office and depot estate to a modern fit for purpose portfolio operating from the minimum number of buildings utilising flexible ways of working whilst retaining a customer focus.**
- **Develop a learning estate strategy and programme to deliver Education's vision of centres of excellence and a world class status for facilities which support and enhance this aim.**
- **Move towards an asset management plan identifying planned preventative maintenance regimes for properties similar to those operated in our PPP contracts.**

- **Review Building Facility Management Services including the development of Integrated Facilities.**
- **Introduce renewable sources of energy production to reduce utility costs and the carbon tax including utilising available energy for district heating.**
- **Optimise the use of Property assets including industrial estates.**
- **Seek commercial opportunities and trading with a wide range of organisations including private and public sector partners.**
- **Explore opportunities for partnering arrangements with public and private sector organisations.**
- **Deliver and promote healthy nutrition and expand non-core catering services.**
- **Redesign service level agreements between facilities services and their clients to ensure service needs are maintained but at a realistic and efficient level including sharing janitorial services between primary School clusters.**
- **Minimise the level of subsidy across services with a particular emphasis on Sport and Leisure and facilities Services, towards a self-sustaining status.**
- **Review management services with a view to amalgamation where similar disciplines cover a range of functions.**

The recent development of a 5 year Physical Activity and Health Strategy has provided future direction for Sport and Leisure's approach to raising awareness and encouraging Midlothian to become more active. A comprehensive Business Plan has been developed in conjunction with the strategy and sets out the services aims and objectives for the next year including a detailed action plan. This will be the subject of a "bottom up" service review during 2019/20.

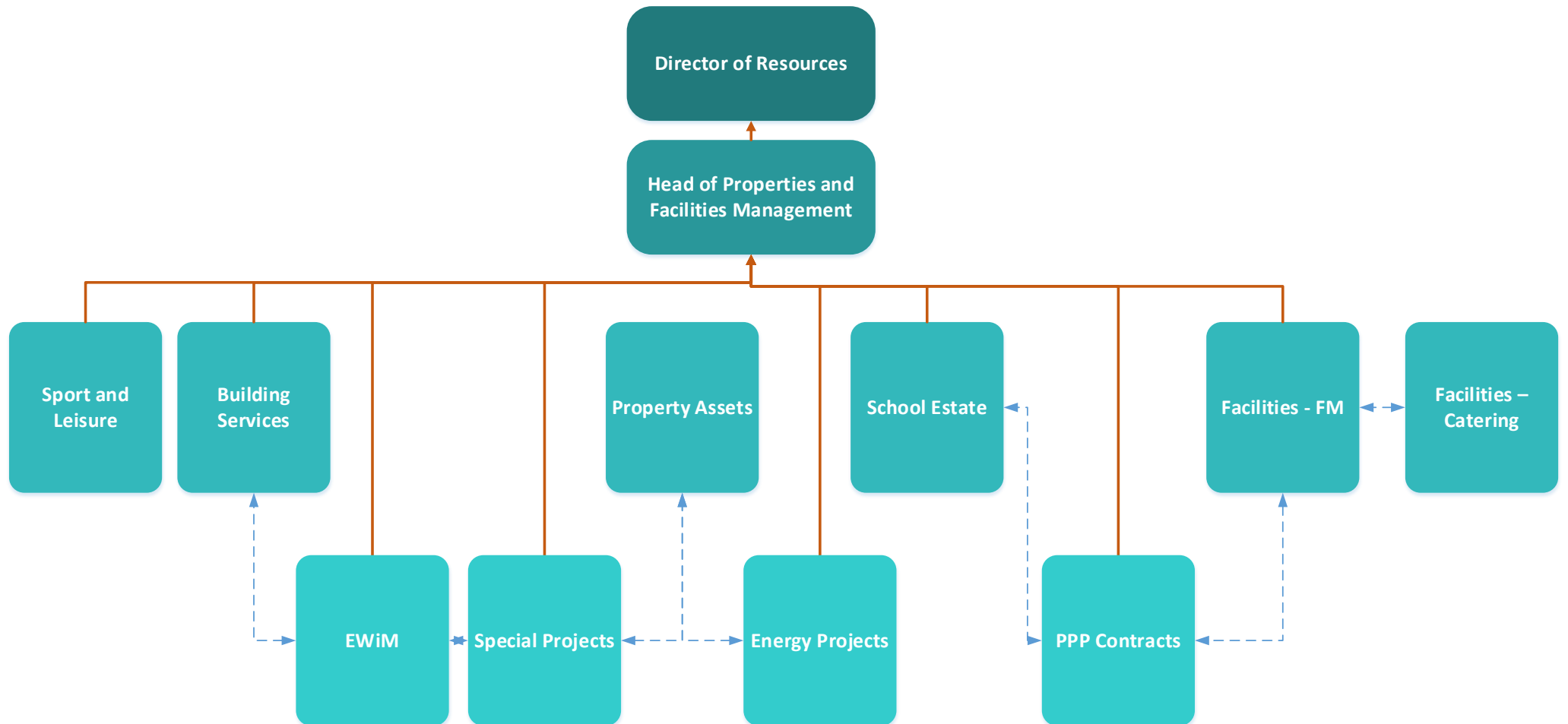
All services will continue to contribute to environmental responsibilities, providing opportunities for young people, supporting the economic growth of Midlothian, working in partnership with Communities and Voluntary Organisations.

