

## Progress in delivery of strategic outcomes

Midlothian Council needs to address the demographic growth by maximising its use of assets, whilst changing service design and delivery.

In order to deal with the future demands of a growing and ageing population, Property and Facilities Management continues to adopt a Transformation approach, where we become more efficient and at the same time deliver changes to improve the way we work, the services we deliver and the quality of life experienced by local people.

These changes are evidenced in the delivery of new affordable homes, new schools, improved positive destinations for school leavers and the arrival of the Borders railway as well as new initiatives such as Destination Hillend and partnerships with Third Parties to maximise returns from our land and property portfolio.

The 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 following successes were achieved by the services:

### **Sport and Leisure**

The Ageing Well Project celebrated its 20th Anniversary this quarter. The Project began 20 years ago with two volunteers organising a weekly walking group in Dalkeith. Today Ageing Well has 54 volunteers and 40 groups with nearly 600 people each week taking part in a range of different activities, from new age curling to dance and walking netball. This quarter over 100 people took part in a National Make Music Day event run in Kings Park, Dalkeith by the Ageing Well singing group, Can't Help Singing. Ageing Well Big fit walk in Danderhall, part of a national event with Paths for All also took place this quarter. This has resulted in interest for a weekly walking group in Danderhall.

In the past quarter, 47 volunteers have dedicated over 1,324 hours to Ageing Well programme.

Sport & Leisure staff supported the Healthy Working Lives event in Dalkeith Arts Centre providing information and advice on good health and wellbeing and supported the Care Experienced Celebration Event at Newbattle Community Centre providing fun activities and challenges to promote good health and wellbeing in young people.

Staff members who had previously taken part in the staff Counterweight programme delivered by Sport & Leisure took part this quarter in a focus group for NHS Health Scotland to help create an on-line weight management programme that will be launched later this year.

This summer active schools are offering P1-4 fun taster sessions, giving children the opportunity to try out some new exciting sports and P5-7 competition camps, allowing children to try out team sports in a fun competitive environment.

A team of dedicated professionals from across council services with the talent and vision to turn the snowsports centre into a multi-activity, all-year-round leisure attraction has been formulated to deliver the project, Destination Hillend.

With £13.8 million of capital funding approved at May Council, the team assembled are already working on the next phase of this ambitious project. Securing outline planning consent is the next major target. Plans include:

- Zipline (highest in UK)
- Alpine coaster (longest in UK)
- New reception building for the snowsports centre
- Food court and function space
- Associated retail space
- Glamping tourist accommodation
- Activity dome with high ropes and soft play
- Fun slope upgrade and extension
- Hotel development opportunity

The Destination Hillend business case estimates that 33 new full time equivalent jobs will be created within the council when Destination Hillend is fully up and running with another 50 permanent jobs needed for facilities such as the hotel and shop.

The recent Primary Festival Programme from March to June 2019 engaged 1,100 children. This initiative provided an additional 32 hours of physical activity to local primary aged children for free.

In support of the Council's Digital strategy, that our digital services will be designed around the customer, the Leisure Management System (Legend) went live with online booking services on 19th March 2019 with 5,358 bookings made online this quarter.

New Ladies Walking Football started this quarter and in addition, the Walking Football Scottish Cup and Festival at Glasgow Green is the largest event of its kind with 72 teams taking part in three tournaments. Midlothian had an over 50's, an over 65's team and a ladies team in the festival. The ladies won the Fair Play Award in the festival which was presented to them by Craig Brown, former manager of the Scotland team.

### **Building Services**

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.

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

Funding of £568,368 from the External Window Insulation Scheme (EWI) has been allocated to Midlothian Council to date, with projects in Penicuik and Mayfield ongoing.

Public realm improvements to Gorebridge Main Street are complete.

Modular Units at Burnbrae Nursery, Danderhall Nursery, Mayfield Nursery, Lasswade Primary and St. David's Primary have all been handed over and are now operational.

## **Facilities Management**

As part of the Early Years expansion Pilot, Nursery meal provision is now operational in 13 kitchens.

A Healthy Living Award was achieved by Newbattle Cafe, we now have 2 accredited services with the trolley service having held the award for a number of years.

The service continue to progress initiatives to reduce the use of plastics and the reuse of plastics, this quarter 14 primary schools have opted to start using re-usable beakers on the counter to replace the single use water bottles.

The team successfully completed the review of the service of Non-Education buildings.

The team were also successful in completing the Easter Holiday works programme in conjunction with Property Maintenance.

Resource was provided to help with the smooth running of the European Elections and a quick response by the team during the noro virus outbreaks in Schools.

**PPP 1** – Saltersgate pupils decanted from St. David's block 6, area now used for St. David's pupils with complex needs. Woodburn Outreach staff relocated into Dalkeith schools former Autism Spectrum Disorder base.

Lifecycle works agreed and underway – floor and wall finishes, swimming pool pump replacement.

**PPP 2** – Lawfield Extension Change notice progressed and contractor appointed early July for the 22 week work programme.

