



Corporate Resources Directorate

**Property and  
Facilities  
Management  
Service Plan  
2017-2018**

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## 1) Introduction

This document is a service plan, which provides a clear picture of the Service's planned activities for the period 2017-18. The service plan contains:

- Service Objectives: These are the priorities for the service.
- Management Arrangements: Information about how the service is managed.

The purpose of a service plan is to:

1. Clearly show the key tasks and challenges of the service. This will provide direction to employees and an overview of the service's work plan to those within and out with the service.
2. Provide a basis for measuring and reporting on the progress of the service in achieving its priorities.
3. Make apparent the link between individual staff performance and development plans, work plans, team plans and the Single Midlothian Plan. This should enable all staff to understand how their work contributes to the Service's objectives and upwards to the corporate aims of the Council, and its success in achieving those aims.

## 2) Overview of the Service

Property and Facilities Management Service consists of the following teams:

- Facilities Services
- Building Services
- Sport and Leisure Services
- Midlothian PPP Contracts
- Property Assets
- Effective Working in Midlothian (EWiM)
- Special Projects

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

### Facilities Services:

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

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

### Building Services:

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

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

### Sport and Leisure Services:

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

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

### Midlothian PPP Contracts:

PPP contracts manage the two phases of schools PPP projects in partnership with Skanska and BAM FM. Key service areas:

- Midlothian's PPP contracts comprising the Dalkeith Schools Community Campus and 8 primary schools,
- ensuring the availability and suitability of the portfolio for all stakeholders
- developing property briefs and managing the school estate plan,
- client liaison services,
- Health & Safety risk assessments,

### Property Assets:

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

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

## 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 Councils 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

## **SPECIAL PROJECTS**

Special Projects is set up to provide specific Project Manager/Project Co-ordinator services for:-

- Newbyres
- Shawfair
- Newtongrange
- Mayfield

### **a) Activity Review in 2017/18**

Across the service areas there is a need, through these challenging times, to ensure that staff focus and motivation is maintained. This will be, in the main, achieved through open and effective communication with affected groups, via staff briefings/ team meetings and other appropriate means of communications.

### **b) Challenges and Risks**

#### **i) Facilities Services**

**Key challenges affecting the service include:**

- Recognising the new Facilities Services management structure following a service delivery review, ensuring that the current service standards are maintained and improved
- Maintaining the high uptake of school meals, especially in High Schools, through meal promotion strategy and ongoing work with School Management
- Maintaining a high uptake of free school meals to all primary 1-3 pupils
- Maintain compliance and review Health and Nutrition of school meals in accordance with Scottish Government legislation
- Ensuring the PPP contracts deliver a quality service to all stakeholders in the estate



- Improvement of the booking system ensuring efficient, consolidated access to non housing assets
- Implement the Council's new People Policies
- Introduction of nursery meals with different specification and needs to primary meals

***Presently the following reviews are being progressed: -***

- A business risk audit was carried out and a risk register formulated. As a result, various risks that were identified resulted in a number of action points and were addressed in order to mitigate the risk.
- Continuous reviewing of service delivery through self monitoring e.g. Audit form
- Continued monitoring, through computer package, the performance of cleaning and catering standards and Health and Safety
- Continual compliance with the statutory financial objectives.
- Providing high standards of service through ongoing training and development of staff.
- Embedding of the Facilities Management Service for the school estates
- Review the involvement of Facilities Service staff in planned and reactive maintenance delivery
- Expansion of the room booking system (Condeco) to rationalise the availability of bookable accommodation
- Review of the Public toilets provisions
- Review of Sport and Leisure and Janitorial duties within Hub buildings

**Changes in Service Delivery:**

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

- Additional cleaning hours to cover expanded nursery provision
- New management structure within Facilities Services
- Maintaining the Scottish Government's Food Allergen advice for all catering outlets
- Continuation of Better Eating Better Learning legislation
- Additional resources and staff required for Catering and FM for the new Roslin schools and Loanhead Centre (public cafe facility)
- Preparatory work towards the opening of the new Newbattle Centre
- Additional external contractual work with Melville Housing Association
- Introduction of meals for early years children