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.

# Service Structure and Resource



# Financial Resources: Budget

The tables below provides summary details of the service revenues budget for 19/20, including subjective analysis.

<b>Property and Facilities Management</b>		
	<b>Budget</b>	
<b>SERVICE FUNCTION</b>	<b>2018/19 (£)</b>	<b>2019/20 (£)</b>
Service Management	29,997	(182,940)
Building Maintenance Service	(879,876)	(804,981)
Commercial Properties	(573,796)	(448,884)
Construction & Design Services	(106,707)	(78,622)
Energy Management - Energy	2,600,387	3,062,762
Asset Management	722,035	739,569
Facilities Services	6,305,856	6,788,856
Maintenance	873,224	931,390
Property Services - Repairs and Maintenance	1,464,889	1,474,170
Shared Properties	692,524	778,406
Sport and Leisure	1,635,211	1,761,702
<b>NET EXPENDITURE</b>	<b>12,763,744</b>	<b>14,021,428</b>

<b>SUBJECTIVE ANALYSIS</b>	<b>2018/19 (£)</b>	<b>2019/20 (£)</b>
Employee Costs	18,108,297	18,656,707
Premises Costs	8,061,459	8,905,709
Transport Costs	565,839	577,825
Supplies and Services Costs	6,031,342	5,940,766
Third Party Payments	660,226	660,226
Transfer Payments	0	0
<b>GROSS EXPENDITURE</b>	<b>33,427,163</b>	<b>34,741,233</b>
<b>INCOME</b>	<b>20,663,419</b>	<b>20,719,805</b>
<b>NET EXPENDITURE</b>	<b>12,763,744</b>	<b>14,021,428</b>



# Service Activities

Property and Facilities Management consists of the following teams.












Further detail on the range of responsibilities carried out by these teams, key partnership working and activities in 18/19 are provided in the following pages.

# Sport and Leisure Services

## Purpose

The vision for Sport and Leisure is to “**involve individuals and communities in achieving their potential through promoting excellence in: Lifelong learning, culture, leisure and sport, schools and Learning communities, Health and Wellbeing**”. The Service provide a range of high quality, safe and welcoming sport and leisure facilities. Key services areas:

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

## Activity Review and Key Successes

The Sport and Physical Activity Strategy for Midlothian Council was developed and launched in 2018. The strategy provides direction for the councils approach to raising awareness of the benefits of physical activity and encouraging the people of Midlothian to be more active. Strategic aims:

- ⊙ *Increase the number of people of all ages participating in active travel, active recreation and sport.*
- ⊙ *Work with schools and community groups to develop and support opportunities for lifelong participation in physical activity and sport for all.*
- ⊙ *Develop facilities and the built and natural environment to encourage increased participation in physical activities.*
- ⊙ *Grow and develop the physical activity and sport workforce.*
- ⊙ *Work with internal and external partners to increase participation in physical activity and sport.*
- ⊙ *Raise the profile and public awareness of the importance of physical activity and opportunities to participate.*

Stage one of the new Leisure Management System (Legend) went live on the 17th of April 2018. The introduction of a new front-of-house system for the council's leisure facilities offers online services to make bookings and payments. Work is in progress to implement the next stage for online services.

Three Midlothian schools received the Sportscotland Gold School Sport Award for 2018-2020; Cornbank Primary, Lasswade High School and Kings Park receiving Gold following revalidation from 2016. Lasswade was the first secondary school in Midlothian and one of only 18% in Scotland to have been awarded the award. The Gold School Sport Award is in recognition of the schools' achievements in putting sport at the heart of their schools planning, practice and ethos. The Gold Award also highlights the schools have shown excellent practice across the core areas of the award and demonstrated an on-going commitment to increase young people's opportunities and engagement in physical education, school sport and leadership and provide clear pathways to life-long participation in sport.

Newbattle Community Campus opened on 26th of May 2018. Due to the combined setting, the shared services approach has allowed local people to have access to community areas within the complex. Feedback from users was very positive.

In support of Midlothian's commitment to provide opportunities to improve health and wellbeing, summer sporting events were programmed to encourage children to get involved in activities such as Snowsports, Tubing, Sports, Diving and Fitness. Leisure centres offered free swimming sessions. In addition, our Sports Hub Officer along with Long-life learning held successful free sporting summer camps for children.