New Head teacher PPP inductions were carried out, during quarter one. Facilities monitoring carried out at all 7 sites during the Easter break. Lifecycle works planned for summer including CCTV replacement, Underfloor heating pump replacement, drinking fountain replacement and carpet/vinyl replacement. Work carried out to improve WiFi throughout the PPP2 schools.

**Newbattle**, End of Years Defects inspections was completed and works programmed for summer holiday period.

Combined Heat and Power (CHP) Unit network interface works programmed for July.

Burnbrae Extension underway and will be completed for the new term in August.

## **Property Assets**

The sale of the former Paradykes Primary School site to BDW Trading Limited settled on 12 April 2019.

Plot Q Hopefield, Bonnyrigg was purchased from Taylor Wimpey on 21 June 2019 for a retail/social housing development.

Acquisition of 23 residential units on a turnkey basis from Millers at Shawfair and agreements in place with other developos to acquire a further 68 units on a similar basis.

## **Challenges and Risks**

### **Sport and Leisure**

Sport and Leisure Services have started to prepare a staffing structure for the bottom up Cross Cutting Service Review which will include the removal of service management posts.

Further challenges remain with the Medium Term Financial strategy.

Plans continue with Halls and Pavilions savings within the leisure services conjunction with the Services with communities strand and work is underway with colleagues regarding asset transfer of Pavilions to communities.

Monitor and assist with the plans for Active Schools to become more self-sustainable.

### **Building Services**

Continued challenges to reduce operating costs whilst maintaining frontline services and buildings. This will be addressed by reviewing all operational/procurement procedures and prioritising work allocations.

Delivery of Major works programmes with a small internal team against a rising market of costs and labour shortage. Four Primary schools, Extensions to Sacred Heart and Cuiken Primary schools, New care home at Dundas Buildings, Phase 2 and 3 Housing sites, Woodburn Hub, EWIM 2 inclusive of Buccleuch house. This will be

addressed by monitoring workloads and pressure on staff making sure the correct resources are available to assist in these projects.

Difficulty in obtaining sites for the new house build programme and advancing the new house build programme to get more units on site for 2022. Building Services along with Property Assets are in the process of identifying available sites in the areas of housing need. Further negotiations are ongoing with other developers at this time.

Discussions are ongoing with planning and education in relation to planning issues about school provisions. Negotiations have commenced to purchase land at Kippielaw to build a new school and this would allow for new housing to be developed on a number of sites in this area. Dialogue with Education colleagues continues to provide solutions to the Learning Estate Strategy and Capital Plan.

Ensuring contracts, processes and procedures are in place if there is no solution to Brexit.

### **Facilities management**

Q1 has seen a large number of staff absence due to sickness, many of whom are requiring active management through the Maximising Attendance policy. This has put a strain on the remaining staff resource with office and function staff having to be drafted in as cover.

Recruitment, in particular has been a very slow process in the preparation for the next round of nursery meals (16 nurseries starting in Aug 19).

New cash till system being introduced into the High school, programme now extended with a staged implementation from Aug–October.

New nutritional regulation has been published with implementation in Aug 2020, some menu changes have started being made e.g. removal of flavoured milk.

Requests for more complex dietary needs are requiring more specialist dietician knowledge than we have available within the service.

With reduced staffing due to service reviews in cleaning and janitorial services, it is becoming extremely challenging to cover absences and holidays and in addition to have appropriate resources in place to cover the Summer holiday works programme.

The team will continue to look at new procedures or new ways of working to help bridge the budget gap.

The team will need to ensure processes and procedures are in place if there is a no deal Brexit.

**PPP1** – Year 15 Market Testing Benchmarking exercise – Whilst MC's tender return was the lowest BAM have opted to keep the cleaning service in house.

Reducing specification and costs of proposed Saltersgate Playground Works. In addition, after parking issues at Saltersgate, proposals for additional car parking areas currently being costed.

Adapting Saltersgate for pupils with more challenging needs i.e. padded protection to radiator covers.

### **PPP2**

Design solution to increase Lawfield primary school by 2 classrooms and ongoing issue with Loanhead car and pedestrian conflict.

### **Newbattle**

Combined Heat and Power (CHP) has not been able to be used due to interface restrictions by network provider.

### **Property Assets**

Data input to Asset Valuation database to build on the electronic process and efficiencies that have been implemented in relation to Asset and Insurance Valuations and extend capabilities further.

Working with other sections to progress the release of units in a lettable state.

Resourcing the letting of retail and industrial unit.

Implementing ongoing rent reviews, lease renewals and general property management tasks following the resignation of staff and successfully providing ongoing support for Education, Housing and other major priority projects with current reduced staff compliment.

### **Overall Budget Challenges**

Continued challenges are faced by all teams in delivering services within budget, with current actions in financial management to recover a balanced budget. These include:

- identifying vacancies which do not require backfilling;
- reducing costs in underspent budget areas;
- limiting building maintenance to essential items only;
- reviewed cleaning specifications;
- promotion of cafe and leisure facilities to increase income;
- service reviews to address management structures;
- maximising income to become self sustaining;
- utilising new technology to provide accurate data allowing opening times and staff rotas to be adjusted; and maximising returns from PPP contracts.