**Specific partnerships that have been established include: -**

- Association of Service Solutions in Scotland (ASSIST)
- Networking partnerships through APSE.
- 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
- Networking Partnerships through Scottish Leisure Networking Group

## ii) **Building Services**

### **Key challenges affecting the service include:**

- Implementation of the new Building Services structure
- Maintain the Building Services Health and Safety Risk Assessments, Method Statements and staff training records.
- Monitor and manage Stobhill Depot Health and Safety plans.
- Continued achievement in the turnaround time of void properties
- Lack of capital investment across the estate will add pressure to service standards and increase demand on existing resources
- Implement the Councils Revenue and Capital maintenance programmes.
- Reduction in operating costs whilst maintaining frontline services.
- Scottish Housing Quality Standards achieved during 2015 require 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 approximately additional 240 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.
- Design and build of the 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.
- Design and build of Roslin Primary School.

### ***Presently the following reviews are being progressed: -***

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

## **Changes in Service Delivery**

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

Significant projects that involve working in partnership with others are: -

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

### **iii) Sport and Leisure Services**

**Key challenges affecting the service include:**

- Embedding of business model within service to increase revenue
- Maintenance of current level of service with reduced resource
- Competition for customer base from other leisure providers
- Review of services to ensure that provision meets customer needs
- Lack of capital investment, in equipment and facilities
- Introducing an updated strategy for Sports Development and Physical Activity
- Introducing a new Leisure Management system

***Presently the following reviews are being progressed: -***

- Benchmarking of Leisure Charges with other Local Authorities and Private Sector providers and implement charges for 2017/18
- Community Halls and Pavilions continue to be marketed to community groups, liaison with local members in respect of user groups from within their wards
- Marketing Strategy forms part of the annual business plan
- Development of an updated strategy for Sports Development and Physical Activity in conjunction with SportScotland, NHS and Education services

- The range of viable activities being delivered from Hillend and its possible expansion
- Developing gymnastics and Martial Arts Academy at Danderhall Centre

### **Changes in Service Delivery**

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

Significant working in partnership is in place with: -

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

#### **iv) Midlothian PPP Contracts**

##### **Key Challenges affecting the service include:**

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

#### **v) Property Assets**

##### **Key Challenges:-**

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

***Presently the following reviews are being progressed: -***

- Property Investment Account to further develop strategy aimed at securing economic development and optimising revenue generation opportunities.
- Review of solar and heat network potential. Establishing a heat network policy and plan for Midlothian.
- Development of energy efficiency/SALIX fund to identify small to medium sized projects to reduce energy cost and carbon.
- Key involvement in EWiM Phases 3 and 4, Depot rationalisation and Dalkeith Town Centre review.
- Review of property potential of 'Destination Hillend' Business plan proposals.
- Review of control systems to further enhance energy monitoring in high consuming non domestic buildings.
- Management of Carbon Reduction Commitment.
- Key involvement in development of Integrated Recovery Hub feasibility study.
- Review of potential new school sites to assist in development of the school estate.

**vi) 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

**vii) Special Projects**

**Key Challenges affecting the service include:-**

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

**c) Consultations/ 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.

**d) Equalities**

This service plan has been subject to an Equalities Impact Assessment (EQIA)

## **e) 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

## **3) 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:

### **Facilities Services**

- Partnership working with all schools on health promotion
- Partnership working with Sport and Leisure and Midlothian Countryside Ranger Service on healthy life styles
- Proactive working with pupil councils, school boards, Better Eating Better Learning Project Team 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
- Review duties in the HUB buildings in conjunction with Sport and Leisure

### **Building Services**

- Pursue the benefits and viability of an ALEO for the delivery of support services
- Updating and monitoring of database for house condition survey and investment profiles to allow measurement against Scottish Housing Quality Standard milestones
- Ongoing delivery of the additional programmes of work identified by the house condition surveys to maintain the Scottish Housing Quality Standard to 2025
- To deliver programmes identified under the Energy Efficiency Standard for Social Housing (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 totaling 420 houses, plan 3 adding a further 250 houses will be starting during the term of this plan
- Delivery of additional Complex Care projects.