Midlothian Active Schools supported Midlothian Women & Girls in Sport Week, which is led by the Scottish Government's Women and Girls in Sport Advisory Board. The aim was to raise awareness of increasing opportunities in sport and physical activity among women and girls, and highlighting the solutions to overcoming the barriers to participation.

Successful Midlothian Sports Award event giving the opportunity to celebrate the excellence and dedication of sportspeople in our county.

The Ageing Well team successfully met the quality standard designed by Volunteer Centre Dundee to support, recognise and reward groups who are good at involving volunteers.

2018's Walk the Line event had 231 in attendance including 25 volunteers.

## Key partnership working


© Snowsports Scotland

- © Voluntary sector groups
- © Scottish Leisure Networking Group
- © Community groups
- © National Sporting Bodies
- © Sportscotland
- © NHS Lothian

# Facilities Services

## Purpose

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

## Activity Review and Key Successes

During 2018/19 the service achieved the following key successes:

Participated in the successful launch and implementation of the Parent Pay payment system, allowing parents to pay for school lunches on-line.

Developed opportunities to upskill staff IT skills via ECDL courses. In turn improving communication, reduce mailing costs and provide better access to corporate information.

Opened new catering facilities at Newbattle Centre and in addition worked with Children's Services to provide meals for a summer activity programme at Newbattle High School.

Worked with the Early Years team on a nursery expansion programme, hot meal provision to Mayfield Nursery as a pilot/template.

Successful negotiation and restructure of the Janitorial Service.

Successful negotiation and restructure of the Building Cleaning within Dalkeith Office Campus

Successful partnership working with Property Maintenance department to ensure the completion of the holiday works program.

Successful negotiation of the Skanska contract.

Continued successful working partnerships with Melville Housing and NHS.

## Key partnership working

- ⊙ 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 and Food Standards Scotland.

# Building Services

## Purpose

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:

### Property maintenance

- Planned and Reactive Maintenance
- Void house 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

### 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 is obtaining maximum benefit from Government funding and initiatives.

## Special projects

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

## Activity Review and Key Successes

During 2018/19 the services achieved the following key successes:

The new Loanhead Centre was awarded the “Community Development Project of the Year” at the Scottish Property Awards in 2018. The new Loanhead Centre community project was delivered in partnership with the community using a ‘done with’ rather than ‘done to’ approach. From initial Public consultation, Midlothian Council and the design team worked with the community through detailed conversations to deliver a project which met the needs of the community. The process began with a simple choice between delivering just a replacement school or taking forward the wider opportunity for a combined community facility on Council land which was occupied by the local council owned leisure centre.

The new Newbattle High School, was handed over successfully and under budget resulting in no delay to the school programme. The centre was awarded “Development of the Year (Public Building) at the Scottish Property Awards 2019. The award was received for the development that has contributed to the improvement of a local community. The new facility has allowed Midlothian Council to continue its ambition to create a world-class education system by pioneering a new Digital Centre of Excellence, the first of its kind in Scotland.

Building Services identified the recovery of Scottish Water contributions to the value of £500,000 from projects over 5 years old. £380,000 has been recovered to date.

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

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

Public realm improvements to Gorebridge Main Street completed.

Lawfield Primary School extension outline design and costs have been negotiated and agreed with the PPP provider.

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.

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.

## Key partnership working

The following partners 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 Council's Health and Safety section
- ⊙ Property Rationalisation in conjunction with IT, Human Resources and Estates
- ⊙ Newbattle Centre in conjunction with Scottish Futures Trust, HubCo, Education, Sport and Leisure and Library Services
- ⊙ Loanhead Centre in partnership with NHS Lothian.
- ⊙ Asset Management and Investment in conjunction with Scottish Futures Trust and other Local Authorities
- ⊙ 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
- ⊙ Scottish Futures Trust
- ⊙ HubCo South East



# Midlothian Public Private Partnerships (PPP) Contracts

## Purpose

Midlothian Council has three 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: Eight Primary Schools (2007-2037) between the Council and Midlothian Schools Ltd. Skanska provide the FM service.
- 🌱 Newbattle Community Campus (2018–2048) between the Council and Newbattle New Design, Build Finance and Maintain Contract. (DBFM). Galliford Try Facilities Management (GTFM) 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 eight 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

## Activity Review and Key Successes

During 2018/19 the service achieved the following key successes:

### Public Private Partnership Contracts

#### PPP1

Leisure Centre Life Cycle Works completed at Dalkeith Schools Community Campus.

Saltergate 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 Saltergate 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 nursery and primary classes built at five 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.

Two classroom extension design approved at Burnbrae Primary School.