There are unavoidable additional/ increased costs in energy and non-domestic rates, however new energy policies are being developed to minimise the consumption and invest in renewable sources of energy. Surplus buildings and land are being identified for asset transfer or sale.

### **Suggested changes to priorities in Service Plan**

**Q1 19/20:** No changes requested.

# Property & Facilities Management



## Successes and Challenges

### Corporate Performance Indicators (latest)

● 6 ✓ 7 ? 0 📊 6

### Service Plan Actions (latest)

▲ 1 ✓ 22 ? 0

### Service Plan PIs (latest)

● 8 ✓ 22 ? 3 📊 5

### Service Risks (latest)

▲ 2

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

**PIs** ● 6

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

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

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

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Performance against revenue budget

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

**Actions** ▲ 1

Prepare and implement a rolling review of rents of the Council's non-operational land and buildings (cumulative)

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

**PIs** ● 8

% uptake of Primary School meals - aim to maintain at 11/12 level (quarterly)

% uptake of High School meals (quarterly)

% uptake of Free school meals (Primary 1-3)

Overall satisfaction rate in registered Leisure Centres

Total square metres cleaned per hour

Monthly number of meals prepared/monthly labour hours across production and dining centres.

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

Number of property reviews implemented (cumulative)

### High Risks as at 31st July 2019

**Risks** ▲ 0

**2 Risks at Medium and 0 Risks are high**

**Key**  
 PIs  
 ● Off Target  
 ✓ On Target  
 📊 Data Only Indicator  
 ? Data is not yet available

**Key**  
 Actions  
 ▲ Off Target  
 ✓ On Target/Complete  
 ? Data is not yet available

**Key**  
 PIs  
 ● Off Target  
 ✓ On Target  
 📊 Data Only Indicator  
 ? Data is not yet available

**Key**  
 Risks  
 ▲ High Risk / Medium Risk  
 ? Data is not yet available



# Property & Facilities Management PI summary 2019/20

## Making the Best Use of our Resources



Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Feeder Data	Value	
		Value	Value	Value	Status	Note				Short Trend
01. Manage budget effectively	Performance against revenue budget	£14.625m	£13.750m	£14.530m		<b>Q1 19/20: Off Target</b> Projected overspend of £555,000. This will be addressed via financial monitoring.	↑	£13.975m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	9.64	2.01	2.82		<b>Q1 19/20: Off Target</b> The HR team continue to work with the Head of Service and Managers to offer support and guidance to address levels of sickness absence. 6 weekly meetings are in place with key service managers and HR where sickness levels are high. E.g Catering where hygiene regulations prohibit staff attending working following sickness/illness. Further and more detailed data analysis will be carried out during quarter 2 to identify sickness trends allowing the most appropriate actions to be put in place to effectively manage attendance in areas of higher absence.	↑	7.54	Number of days lost (cumulative)	1,538.2
									Average number of FTE in service (year to date)	545.6

## Corporate Health

Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Feeder Data	Value	
		Value	Value	Value	Status	Note				Short Trend
03. Complete all service priorities	% of service priorities on target / completed, of the total number	95.65%	100%	95.65%		<b>Q1 19/20: On Target</b>	▬	90%	Number of service & corporate priority actions	23
									Number of service & corporate priority actions on tgt/completed	22
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	80%	92%	81%		<b>Q1 19/20: Off Target</b>	↑	85%	Number received (cumulative)	3,251
									Number paid within 30 days (cumulative)	2,626
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not	68.97%	82.76%	72.41%		<b>Q1 19/20: Off Target</b> 9 Performance indicators off target. Services are working	↑	90%	Number on tgt/complete	21
									Total number of PI's	29

	include Corporate PIs)					to bring these on target where possible. Please see individual performance indicators for more detail.				
06. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%		<b>Q1 19/20:</b> No high risks this quarter. All other service risks have been reviewed this quarter.		100%	Number of high risks reviewed in the last quarter	0
										Number of high risks

**Improving for the Future**

Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.	100%	100%	100%		<b>Q1 19/20:</b> On Target		90%	Number of internal/external audit actions on target or complete	3



# Property and Facilities Management Complaints Indicator Summary

## Commitment to valuing complaints

Indicator	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20
	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	603	193	139		Q1 19/20: Data only	
Number of complaints closed in the year	598	164	136		Q1 19/20: Data only	
Number of complaints upheld (cumulative)	393	120	84		Q1 19/20: Data only	
Number of complaints partially upheld (cumulative)	32	0	26		Q1 19/20: Data only	
Number of complaints not upheld (cumulative)	143	3	20		Q1 19/20: Data only	
Average time in working days to respond to complaints at stage 1	4.2	1.8	2.27		Q1 19/20: On Target	5
Average time in working days to respond to complaints at stage 2	0	0	0		Q1 19/20: On Target	20
Average time in working days for a full response for escalated complaints	2.8	0	10		Q1 19/20: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	87.69%	92.68%	92.59%		Q1 19/20: Off Target Improvements this quarter from previous quarter. Complaints will continue to be monitored on a quarterly basis with managers and heads of services. Staff within Building services will be trained on complaints handling to cover absence of feedback officer.	95%
Percentage of complaints at stage 2 complete within 20 working days	0%	0%	0%		Q1 19/20: 1 investigation escalated.	95%
Percentage of complaints escalated and complete within 20 working days	100%	0%	100%		Q1 19/20: On Target 1 investigation escalated.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)	0	0	0		Q1 19/20: Data only	