## **Sport and Leisure Services**

- Partnership working with the voluntary sector and community groups
- Ongoing work to increase footfall at all facilities
- Improved and targeted marketing of facilities
- Review of operational structure
- Shift in emphasis to Business orientated service
- Actions arising from ongoing reviews
- Complete actions arising from Health and Safety Audits
- Maintain Customer Satisfaction ratings
- Review staffing levels within Leisure Centres and monitor any staff changes made throughout the year
- Review operating hours and monitor any changes in hours during year
- Monitor increase in charges against footfall
- Establish vending operation and forecast income
- Work on Marketing and Promotion strategy
- Develop business plans for the expansion of an all year attraction of Hillend.
- Explore the viability of Wrap Around Care Services between Active Scotland and Education Services

## **Property Assets**

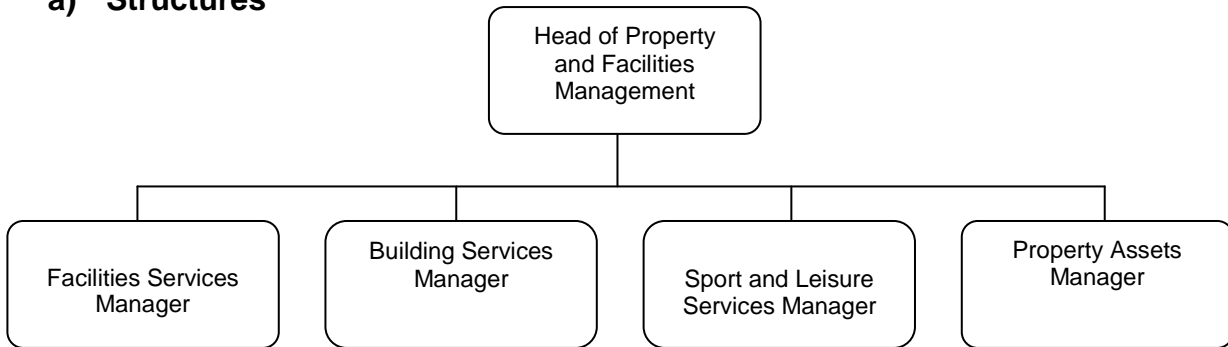
- Maintaining a rolling programme of Asset Valuations for accounting purposes.
- Maintaining a programme of lease renewals and reviews
- Progressing a rolling programme of Condition Surveys in support of Asset Management
- Maintaining the programme of upgrading industrial units prior to re-letting
-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

## **Midlothian PPP Contracts**

- Review all PPP contracts for improvement and economic benefits
- Assess the benefits of implementing similar contracts for the remainder of the operational buildings in the estate creating service level agreements and tenancy agreements for all occupants.