## **Partnership working**

- ⊙ PPP1 with Dalkeith SPV Ltd.
- ⊙ PPP2 with Midlothian Schools Ltd.

# Property Assets

## Purpose

Property Assets provide a wide range of professional property and Valuation advice; Energy Management and Project implementation advice as well as asset rationalisation data management and development of G.I.S. system capability Key service areas:

- 🌱 Collating storage of property data and GIS mapping.
- 🌱 Compiling and monitoring the Property Asset register engaging in an advising on property issues relating to Community Asset Transfer.
- 🌱 Disposal and acquisition of properties, at all times seeking to, maximise land values and achieving best value.
- 🌱 Undertaking annual asset valuations for final year end accounting, purposes.
- 🌱 Undertaking insurance reinstatement valuation on an annual basis and providing 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.
- 🌱 Work with partner organisations, third sector groups to develop and bring forward master plan proposals in key locations.
- 🌱 Develop key projects including Destination Hillend and Stobhill land disposals.
- 🌱 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

## Activity Review and Key Successes

During 2018/19 the service achieved the following key successes:

Tendering and successful implementation of a Non Domestic Energy Efficiency Fund Project which will deliver significant energy savings over the forthcoming years. The project has identified solutions to long running energy management issues and involved close and effective working between various departments within P&FM and the appointed contractor.

Negotiation on behalf of Shawfair LLP for the acquisition of a new Shawfair Town Centre High School site from Network Rail. This tripartite has been complicated and involved effectively negotiating three linked but separate agreements with various parties whilst also dealing with complex background 'political' issues.

Having completed the Master Planning process for both Stobhill Lady Victoria and Newtongrange Village centre we have subsequently had to establish and identify solutions for presentation and approval by Members and Officers to Education capacity solution in order to enable this and the key Social Housing Project to move forward. In

addition we continue to work on finding best value solution to the development of the Council's interests taking account of stakeholders concerns and the need to deliver positive social, economic and environmental outcomes both in the short and longer term.

Regular participation in the now well established Capital Planning Projects Board which has worked to resolve a number of complex capital planning issues and enable recommendations to come forward to resolve and move projects forward including Dalkeith High School; new Intermediate care provision project at Dundas Buildings; Education and housing projects at within the Eastfield/Mayfield and Newtongrange areas.

Bringing forward a successful application for innovative renewable energy project using Energy from Waste at Millerhill. Team members successfully negotiated key agreements with the waste operator and are progressing the development of a full business case and search for an ESCo partner.

Acquisition of a number of key sites in support of the Council's Social Housing programme including the former Coop building at High Street Bonnyrigg and 32 new build units from Millers at Shawfair; we are also currently negotiating the acquisition of a long vacant site at Hopefield in Bonnyrigg for the development of a retail investment with Affordable Housing above addressing a long standing planning issue and providing a key local amenity whilst delivering social housing in a pressured location.

Negotiating of key Education school sites at Bilston and Woodburn/Easthouses in support of the School Learning Estate Strategy.

## Partnership working

- ⊙ 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

# Challenges and Risks ahead

## Corporate Risk Register

The Council's 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.

Main Corporate risks at this time include:

- Financial stability (Sustainability)
- The Change Programme
- Balancing budgets in future years / impact of budget cuts / financial strength of Council
- Fastest growing Council

The on-going risk associated with financial stability and balancing the budget in future years remains, with the change programme becoming the most significant factor in seeking to identify and deliver on the reduction in expenditure and increased income generation needed to get the Council to a balanced budget position in future years.

Service specific risks are assessed quarterly and mitigating actions reviewed and updated as required. High service risks are presented to the Performance Review and Scrutiny Committee 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.

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## 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, for example the recent introduction of Pure gym in 2018.
- Review of services to ensure that provision meets customer needs.
- Lack of capital investment, in equipment and facilities.

- Developing a Physical Activity Health Alliance group to deliver new strategy actions.
- Work with Colleagues to develop Community Assets Transfer Requests.
- Continue to work on council's small and large Physical Activity Grant Stream.
- Continue to try and obtain funding to extend and improve the Jump Slope / Freestyle area at Snowsports centre at Hillend.
- Develop the new Leisure Management system to start Direct Debit Scheme for the Swimzone Swimming Lesson programme and the Casual Snowsports use to generate further income.

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## Facilities Services

Key challenges affecting the service include:

- Recognising the new the new Building Cleaning structure following a service delivery review if approved.
- Maintaining the high uptake of school meals, especially in High Schools, due to the increase in competition from the High Street retailers.
- 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, this was due December 18 but delayed.
- 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 and the Setting the Table guidance which is currently under review.
- Developing a flexible workforce to cover vacancies & absences to allow service to continue.
- Work with partners to implement changes relating to introduction of new services e.g.

early years increase in hours and holiday club meals.