# Property & Facilities Management Action Report 2019/20




## 01. Children and young people are supported to be healthy, happy and reach their potential



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.1.1	Provide high quality nutritional school meals	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> Meal provision continues to meet to the nutrition targets set by Scottish Government. New regulations launched for implementation by Aug 2020. Nursery meals are now being produced in 13 locations.
PFM.P.1.2	Promote and deliver Active Schools programmes to school children	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> Active Schools programmes promoted through printed materials (newsletters, posters, programme letters), verbal communications (parents evenings, school assemblies, parent teacher meetings, parent council meetings, staff meetings, school information evenings) and electronic media (Active Midlothian website, Twitter, Midlothian Facebook, electronic newsletter).
PFM.P.1.3	Undertake programme of work to improve/upgrade Primary School Estate	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> <b>Paradykes</b> Project complete, contractor still working through year end defects work. Retention being held until defects complete. <b>Hopefield Joint Campus</b> Project has commenced on site and progress remains on programme for completion Jan 29th 2020.
PFM.P.1.4	Undertake programme of work to deliver improvement/upgrade High School Estate	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> <b>Newbattle</b> Project in operational phase. Contractor has a solution for the Combined Heat and Power (CHP) unit although there are now further delays which are awaiting a solution from Hub-co.

## 02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning






Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.2.1	Maintain the percentage of trainees completing courses through training and employability sources	31-Mar-2020		25%	<b>Q1 19/20: Complete</b> 11 trainees across services. For breakdown by service see performance indicators.

03. More social housing has been provided taking account of local demand


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.3.1	Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31-Mar-2020		25%	<p><b>Q1 19/20:</b> On Target  <u>1 site in construction at this time:</u></p> <p><b>23 Woodburn Terrace, Dalkeith</b>            10 units at Site.            Start on site commenced August 2018.            Completion date July 2020.</p> <p><u>Currently under pre-construction activities are:</u>  <b>32/34 Newbyres Crescent, Gorebridge</b>            75 units at Site.            Contractor appointed October 2017.            Pre-construction still delayed due to further gas monitoring.            Revised site start date late 2019/early 2020.</p> <p><b>53 Morris Road, Newtongrange</b>            79 units at Site.            Contractor appointed December 2017.            Delayed start due to issues with water main on site and Scottish water drainage assessment.            Start on site now end of 2019.            Completion date late 2021.</p> <p><b>47, Kirkhill Road, Penicuik</b>            21 units at Site.            Now started on site after delays due to legal matters relating to Bowling Club and access rights.            Completion date mid 2020.</p> <p><b>109, Conifer Road, Mayfield</b>            72 units at Site.            Contractor appointed June 2019.            Start on site now end of 2019 due to Scottish water drainage assessment.            Completion date early 2021.</p> <p><b>110, Clerk Street, Loanhead</b>            28 units at Site.            Started on site July 2019.            Completion date spring 2020.</p> <p><b>115, Castlelaw Terrace, Bilston</b>            8 units at Site.            Start on site January 2019.            Completion date October 2019.</p>


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					<p><u>Further procurement activity:</u></p> <p><b>116 Newmills Road</b> 2 Stage D&amp;B Tender Site. Consultants appointments Jan 2019, Preliminary tender stage completed. 2nd stage contractor on board May 2019. Likely start on site October 2019.</p> <p><b>130 Newbattle High School</b> Provisional 120 units. Consultant appointments March 2019, Preliminary tender stage May 2019. First stage tender document to issued in June 2019. 2nd stage contractor on board July 2019. Likely start on site December 2019.</p> <p><b>39, Crichton Drive, Pathhead</b> 8 units at Site Out to tender April 2019. Likely tender award July 2019. On site target date of August/September 2019. Completion date early 2020.</p> <p><b>117 Cockpen Terrace</b> SI report obtained – undergoing peer review. Out to tender, contract award pending.</p> <p><b>87 High Street, Bonnyrigg</b> Demolition Tender awarded June 2019 (delayed pending departure of tenant and removal of remaining contents). Demolition Completion anticipated August 2019.</p>
PFM.P.3.2	Complete survey and report into EESSH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> Currently 87% of Midlothian Council Housing stock meet EESSH. Work streams in place to bring the remainder up to standard. 640 Exemptions.
PFM.P.3.3	Undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard.	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> Heating, windows, doors and roughcasting contract ongoing. Surveys for reactive repairs questionnaire have been updated. Repairs survey has been progressed through the use of the Councils Customer Satisfaction Measurement tool with reports being prepared and monitored via the Team Plan Reports.