## 4) Management Arrangements

### a) Structures



### b) Resources

## MIDLOTHIAN COUNCIL

## Property and Facilities Management

SERVICE FUNCTION	Budget	
	2016/17 £	2017/18 £
Service Management	99,362	40,378
Building Maintenance Service	(845,597)	(845,597)
Commercial Properties	(581,361)	(575,399)
Construction & Design Services	(95,870)	(89,021)
Energy Management - Energy	2,729,214	2,571,210
Asset Management	767,709	746,292
Facilities Services	5,962,910	6,261,576
Maintenance	868,259	863,410
Property Services - Repairs and Maintenance	1,538,190	1,543,191
Shared Properties	700,122	681,230
Sport and Leisure	2,061,174	1,752,337
<b>NET EXPENDITURE</b>	<b>13,204,112</b>	<b>12,949,607</b>
<b>SUBJECTIVE ANALYSIS</b>		
Employee Costs	17,116,918	17,602,968
Premises Costs	7,856,961	7,678,800
Transport Costs	567,119	574,805
Supplies and Services Costs	5,892,592	6,005,702
Third Party Payments	659,724	651,215
Transfer Payments	0	0
<b>GROSS EXPENDITURE</b>	<b>32,093,314</b>	<b>32,513,490</b>
<b>INCOME</b>	<b>18,889,201</b>	<b>19,563,883</b>
<b>NET EXPENDITURE</b>	<b>13,204,113</b>	<b>12,949,607</b>



**Human:**

	<u>Teaching</u> <u>Staff FTE</u>	<u>Other</u> <u>Staff</u> <u>FTE</u>	<u>2017/18</u> <u>Total</u> <u>FTE</u>
<i>Property and Facilities Management</i>			
<i>Building Maintenance Trading Account</i>		104	<b>104</b>
<i>Construction and Design Services</i>		16	<b>16</b>
<i>Property Assets</i>		10.5	<b>10.5</b>
<i>Facilities Services</i>		251	<b>251</b>
<i>Maintenance</i>		24	<b>24</b>
<i>Sport and Leisure</i>	1	170	<b>171</b>
	<hr/>	<hr/>	<hr/>
	1	573	<b>574</b>

**Physical:**

- Stobhill Depot (shared)
- Midlothian House (shared)
- Schools (various locations)
- Leisure centres/swimming pool
- Halls and Pavilions
- 76 vehicles
- 16 hires

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

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

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

<b>Scrutiny / Self Assessment Activity 17/18</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>

<b>Scrutiny / Self Assessment Activity 18/19</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>

#### **d) Assessments / Accreditation:**

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

#### **e) Working in Partnership**

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

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

#### **f) Performance Management**

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)

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

The Property and Facilities Management Service quarterly performance report includes the following information, in addition to corporate and divisional priority indicators and actions:

#### **Management Performance Indicators:**

The following indicators are included within the PI summary section at the beginning of each divisional performance report:

<b>Scorecard quadrant</b>	<b>Indicator</b> <i>(those in italics are reported annually)</i>
Outcomes and Customer Feedback	% of complaints which are completed within 10 days or agreed timescale
Making the Best Use of our Resources	Average number of days lost due to sickness absence
	Performance against revenue budget
	£ savings delivered as part of the agreed current year budget.
Corporate Health	% of divisional and corporate priority sub-actions on target / completed, of the total number
	% of invoices paid within 30 days of invoice receipt across the Council
	% of Service PIs that are on target/ have reached their target
	% of high risks owned by the service which have been reviewed in the last quarter
Improving for the Future	% of outstanding Best Value/Service Review/internal/external audit improvement plan actions completed/in place during the quarter
	% of employees who have had a PDP within the last year (excluding employees who have been employed for less than 3 months)

### Statutory Performance Indicators

<b>Reference</b>	<b>Description</b>
SPI-14 (1,2 &3)	Improve the percentage of housing repairs completed within the target response time
SPI-15 (1 – 6)	Monitor properties achieve Scottish Housing Quality Standard
SPI-03	Number and percentage of Council buildings which are accessible to disabled persons
SPI-10.1	Number of attendances per 1,000 population to all pools
SPI-10.2	Number of attendances per 1,000 population for indoor sports and leisure facilities
SPI- 08.1	Proportion of operational buildings that are in satisfactory condition.
SPI-08.2	Proportion of operational buildings that are suitable for their current use.