- 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.
- Reduction in hours and cleaning specification in Non-education buildings.
- Increased focus on income generation and external business with catering.

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## 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 house 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.

## **EWiM**

Key Challenges affecting the service include:

- Complete office rationalisation within EWiM Phase 2.
- Consolidate depots as part of EWiM Phase 3.
- 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 demolition.
- 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.

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## **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 had 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. 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.
- Maximise the use of Dalkeith Community Campus by opening Leisure facilities to public during the school day.
- Reduce utility costs at PPP2 Primary Schools by closing facilities during no-term time.

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## Property Assets

Key challenges affecting the service:

- The extension of remote management for the purposes monitoring and management of energy to reduce cost without adversely impacting on occupier comfort.
- The implementation of a Heating Management policy
- Developing and securing partnership funding for the development of renewable heat and energy in support of sustainable low carbon energy targets.
- 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.
- Developing and optimising opportunities to support service change and modernisation maximising the value of disposable assets in support of EWIM.
- Developing GIS database capabilities to support property asset valuation, management and data collection opportunities including their use in the collection of
- Condition data to enable this to be cost effectively collected and enabling this to be

effectively shared with Maintenance and provide an input into Planned Preventative maintenance processes.

## **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 2019/22 which arose from a major public consultation exercise.

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## **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).

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## **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 Sustainability Action Plan.

# Future Development of Services

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.

Overall focus for Property and Facilities Management will be ensuring budget stability into 19/20 as set out in the delivery of the Council's Change Programme.

## Sport and Leisure Services

- Continued partnership working with the voluntary sector and community groups.
- Continuous work ongoing to increase footfall at all facilities and monitor increase in charges against footfall.
- 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.
- Benchmarking of Leisure Charges with other Local Authorities and Private Sector providers and implement charges for 2019/20.
- Community Halls and Pavilions continue to be marketed to community groups. Liaison with local members in respect of user groups from within their wards.
- Review the range of viable activities being delivered from Hillend and its planned expansion.
- Establish vending operation and forecast income.
- Work on Marketing and Promotion strategy for inclusion in Business plan.
- Develop business plans for the expansion of an all year attraction of Hillend.
- Explore the viability of generating income to offset the council 25% stake in the Active Schools Team.

## Facilities Services

- Partnership working with all schools on health promotion.
- Continuous review of Food hygiene/H&S standards through Environmental Health visits
- Continued assessment of new cleaning practices and methodologies.
- Further development of commercial/private staff training.
- 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
- Continuous reviewing of the Facilities Management Service.
- Review the involvement of Facilities Service staff in planned and reactive maintenance delivery.
- Providing high standards of service through ongoing training and development of staff.
- Review of the Public toilets provisions.
- Review of Building Cleaning in Non PPP Schools with a 20% reduction in hours
- Review of Building Cleaning in Non-Education Buildings with a 40% reduction in hours.
- 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.

## Building 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 (ESSH) 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. Phase 3 adding a further 250 houses will be starting during the term of this plan.
- Energy Management reviews in association within Property Assets.
- Health and Safety review at Stobhill.
- Building Services review of service delivery through Delivering Excellence.
- Ongoing review of service costs, income and productivity.
- Life cycle costing and value engineering for major projects.
- Review of procedures for new local authority procurement regulations.
- Review tendering procedures to accord with Standing Orders.

## **Midlothian PPP Contracts**

- 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.
- 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.

## Property Assets

- Seeking support for the Property Investment Account to further develop strategy aimed at securing economic development and optimising revenue generation opportunities.
- Continued key involvement in EWiM Phases 3 and 4, Depot rationalisation and Dalkeith Town Centre, Newtongrange Town Centre and Mayfield in it Together Town Centre regeneration projects.
- Developing and acting as Project Leads for 'Destination Hillend' including progressing the planning application and development of a full Business Case for the now publicly well received proposals.
- Management of Carbon Reduction Commitment.
- Acquisition of strategic sites to assist in development of the school estate.
- Working with third sector organisation to develop asset solutions in light of ongoing financial constraints.
- Maintaining a rolling programme of Asset Valuations for year end accounting purposes.
- Maintaining a programme of regular Insurance Reinstatement Valuations.
- 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.

## Annual Scrutiny, Quality Assurance and Self-Assessment.

To ensure that corporate quality initiatives can be integrated with and complimentary to service activity, tabled below are details of scrutiny, audits and self-assessment activity for 19/20 with indicative dates.