#### 04. Health inequalities are reduced and the health of people in Midlothian is improved



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.4.1	Undertake adaptations to houses for those with specific needs	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> To the end of June 2019. 106 minor adaptations have been completed and 9 Major adaptations of ramps and wet floor bathrooms have been completed.
PFM.P.4.2	Promote and deliver Midlothian Active Choices (MAC) programmes	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> Promotion in this quarter included presentation to NHS Health & Well Being Teams. Attended Steering group meetings for T2DM prevention, EFrailty and Weight Management in Midlothian. Attended Midlothian Council Health & Well Being event. Worked with Ageing Well to promote and deliver Ladies Walking Football. Promoted Walking football for mental health & wellbeing within Newbattle High School PE dept by Mac Footballers playing against the pupils.
PFM.P.4.3	Promote and deliver Ageing Well programmes to 50+ age groups	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> 42 groups/classes per week were offered by Ageing Well Number of visits this quarter 5,854 Also reached 233 people through local events 47 active volunteers this quarter donating 1,324 hours New Ladies Walking Football started this quarter
PFM.P.4.4	Promote and maintain uptake and use of leisure facilities	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> Extract from Tonezone Marketing Plan that is part of the Sport and Leisure Business Plan 2019/2020. April - Join fee promotion for £10. May - Virtual Spin voucher for selected non-Platinum members 7 day passes to ex Platinum members June - Fit in 8 / staff fit in 8. Sport and Leisure staffed a stall and supported the Healthy Working Lives event at Dalkeith Arts Centre providing information and advice on good health and wellbeing topics.
PFM.P.4.5	Delivery of high quality Healthy Living Service	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> Platinum,1,038, Gold 656, Silver 1,593, Bronze 440, Active Golden Years 652, Teenzone 313, MAC 6M 253, MAC Platinum 165. Total direct debit memberships 5,110.

#### 05. Inequalities in learning outcomes have reduced



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.5.1	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-Mar-2020		25%	<b>Q1 19/20: On Target</b> Modular classroom extension works commenced at Burnbrae Primary School. Works are progressing through summer holidays, programmed for completion for the new school term. Lawfield Primary Extension tender completed, contractor appointed early July – 22 week construction programme. Cuiken primary school


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					extension is on programme for completion in October. Works underway at St. David's PS for completion in June 2020.
PFM.P.5.2	Confirm primary school sites to be safeguarded with education	31-Mar-2020		25%	<b>Q1 19/20:</b> On Target Additional new Learning Estate Strategy projects are progressing, i.e. Lawfield extension contractor has been appointed, 22 week construction programme. Burnbrae 2 class extension works underway for completion in August 2019. Feasibility studies have been undertaken for 10 sites and passed to Education for approval.

#### 06. Sustainable town centre regeneration is visible


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.6.1	Management and development of the Council's extensive land interests at Shawfair	31-Mar-2020		25%	<b>Q1 19/20:</b> On Target Section 42 conditions nearing completion for purification. Awaiting Planning approval for Planning in Principle application for School and Community facilities.
PFM.P.6.2	Shawfair town centre amenities	31-Mar-2020		25%	<b>Q1 19/20:</b> On Target Outline planning application – Awaiting approval. Land negotiation with Network Rail at an advanced stage, expecting to conclude in the Autumn.

#### 07. Deliver efficient Services


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.7.1	Delivery of high quality Facilities Management Services	31-Mar-2020		25%	<b>Q1 19/20:</b> On Target A training plan was drafted in Dec 2018 and the training will continue to be carried out throughout the year. Facility Services will continue to look at alternative ways of working to try and improve the service while still remaining on budget. The Service Level Agreement with Education will be reviewed on an annual basis.
PFM.P.7.2	Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2020		25%	<b>Q1 19/20:</b> On Target PPP contract monitoring, maintenance and life cycle works ongoing at PPP/DBFM Facilities. Newbattle end of years defects inspections completed in June 2019. Galliford Try Facilities Management (GTFM) and Midlothian Council working well together on the Newbattle Community Centre in agreeing monthly payment mechanism reports and GTFM providing a good service in response to Helpdesk tasks. Combined Heat and Power works programmed for August 2019 at Newbattle. Health and Safety issues being addressed across the PPP schools.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.7.3	Delivery of high quality Property Maintenance Services	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> Monitored through satisfaction surveys and Feedback forms issued by Customer and Housing Services.


#### 08. Optimise the use of Property Assets including industrial estates

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.8.1	Prepare and implement a rolling review of rents of the Council's non-operational land and buildings (cumulative)	31-Mar-2020		8%	<b>Q1 19/20: Off Target</b> Only 2 reviews have been implemented this quarter due to two key members of staff leaving. The service have engaged a temporary member of staff in the meantime.







#### 09. Rationalisation of the Councils office and depot estate to a modern fit for purpose portfolio

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.9.1	Implement/set programme of office closures within Council Services	31-Mar-2020		25%	<b>Q1 19/20: On Target</b> EWiM Phase 3: Depot rationalisation - Addressing Planning queries and providing clarification/ additional information. On agenda for August 2019 Planning Committee.