### Local Performance Indicators

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

<b>Reference</b>	<b>Description</b>
Heating Upgrades	Increase number of central heating systems upgraded
Bathroom Replacements	Increase number of bathrooms replaced
Void Houses	Improve percentage of properties achieving turnaround time of less than 20 days

<b>Reference</b>	<b>Description</b>
Insulation Upgrade programme	Increase the number of properties being upgraded to improved insulation standards.
School Meal Provision	Monthly number of meals prepared/monthly labour hours across production and dining centres
School Meal Census	Achieve greater than Scottish Average in the annual School meal census (High Schools and Primary Schools)
Property Cleaning	Monitor cost per square meter cleaned
Property Cleaning	Total square metres cleaned per hour
Reduction in Carbon emissions	Reduction in carbon emissions from Council premises
Property Management	Proportion of Commercial properties rent reviews complete

## **5) Service Objectives**

The following tables contain key service priorities, actions and indicators for 2017/18.

Appendix A: The overall set of Single Midlothian Plan outcomes and priorities for 2016/19

Appendix B: Key service priorities, actions and indicators for 2017/18

Appendix C: Equalities Impact Assessment

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

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

- 1 Reducing inequalities in the health of our population
- 2 Reducing inequalities in the outcomes of learning in our population
- 3 Reducing inequalities in the economic circumstances of our population

**Each Thematic group has identified their 3 year priorities which link to the 3 agreed priorities stated above.**

### **ADULT HEALTH AND CARE (AHC)**

- 1 People are able to look after and improve their own health and wellbeing and live in good health for longer
- 2 People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes
- 3 Health and Social Care have contributed to reducing health inequalities
- 4 Unpaid carers are supported to look after their own health and wellbeing

### **COMMUNITY SAFETY (CS)**

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

### **GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD (GIRFEMC)**

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

### **IMPROVING OPPORTUNITIES MIDLOTHIAN (IOM)**

- 1 Poverty Levels in Midlothian overall are below the Scottish average
- 2 Midlothian residents are successful learners and young people go on to positive destinations when they leave learning
- 3 There is a reduction in inequality in health outcomes
- 4 Citizens are engaged with service development and delivery

## **SUSTAINABLE GROWTH (SG)**

- 1 New jobs and businesses are located in Midlothian
- 2 Midlothian's economic growth rate consistently outperforms the Scottish average
- 3 Midlothian is an attractive place to live, work and invest in
- 4 The gap between average earnings of the working age population living and working in Midlothian and the Scottish average has decreased
- 5 Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity
- 8 More social housing has been provided taking account of local demand
- 9 Homelessness has reduced, and people threatened with homelessness can access advice and support services

## APPENDIX B: Property and Facilities Management Service Plan 2017/18

Actions	Due Date	Performance Indicator	Target	Previous trend data	Team
<b>GIRFEMC - Children and young people are supported to be Healthy, happy and reach their potential</b>					
Continue to provide high quality nutritional school meals	31/3/18	% uptake of Primary School meals - aim to maintain at 11/12 level	70%	2015/16 81.4%	Catering Services
	31/3/18	% uptake of High School meals	50%	2015/16 51.9%	Catering Services
Promote and deliver Active Schools programmes to school children	31/3/18	Number of distinct activities involving Active Schools programmes with school children	40	2015/16 50	Sport and Leisure
Undertake programme of work to improve/upgrade Primary School Estate - Roslin, Paradykes Primary School	31/3/18	Complete contractual works on site and hand to client	100%		Building Services
Undertake programme of work to deliver improvement/upgrade High School Estate - Newbattle High School	31/3/18	Complete contractual works on site and hand to client	100%		Building Services
<b>IOM - Midlothian residents are successful learners and young people go on to positive destinations when they leave learning</b>					
Maintain the percentage of trainees completing courses through training and employability sources	31/3/18	Number of trainees within service currently completing courses	14	2015/16 32	Property and Facilities Management
	31/3/18	Number of trainees within Property Maintenance currently completing courses	8	2015/16 15	Building Services
	31/3/18	Number of trainees within Facilities Services currently completing courses	3	2015/16 7	Facility Services
	31/3/18	Number of trainees within Sport and Leisure currently completing courses	3	2015/16 10	Sport and Leisure
<b>SG - New jobs and businesses are located in Midlothian</b>					
Ensure all contracts include, where possible, the engagement of local businesses	31/3/18	Percentage of contracts engaging local businesses	100%	2015/16 100%	Building Services
<b>SG - Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity</b>					