<b>Scrutiny / Self-Assessment Activity 19/20</b>	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Sport and Leisure Audit Facility Operations	■											
Institute of Qualified Lifeguards external audit	■											
SAFLO Internal assessments on Facility operations	■		■		■		■		■		■	
Viewpoint customer satisfaction survey	■			■			■			■		
Benchmarking of Services via APSE performance networks	■		■							■		
CIPFA - Scottish Property Benchmarking Group	■					■						
The United Kingdom Cleaning Professionals Academic Service	■											

# Accreditations/Awards

Accreditations/awards received;

- Scottish Property Awards 2018 –Winner of the Community Development project of the year for the new Loanhead Centre
- Scottish Property Awards 2019 – Finalist for the Development of the year (Public Building) for the new Newbattle Centre – Finalist for Architectural Design (Public Buildings) for the new Newbattle Centre.





## Performance Management

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

## 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 Council's Services, though perspectives may be more applicable in some areas than in others and as a result a Balance Scorecard 2019/20 document will be developed and implemented during the 2019/20 performance management cycle.

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

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.

## Property and Facilities Management Service Plan 2019-20

Property and Facilities Management will make a meaningful and measureable contribution towards the Single Midlothian Plan 2019-22, the service actions and key indicators are aligned to the Single Midlothian Plan priorities and key service activities as set out in the table below.

\*Indicator targets will be revised at the end of quarter four allowing previous data trends and 18/19 values to be taken into account.

2019/20

Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
<b>Single Midlothian Plan Priority:</b> Children and young people are supported to be healthy, happy and reach their potential									
Provide high quality nutritional school meals	31/03/20	% 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: 72.6%	Catering Services	Margaret McKenzie	Carried forward	No
	31/03/20	% uptake on High School meals	45%	n/a	15/16: 51.9% 16/17: 46.9% 17/18: 44.4%	Catering Services	Margaret McKenzie	Carried forward	No
	31/03/20	% uptake of Free school meals (Primary 1-3)	85%	85% based on 17/18	See baseline	Catering Services	Margaret McKenzie	Strategy	Yes
Promote and deliver Active Schools programmes to school children	31/03/20	Number of distinct activities involving Active Schools programmes with school children	40	n/a	15/16: 50 16/17: 40 17/18: 33	Sport and Leisure	Tony Malone	Carried forward	No
Undertake programme of work to improve/upgrade Primary School Estate	31/03/20	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	31/03/20	No performance indicator for this action	100%	n/a	n/a	Building Services	Billy Jackson	Carried forward	No

**Single Midlothian Plan Priority:** Midlothian residents are successful learners and young people go on to positive destinations when they

Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
leave learning									
Maintain the percentage of trainees completing courses through training and employability sources	31/03/20	Number of trainees within service currently completing courses	14	n/a	15/16: 32 16/17: 28 17/18: 16	Property and Facilities	Garry Sheret	Carried forward	No
	31/03/20	Number of trainees within Property Maintenance currently completing courses	4	n/a	15/16: 15 16/17: 11 17/18: 8	Building Services	Billy Jackson	Carried forward	No
	31/03/20	Number of trainees within Facilities Services currently completing courses	3	n/a	15/16: 7 16/17: 5 17/18: 6	Facility Services	Craig Gillie	Carried forward	No
	31/03/20	Number of trainees within Sport and Leisure currently completing courses	7	n/a	15/16: 10 16/17: 12 17/18: 23	Sport and Leisure	Tony Malone	Carried forward	No
<b>Single Midlothian Plan Priority:</b> More social housing has been provided taking account of local demand									
Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31/03/20	Number of new build council houses	156	n/a	15/16: 91 16/17: 60 17/18: 78	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.	31/03/20	No performance indicator for this action	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.	31/03/20	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
	31/03/20	The % of the Councils housing stock meeting the	100%	n/a	16/17: 100%	Building Services	Billy Jackson	Carried forward	No

Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
		'Modern facilities & services' Scottish Housing Quality Standard criteria			17/18: 100%				
	31/03/20	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	n/a	16/17: 100% 17/18: 100%	Building Services	Billy Jackson	Carried forward	No
	31/03/20	Progress of roughcast programme	150	n/a	16/17: 140 17/18: 0	Building Services	Billy Jackson	Carried forward	No
	31/03/20	Number of upgrades to central heating systems	Data only	n/a	15/16: 313 16/17: 227 17/18: 415	Building Services	Billy Jackson	Carried forward	No