#### 10. Introduce renewable sources of energy production to reduce utility costs and the carbon tax

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.10.1	Identify and instigate projects, Monitor and support actions to achieve an annual target Carbon reduction in accordance with the requirements of the Climate Change Act (2009).	31-Mar-2020		15%	<b>Q1 19/20: On Target</b> 8 Energy saving project have been identified, further 7 potential NDEEF projects are being investigated and LCTPI Major Projects tendering for Heat from Waste Project is in hand.









## 01. Children and young people are supported to be healthy, happy and reach their potential

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Status	Short Trend			Note
PFM.P.1.1a	% uptake of Primary School meals - aim to maintain at 11/12 level (quarterly)	70.4%	74.2%	67.4%			<b>Q1 19/20:</b> Off Target Meal numbers down this quarter due to summer term having classes out. Figures based on actuals for P1-3. 10,700 nursery meals were provided from kitchens in Q1.	70%	60.89% - Average per family group (APSE 15/16)
PFM.P.1.1b	% uptake of High School meals (quarterly)	42.2%	38.3%	32.7%			<b>Q1 19/20:</b> Off Target High School meal numbers continue to be a challenge, Q1 is normally low uptake due to exam leave and leavers at the end of May. Revamp of the service is required to meet the needs of the new regulations, however this may well not increase uptake due to the further number of products that we will be restricted in providing. Consultation with High Schools will begin in August 2020. Lasswade HS is providing meals for Mount Esk Nursery and Beeslack HS is providing meals for Mauricewood nursery.	45%	42.88% - Average per family group (APSE 15/16)
PFM.P.1.1c	% uptake of Free school meals (Primary 1-3)	85%	89%	83.5%			<b>Q1 19/20:</b> Off Target The Scottish Government target is 75% but Midlothian continues to perform above this figure. National uptake for P1-3 free meals showed an uptake of 79.6%. However we during Q1 we have had a decline in the number of pupils taking their free meal option. Will highlight this to school on return in August. Based on actuals for Period 1-3.	85%	















PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
PFM.P.1.2a	Number of distinct activities involving Active Schools programmes to school children	29	30	28			<b>Q1 19/20:</b> On Target A diverse range of 28 different activities offered as part of the Active Schools extra-curricular programme.	40	

## 02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
PFM.P.2.1a	Number of trainees within service currently completing courses	29	15	11			<b>Q1 19/20:</b> On Target For service breakdown see indicators below.	14	
PFM.P.2.1b	Number of trainees within Property Maintenance currently completing courses	8	8	8			<b>Q1 19/20:</b> On Target 5 apprentices finishing year 4, 2 team leaders and 1 joiner attending college to obtain an HNC.	4	
PFM.P.2.1c	Number of trainees within Facilities Services currently completing courses	14	4	1			<b>Q1 19/20:</b> On Target Work experience candidate at Newbattle HS continued for the whole programme, finishing in June, in catering and had a positive experience. 10 catering staff have extended their computer skill development by attending a Council provided skills course.	3	
PFM.P.2.1d	Number of trainees within Sport and Leisure currently completing courses	7	3	2			<b>Q1 19/20:</b> On Target During quarter 1 two people have been employed on a casual and or fixed term basis as Lifeguards three at Newbattle Community Campus Pool. They previously attended their NPLQ (National Pool Lifeguard Qualification) training course within Midlothian Leisure Centres in Easter to become Lifeguards.	7	

### 03. More social housing has been provided taking account of local demand







PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
PFM.P.3.1a	Number of new build council houses (cumulative)	0	0	23			<b>Q1 19/20:</b> On Target 23 units at Millerhill complete. 6 units at Woodburn completed with exception of commissioning sprinklers.	156
PFM.P.3.3a	The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	100%	100%			<b>Q1 19/20:</b> On Target 100% of Midlothian Council houses are free from serious disrepair. (15 exemptions which reflect rate of 99.78%).	100%
BS.PFM.P.3.3b	The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	100%	100%			<b>Q1 19/20:</b> On Target 100% of Midlothian Council houses have modern facilities. (479 exemptions which reflect rate of 93.24%).	100%
PFM.P.3.3c	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	100%	100%			<b>Q1 19/20:</b> On Target 100% of Midlothian Council houses are healthy safe and secure. (479 exemptions which reflect rate of 93.24%).	100%
PFM.P.3.3d	Progress of roughcast programme (cumulative)	38	0	62			<b>Q1 19/20:</b> On Target 62 properties completed out of 211. However going forward, problems with current contractor going into liquidation.	211
PFM.P.3.3e	Number of upgrades to central heating systems (cumulative)	373	125	102			<b>Q1 19/20:</b> Data only 102 upgrades completed this year.	