Actions	Due Date	Performance Indicator	Target	Previous trend data	Team
Review and implementation of recommendation from the Carbon Reduction Commitment (CRC) plan	31/3/18	Reduction in carbon emissions from Council premises	TBC		Property Assets
Identification and instigation of projects as recommended as part of the Carbon Management Plan	31/3/18	To be developed during quarter 1 as business plans emerge	to be established		Property Assets
<b>SG - More social housing has been provided taking account of local demand</b>					
Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31/3/18	Number of new build council houses	156	2015/16 91	Building Services
Undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard.	31/3/18	The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	2015/16 100%	Building Services
	31/3/18	The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	2015/16 100%	Building Services
	31/3/18	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	2015/16 100%	Building Services
	31/3/18	Progress of roughcast programme	TBC during Q1		Building Services
Complete survey and report into EESH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31/3/18	Number of upgrades to central heating systems	TBC during Q1		Building Services
<b>AHC - People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes</b>					
Undertake adaptations to houses for those with specific needs	31/3/18	proportion of adaptations requested and completed	100%	2015/16 100%	Building Services
<b>43190</b>					
Promote and deliver MAC programmes	31/3/18	Number of activities offered by MAC	16		Sport and Leisure
	31/3/18	Number of attendees during quarter	60		Sport and Leisure

Actions	Due Date	Performance Indicator	Target	Previous trend data	Team
Promote and deliver Ageing Well programmes to 50+ age groups	31/3/18	Number of activities offered by Ageing Well to 50+ age groups	16	2015/16 24	Sport and Leisure
Promote and maintain uptake and use of leisure facilities	31/3/18	Number of attendances per 1,000 population to all pools	3.04	2015/16 2.87	Sport and Leisure
	31/3/18	Number of attendances per 1,000 population for indoor sports and leisure facilities	8.29	2015/16 7.55	Sport and Leisure
Delivery of high quality Healthy Living Service	31/3/18	Tone zone retention rate	55%	2015/16 56.66%	Sport and Leisure
	31/3/18	Performance Indicator scores in registered Leisure Centres	90.00%	2015/16 92.44%	Sport and Leisure
<b>CS - People feel safe in their neighbourhoods and homes</b>					
Design appropriate future developments in accordance with Secure by Design Principles	31/3/18	Proportion of developments meeting Secure by Design Certification standards	100%	2015/16 100%	Building Services
<b>Service Priority Only: Deliver efficient Services</b>					
Delivery of high quality Property Maintenance Services	31/3/18	The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties.	83%	2015/16 63.46%	Building Services
Delivery of high quality Facilities Management Services	31/3/18	Cost per square metre cleaned	£10.03	2015/16 £8.90	Facility Services
	31/3/18	Total square metres cleaned per hour	1.2	2015/16 1.25	Facility Services
	31/3/18	Monthly number of meals prepared/monthly labour hours across production and dining centres.	10	2015/16 10.3	Catering Services
	31/3/18	Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	awaiting Scottish Average Figure (available in June)	2015/16 72.8	Catering Services