**Single Midlothian Plan Priority:** Health inequalities are reduced and the health of people in Midlothian is improved

Undertake adaptations to houses for those with specific needs	31/03/20	proportion of adaptations requested and completed	100%	n/a	15/16: 100% 16/17: 100%	Building Services	Billy Jackson	Carried forward	No
Promote and deliver MAC programmes	31/03/20	Number of activities offered by MAC	20	n/a	16/17: 17 17/18: 26	Sport and Leisure	Tony Malone	Carried forward	No
	31/03/20	Number of attendees during quarter	1800 – data only	n/a	16/17: 5253 17/18: 2439	Sport and Leisure	Tony Malone	Carried forward	No
Promote and deliver Ageing Well programmes to 50+ age groups	31/03/20	Number of activities offered by Ageing Well to 50+ age groups	20	n/a	15/16: 24 16/17: 23 17/18: 23	Sport and Leisure	Tony Malone	Carried forward	No
Promote and maintain uptake and use of leisure facilities	31/03/20	Number of attendances per 1,000 population to all pools	3000	n/a	15/16: 2870 16/17: 2620 17/18: 2210	Sport and Leisure	Tony Malone	Carried forward	No
	31/03/20	Number of attendances per 1,000 population for indoor sports and leisure facilities	8300	n/a	15/16: 7550 16/17: 7230 17/18: 6750	Sport and Leisure	Tony Malone	Carried forward	No
Delivery of high quality Healthy Living Service	31/03/20	Tone zone retention rate	55%	n/a	15/16: 56.66%	Sport and Leisure	Tony Malone	Carried forward	No

2019/20

Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
					16/17: 55.25% 17/18: 44%				
	31/03/20	Overall satisfaction rate in registered Leisure Centres	90%	n/a	15/16: 92.44% 16/17: 92.59% 17/18: 95.85%	Sport and Leisure	Tony Malone	Carried forward	No
<b>Single Midlothian Plan Priority: Inequalities in learning outcomes have reduced</b>									
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	31/03/20	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	31/03/20	n/a - Performance measured against councils development/reporting program	100%	n/a	n/a	Property and Facilities Management	Steven Small	Carried forward	No
<b>Single Midlothian Plan Priority: Sustainable town centre regeneration is visible</b>									
Management and development of the councils extensive land interests at Shawfair	31/03/20	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	31/03/20	n/a - Performance measured against councils development/reporting program	n/a	n/a	n/a	Property and Facilities Management	Neil Davidson	Carried forward	No
<b>Service Priority: Deliver efficient Services</b>									
	31/03/20	Cost per square metre cleaned	10.03	n/a	15/16: £8.90	Facility Services	Craig Gillie	Carried forward	No

Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
Delivery of high quality Facilities Management Services					16/17: £8.90 17/18: £8.90				
	31/03/20	Total square metres cleaned per hour	1.2	n/a	15/16: 1.25 26/17: 1.25 17/18: 1.25	Facility Services	Craig Gillie	Carried forward	No
	31/03/20	Monthly number of meals prepared/monthly labour hours across production and dining centres.	10	n/a	15/16: 10.3 16/17: 8.9 17/18: 9.8	Catering Services	Margaret McKenzie	Carried forward	No
	31/03/20	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: 72.9%	Catering Services	Margaret McKenzie	Carried forward	No
	31/03/20	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: 62.2%	Catering Services	Margaret McKenzie	Carried forward	No
Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31/03/20	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	31/03/20	The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties.	83%	n/a	15/16: 63.46% 16/17: 72.94% 17/18: 72.9%	Building Services	Billy Jackson	Carried forward	No

2019/20

Action	Due Date	Performance Indicator	*Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
<b>Service Priority:</b> 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)	31/03/20	Number of property reviews implemented	25	n/a	16/17: 65 17/18: 100	Property Assets	Gareth Davies	Carried forward	No
<b>Service Priority:</b> Rationalisation of the Councils office and depot estate to a modern fit for purpose portfolio									
Implement/set programme of office closures within Council Services	31/03/20	No performance indicator for this action	n/a	n/a	n/a	Building Services	Billy Jackson	Carried forward	No
<b>Service Priority:</b> 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).	31/03/20	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	Carried forward	No

## Property and Facilities Management Local Government Benchmarking Indicators

All 32 Scottish councils have worked with the Improvement Services (IS) over past years to develop a common approach to benchmarking, reporting standard information on services that councils provide to local communities across Scotland. Below is a list of standard indicators in the LGBF for Property and Facilities Management:

<b>C&amp;L1</b>	<b>Cost per attendance at sports facilities</b>
<i>C&amp;L1 Numerator</i>	<i>Sports facilities including swimming pools - net expenditure (£000)</i>
<i>C&amp;L1 Denominator</i>	<i>No. of Attendances</i>
<b>C&amp;L5d</b>	<b>% of adults satisfied with leisure facilities</b>
<b>HSN3</b>	<b>% of council dwellings meeting Scottish Housing Standards</b>
<i>HSN3 Numerator</i>	<i>Percentage properties meeting SHQS year end</i>
<i>HSN3 Denominator</i>	<i>Properties within scope of SHQS year end</i>
<b>HSN4b</b>	<b>Average number of days taken to complete non-emergency repairs</b>
<i>HSN4b Numerator</i>	<i>Average working days to complete non-emergency repairs</i>
<i>HSN4b Denominator</i>	<i>Non-emergency repairs completed</i>
<b>HSN5</b>	<b>% of council dwellings that are energy efficient</b>
<i>HSN5 Numerator</i>	<i>Properties meeting NHER/ SAP Ratings Year End</i>
<i>HSN5 Denominator</i>	<i>Properties within scope of SHQS year end</i>
<b>CORP-ASSET1</b>	<b>% of operational buildings that are suitable for their current use</b>
<i>Corp-Asset 1 Numerator</i>	<i>No of Operational Buildings which are suitable for use</i>
<i>Corp-Asset 1 Denominator</i>	<i>No of Operational Buildings</i>
<b>CORP-ASSET2</b>	<b>% of internal floor area of operational buildings in satisfactory condition</b>
<i>Corp-Asset 2 Numerator</i>	<i>GIA which is satisfactory</i>



# Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability



<b>Title of Policy/ Proposal</b>	Property and Facilities Management Service Plan 2019-20
<b>Completion Date</b>	25/02/2019
<b>Completed by</b>	Garry Sheret
<b>Lead officer</b>	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 2019-20. The service plan contains:

Service objectives: These are the priorities for the service.  
 Management Arrangements: information about how the service is managed.  
 Key challenges and future developments of the services

**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?**

<b>High Relevance</b>	<b>Yes/no</b>
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
<b>Low Relevance</b>	
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	
<b>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.</b>	

**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?**

<b>Evidence</b>	<b>Comments: what does the evidence tell you?</b>
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 &amp; civil partnership; pregnancy &amp; maternity; race; religion and belief; sex; and sexual orientation, as well as those on low incomes.</p> <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> <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 on service uptake/access	
Data on quality/outcomes	
Research/literature evidence	
Service user experience information	
Consultation <b>and involvement</b> findings	
Good practice guidelines	
Other (please specify)	
Is any further information required? How will you gather this?	

	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?**

	<b>Comments – positive/ negative impact</b>
<p><b>Equality Groups</b></p> <ul style="list-style-type: none"> <li>• <b>Older people, people in the middle years,</b></li> <li>• <b>Young people and children</b></li> <li>• Women, men and transgender people (includes issues relating to pregnancy and maternity)</li> <li>• Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems)</li> <li>• Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers)</li> <li>• Refugees and asylum seekers</li> <li>• People with different religions or beliefs (includes people with no religion or belief)</li> <li>• <b>Lesbian, gay, bisexual and heterosexual people</b></li> <li>• People who are unmarried, married or in a civil partnership.</li> </ul>	<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><b>Those vulnerable to falling into poverty</b></p> <ul style="list-style-type: none"> <li>• Unemployed</li> <li>• People on benefits</li> <li>• Single Parents and vulnerable families</li> <li>• Pensioners</li> <li>• Looked after children</li> <li>• Those leaving care settings (including children and young people and those with illness)</li> <li>• Homeless people</li> <li>• Carers (including young carers)</li> <li>• Those involved in the criminal justice system</li> <li>• Those living in the most deprived communities (bottom 20% SIMD areas)</li> <li>• People misusing services</li> <li>• People with low literacy/numeracy</li> <li>• Others e.g. veterans, students</li> </ul>	<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><b>Geographical communities</b></p> <ul style="list-style-type: none"> <li>• Rural/ semi-rural communities</li> <li>• Urban Communities</li> <li>• Coastal communities</li> </ul>	<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](mailto:equalities@midlothian.gov.uk)

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

Objectives	Comments
<b>Equality and Human rights</b>	
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"> <li>• diet and nutrition,</li> <li>• sexual health,</li> <li>• substance misuse</li> </ul>	<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 increase uptake.</p>

<ul style="list-style-type: none"> <li>• Exercise and physical activity.</li> <li>• Life skills</li> </ul>	<p>Development of a new Sports and Physical activity strategy.</p> <p>Introduction of a new leisure management system.</p>
<p><b>Environmental</b></p>	
<p>Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)</p>	<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>
<p>Plan for future climate change</p>	
<p>Pollution: air/ water/ soil/ noise</p>	
<p>Protect coastal and inland waters</p>	
<p>Enhance biodiversity</p>	
<p>Encourage resource efficiency (energy, water, materials and minerals)</p>	
<p>Public Safety: Minimise waste generation/ infection control/ accidental injury /fire risk</p>	
<p>Reduce need to travel / promote sustainable forms or transport</p>	
<p>Improves the physical environment e.g. housing quality, public and green space</p>	
<p><b>Economic</b></p>	
<p>Maximises income and /or reduces income inequality</p>	<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>
<p>Helps young people into positive destinations</p>	
<p>Supports local business</p>	
<p>Helps people to access jobs (both paid and unpaid)</p>	
<p>Improving literacy and numeracy</p>	
<p>Improves working conditions, including equal pay</p>	
<p>Improves local employment opportunities</p>	

**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 25/02/2019