**04. Health inequalities are reduced and the health of people in Midlothian is improved**

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Status	Short Trend			Note
BS.PFM.P.4.1 a	Proportion of housing adaptations requested and completed	100%	100%	100%			<b>Q1 19/20:</b> On Target To the end of June 2019. 106 minor adaptations have been completed and 9 Major adaptations of ramps and wet floor bathrooms have been completed.	100%	
PFM.P.4.2a	Number of activities offered by Midlothian Active Choices (MAC) (cumulative)	27	26	28			<b>Q1 19/20:</b> On Target Number of activities offered by MAC per week:28 Total number of activities delivered for April - June 2019 = 364	20	
BS.PFM.P.4.2 b	Number of Midlothian Active Choices (MAC) attendees during quarter (quarterly)	11,433	3,097	3,078			<b>Q1 19/20:</b> Data Only 311 one to one consultations 2,767 attendances Cumulative total for April - June 2019 = 3,078		
BS.PFM.P.4.3 a	Number of activities offered by Ageing Well to 50+ age groups (quarterly)	15	18	15			<b>Q1 19/20:</b> On Target 42 groups/classes per week. 16 Different activities offered during this quarter. Number of visits this quarter 5,854. Also reached 233 people through local events. 47 active volunteers this quarter donating 1324 hours.	20	
PFM.P.4.4a	Number of attendances per 1,000 population to all pools (cumulative)	2,930	680	850			<b>Q1 19/20:</b> On Target Total wet side usage figures for Q1 shows 73,454.	3,000	
PFM.P.4.4b	Number of attendances per 1,000 population for indoor sports and leisure facilities (cumulative)	7,650	1,920	2,030			<b>Q1 19/20:</b> On Target Dry usage figures show 175,205.	8,300	
BS.PFM.P.4.5 a	Tone zone retention rate (quarterly)	53.5%	48%	61%			<b>Q1 19/20:</b> On Target Retention figures for quarter 1 show 61% That's up 13% on last year at quarter one.	58%	No accepted industry standard.
PFM.P.4.5b	Overall satisfaction rate in registered Leisure Centres	91.27%	95.09%	89.84%			<b>Q1 19/20:</b> Off Target Viewpoint stats show that 89.84%% were satisfied with leisure facilities at The Lasswade Centre.	91%	

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
							13.79% informed that the cleanliness of the centre was not great. This is generally related to the toilets within reception area that are used by the school children during every break time.		

### 07. Deliver efficient Services

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
PFM.P.7.1a	Cost per square metre cleaned	N/A	N/A	N/A			<b>Q1 19/20:</b> data not available Figures not published by APSE.	£10.03	£12.29 - Average per family group 2014/15 (APSE)
PFM.P.7.1b	Total square metres cleaned per hour	1.18	1.18	1.01			<b>Q1 19/20:</b> Off Target Our aim is to be higher than the APSE national average of 0.97 sqm cleaned per hour, currently at 1.01 sqm as published by the Association for Public Service Excellence (APSE).	1.2	1.09 - Average per family group 2014/15(APSE)
PFM.P.7.1c	Monthly number of meals prepared/monthly labour hours across production and dining centres.	8.2	8.3	8			<b>Q1 19/20:</b> Off Target Productivity average in the Primary is 9.8 meals p/h and HS is 6.6 meals p/h. (Reflects Long Term Sickness and vacancies). Staff productivity is being reviewed prior to any recruitment being done. Introduction of nursery meals has increased productivity in 8 kitchens but not yet shown on productivity figures. With introduction of additional nursery meals it is expected that the number of meals prepared against labour hours will increase in Q2.	10	8.46- Average per family group 2013/14 (APSE)
BS.PFM.P.7.1d	Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	70.7%	70.7%	N/A			<b>Q1 19/20:</b> Information not available Scottish Govt statistics have not been published to date for 2019.	70%	Scottish Government Annual Survey of School Meals 2015 64.8%

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
BS.PFM.P.7.1e	Achieve greater than the Scottish average in the annual school meal census (High Schools)	62.3%	62.3%	N/A			<b>Q1 19/20:</b> Information not available Scottish Govt statistics have not been published to date for 2019.	60%	Scottish Government Annual Survey of School Meals 2015 44.2%
PFM.P.7.3a	The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties	75%	58.54%	34%			<b>Q1 19/20:</b> Off Target Total number of voids in 19/20 to date was 81. Day to day voids average of 20 days. At Q1 end Homeless voids have a 13 day turnover average. There have been a large number of voids that have been handed back to housing in a very poor condition. Photos are kept on file.	75%	













#### 08. Optimise the use of Property Assets including industrial estates

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
PFM.P.8.1a	Number of property reviews implemented (cumulative)	28	8	2			<b>Q1 19/20:</b> Off Target 2 Reviews have been implemented this quarter due to two key members of staff leaving. The service have engaged a temporary member of staff in the meantime.	25	



#### 10. Introduce renewable sources of energy production to reduce utility costs and the carbon tax

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
BS.PFM.P.10.1a	Reduction in energy consumption on Non Domestic operational property stock per annum	47,524	10,902	10,957			<b>Q1 19/20:</b> On Target Annual target based on 3% year on year reduction is 46,098 tCO2. The Q1 projected total figure of 10,957 (which is 5% under the quarterly target).	46,098	