Actions	Due Date	Performance Indicator	Target	Previous trend data	Team
	31/3/18	Achieve greater than the Scottish average in the annual school meal census (High Schools)	awaiting Scottish Average Figure (available in June)	2015/16 70.1%	Catering Services
Implement/set programme of office closures within Council estate	31/3/18	TBC following conclusion of Dalkeith Town Centre report to Council	TBC		Property and Facilities Management
Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31/3/18	Percentage of PPP maintenance issues that are addressed within timescale (failure results in penalty to PPP contractor)	90%	2015/16 95%	Property and Facilities Management
Prepare and implement a rolling review of rents of the Council's non-operational land and buildings	31/3/18	Proportion of commercial properties rent reviews complete	80.00%	2015/16 61%	Property Services
<b>GIRFEMC - Inequalities in learning outcomes have reduced</b>					
Meet the educational needs of increased numbers of pupils in Midlothian. Complete construction of Roslin and Paradykes primary schools.	31/3/18	Performance measured against construction contract program	100.00%		Property and Facilities Management
Develop proposals to Scottish Futures Trust to enable meeting new 1020hrs target for nursery places	31/3/18	No Performance Indicator for this measure until Scottish Government criteria is established			Property and Facilities Management
<b>SG - Midlothian is an attractive place to live, work and invest in</b>					
Management and development of the Council's extensive land interests at Shawfair	31/3/18	Performance measured against councils development/ reporting program			Property and Facilities Management
Shawfair Town Centre Amenities - produce report to council, including financial implications, for final approval.	31/3/18	Performance measured against councils development/ reporting program			Property and Facilities Management

Actions	Due Date	Performance Indicator	Target	Previous trend data	Team
Confirm primary school sites to be safeguarded with education	31/3/18	Performance measured against councils development/ reporting program			Property and Facilities Management

## APPENDIX C: Equality Impact Assessment



Information published by Midlothian Council can be provided on request in many of the community languages e.g. Cantonese, Punjabi, Urdu and also in large print, Braille, or audio tape. For more information please contact Midlothian Council on 0131 270 7500.

Lead contact: Garry Sheret

### Section A: Introduction

#### 1. Title of policy, procedure or function being assessed

Property and Facilities Management Service Plan

#### 2. Divisions/organisations/groups involved in doing this Equality Impact Assessment

Property and Facilities Management Service

#### 3. Date started: 7 March 2017      Date completed: 10 March 2017

### Section B: Information

#### 4. Please describe the Policy, Procedure or Function you are impact assessing

This document is a service plan, which provides a clear picture of the Service's planned activities for the period 2017-18. The plan contains:

- Service Objectives: these are the priorities for the service.
- Management arrangements: Information about how the service is managed.

#### 5. What information and consultation data do you have to inform your assessment? What does it tell you?

The purpose of this service plan is to provide direction to its employees and an overview of the service to those out with it. The plan also provides a basis for measuring and reporting the success or failure of the service to meet its targets. 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.

It is therefore very people orientated and accordingly could impact on all protected characteristics, those being: age, disability; gender re-assignment; marriage & civil partnership; pregnancy & maternity; race; religion and belief; sex; and sexual orientation, as well as those on low incomes.

Protected characteristics most at risk are disability and gender. It is therefore recommended that further Equality Impact Assessments are carried out in respect of:

The service plan aims to ensure that when 'providing high standards of service through ongoing training and development of staff', 'embedding the recommendations of the Midlothian Excellence Framework for Catering Services', and 'Making Performance Matter' that disability issues (physical, sensory, learning difficulty and mental health) as well as gender (sex) (male/female) issues are considered to ensure that any further disadvantage to these groups is removed or mitigated against.

The same comment applies to, key challenges, first four bullet points (include religion/belief to bullet point one). Further, ensure that during the Property Management review of service delivery, gender and low income issues are addressed.

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.

Reviews being progressed need to ensure that disabled people are not adversely affected by changes in service, and if they are, how this is to be mitigated against.

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 profile. 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 data and information for future service planning and delivery.

## **6. Do you need more information or more consultation/engagement data?**

- Do you need anything more:
  - i. to do this Equality Impact Assessment (EQIA)

- ii. to monitor or assess, in future, the impact of the policy/procedure or function you are EQIAing on people with different equalities characteristics
- Lack of data is not a sufficient reason to conclude there is no impact. It is insufficient to state that a policy will affect everyone equally without having considered the different barriers some people may encounter.

No, not at present.

The Council continues to monitor the workforce profile and this data provides a robust basis for future consultation exercises as to the impact (positive and/or negative) of service delivery for all council services.

### **Section C: Assessment**

Midlothian Council equality impact assesses on **all** of the characteristics in the box below, so you should consider all of these in your assessment. If you want you can consider other groups as well.

**Race** (this includes ethnic or national origins, colour and nationality);

**Disability** (e.g. physical disabilities, sensory impairments, learning disabilities, mental health conditions or long-term illnesses)

**Gender** (male/female);

**Age** (all ages)

**Sexual Orientation** (gay man, gay woman/lesbian, bisexual, heterosexual/straight);

**Religion or belief** (including having no religion or belief)

**Pregnancy and maternity** (having just had a baby or being pregnant);

**Gender reassignment** or transgender status (a person who is proposing to undergo, is undergoing or has undergone a process to change their sex)

**Marriage and Civil Partnership**

**People experiencing poverty or at risk of poverty:** (poverty may be simply defined as not having enough money to meet one's basic daily needs or to have the things that most people in the UK take for granted).

## As you answer questions 7i. to 7iv. over the page:

- a) **Think about the policy, practice or function you are assessing and**
  - people with the above characteristics
  - people associated with them (e.g. a parent or carer)
  - people mistakenly assumed to have the above characteristics
- b) **Consider whether the above people are likely to have different needs, or be affected in different ways by what you are doing/proposing. e.g.**
  - People may need, or benefit from, information provided in a particular format, like large print or easyread.
  - A queuing system which relies on people standing for long periods will make it very difficult for some people to use the service.
  - Charging more for a service is likely to affect people from several of the groups in the box above, as on average they have a lower income.
  - Targeting an area of high poverty could leave people experiencing poverty outside the area even worse off in comparison
- c) **Consider the General Equality Duty requirements to pay due regard to the need to:**
  - eliminate discrimination, victimization, harassment or other local conduct that is prohibited under the Equality Act 2010 in relation to the characteristics listed in box at the top of this page (except poverty)
  - advance equality of opportunity between and foster good relations between people who share the characteristics in the box (except marriage and civil partnership and poverty)

### 7i. Note any positive impacts on the above equalities groups

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.

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 their 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.

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.



### **7ii. Note any negative impacts on equalities groups**

This Service has undertaken a number of Equality Impact Assessments and issues raised with regard to accessibility have already been actioned.

Consultation exercises with customers continue as necessary.

It also needs to be ensured that customer documentation is available when required in various alternative formats, and that increased prices/removal of concessions are monitored to ensure that protected characteristic groupings namely: disabled, women and children and low income individuals/families do not repeatedly 'take the hit' in relation to budget cuts, increased prices and removal of service/(s).

### **7iii. How significant would this negative impact be, and what kind of numbers would be affected?**

N/A - as more detail emerges this will be the subject of future Equality Impact Assessments.

### **7iv. Note any opportunities for making a positive impact on equalities groups.**

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.

## **Section D: Actions and Outcomes**

### **8. Note any actions you will be taking as a result of this equality impact assessment:**

Think about what you can do to:

- minimise or remove any negative impacts, and
- maximise the opportunities for positive impacts

Further Equality Impact Assessments of the Services as information regarding budget changes becomes available.

**9. Please note any actions you have already taken as a result of this assessment here.**

Through Finance and HR workforce monitoring survey that will cover all protected characteristics as well as issues covered in the People Strategy 2011 - 2014 (updated 01/03/17)

**10. How will you track/monitor that the actions you mentioned in 8. have been achieved?**

e.g. by adding them to a work plan, service plan etc.

The service undertakes quarterly performance reports and all Equality Actions are and will continue to be monitored through the Single Equality Scheme indicators. The Equality Impact Assessment process will continue to be rigorously monitored.

**11. If you have decided not to take any action please note why this is, and any justification, here.**

A significant negative impact, even if it affects only a small number of people, should be addressed.

N/A

**Is a more detailed assessment recommended?**

No