## 11. Local Government Benchmarking Framework

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
HSN5	Corporate Indicator - Percentage of council houses that are energy efficient (LGBF)	100.0%	100.0%	100.0%			100.0%	17/18 Rank 12 (Second Quartile). 16/17 Rank 11 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).
C&L1b	Corporate Indicator - Total Number of attendances at all sport and leisure facilities	911,515	216,382	248,659				<b>Q1 19/20:</b> On Target Total number of attendances was 248,659 for the quarter with an increase of 32,277 compared to quarter one last year.
C&L1c	Corporate Indicator - Total number of attendance at all pools	252,395	55,874	73,454				<b>Q1 19/20:</b> On Target Wet side usage figures for quarter one show 73,454 with an increase of 17,580 compared to quarter one last year.
C&L1d	Corporate Indicator - Total number of attendance for other indoor sports and leisure facilities, excluding pools in a combined complex	659,120	160,508	175,205				<b>Q1 19/20:</b> On Target Dry usage figures show 175,205 with an increase of 14,697 compared to quarter one last year.
C&L1e	Corporate Indicator - Total number of attendances at Outdoor Sport and Leisure Facilities	17,902	2,282	4,136				<b>Q1 19/20:</b> Data Only Total number of attendances for quarter one was 4,136.
C&L5d	Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	91.27%	95.09%	89.84%				<b>Q1 19/20:</b> Data Only Percentage of adults satisfied with leisure facilities using Viewpoint system show 89.84%.  17/18 Rank 16 (Second Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

## Property and Facilities Management Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Gas Membranes	<p><b>Risk Cause:</b> Much of Midlothian rests on old mine workings, which can release gas from time to time.</p> <p><b>Risk Event:</b> Uncontrolled release of gas within residential properties</p> <p><b>Risk Effect:</b> Potential ill health effect from high concentrations of. Potentially fatal.</p>	All New build projects carried out for Midlothian Council now include the use of a gas membrane as standard.		Ensure all new builds have gas membranes	<b>18/19:</b> Complete All new build properties have gas membranes specified within the tender documentation.
Property Investments - Rent arrears on Commercial Properties	<p><b>Risk Cause:</b> Failure to collect initial periods rent on commencement of tenancy, failure to demand/collect monies due and failure to chase payments effectively.</p> <p><b>Risk Event:</b> Debt is likely to rise. Debt may not be recovered. Time and money may be incurred in collecting arrears.</p> <p><b>Risk Effect:</b> Council is failing to funds due to the public purse. Tenants us Council as an unofficial 'credit ' facility.</p>	<p>01 - Regular monitoring of rents collected</p> <p>02 - Close liaison between sundry debt Officers and Surveyors</p> <p>03 - Strong action to ensure funds are secured</p> <p>04 - Enter into repayment plans to assist tenants with short term cash-flow problems</p>		PFM.RA.01-40	<b>Q1 19/20:</b> Procedure in place and are working as shown by ongoing arrears position.

# Published Local Government Benchmarking Framework – Property and Facilities Management



## Corporate Asset

Code	Title	2010/1	2011/1	2012/1	2013/1	2014/1	2015/1	2016/1	2017/1	External Comparison
		1	2	3	4	5	6	7	8	
		Value	Value	Value	Value	Value	Value	Value	Value	
C-AST1	Corporate Indicator - Proportion of operational buildings that are suitable for their current use (LGBF)	85.78%	88.21%	88.27%	88.89%	88.69%	80.65%	82.05%	74.03%	17/18 Rank 26 (Bottom Quartile). 16/17 Rank 20 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 9 (Second Quartile).
C-AST2	Corporate Indicator - Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)	New for 2011/12	71.28%	N/A	81.49%	131.69%	77.18%	75.87%	77.11%	17/18 Rank 27 (Bottom Quartile). 16/17 Rank 28 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 26 (Bottom Quartile).

## Culture and Leisure

Code	Title	2010/1	2011/1	2012/1	2013/1	2014/1	2015/1	2016/1	2017/1	External Comparison
		1	2	3	4	5	6	7	8	
		Value	Value	Value	Value	Value	Value	Value	Value	
C&L1	Corporate Indicator - NET Cost per attendance at Sports facilities (LGBF)	£4.11	£2.79	£3.64	£2.96	£3.14	£3.51	£3.62	£4.29	17/18 Rank 29 (Bottom Quartile). 16/17 Rank 26 (Bottom Quartile). 15/16 Rank 24 (Third Quartile). 14/15 Rank 19 (Third Quartile).
C&L5d	Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	79.7%	84.7%	77%	77.93%	75.33%	73.67%	74%	74.33%	17/18 Rank 16 (Second Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).



## Housing Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
HSN3	Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	62.5%	80.2%	86.4%	94.4%	93.1%	93.1%	96.0%	96.4%	17/18 Rank 14 (Second Quartile). 16/17 Rank 11 (Second Quartile). 15/16 Rank 14 (Second Quartile). 14/15 Rank 10 (Second Quartile).
HSN4b	Average time taken to complete non-emergency repairs (LGBF)	New for 2013/14			7.00 days	7.37 days	9.01 days	13.04 days	13.19 days	17/18 Rank 25 (Bottom Quartile). 16/17 Rank 23 (Third Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 7 (TOP Quartile)
HSN5	Corporate Indicator - Percentage of council houses that are energy efficient (LGBF)	83.9%	92.2%	93.5%	99.0%	100.0%	99.8%	98.8%	98.8%	17/18 Rank 12 (Second Quartile). 16/17 Rank 11 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).