

## 01. Progress in delivery of strategic outcomes

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

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

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

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

During 19/20, Property and Facilities Management continued to deliver major projects, transforming service delivery and exploring alternative delivery models. These, supported by:

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

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

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

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

- . Maximising the utilisation of the Council's property and land portfolio including progressing sites for the building of additional Social Housing.
- . Rationalisation of the Council office and depot estate to a modern fit for purpose portfolio operating from the minimum number of buildings utilising flexible ways of working whilst retaining a customer focus.
- . Deliver a learning estate programme to deliver Education's vision of centres of excellence and a world class status for facilities which support and enhance this aim.
- . Move towards an asset management plan identifying planned preventative maintenance regimes for properties similar to those operated in our PPP contracts.
- . Review Building Facility Management Services including the development of Integrated Facilities.
- . Introduce renewable sources of energy production to reduce utility costs and the carbon tax including utilising available energy for district heating.
- . Optimise the use of Property assets including industrial estates.
- . Seek commercial opportunities and trading with a wide range of organisations including private and public sector partners.

- . Explore opportunities for partnering arrangements with public and private sector organisations.
- . Deliver and promote healthy nutrition and expand non-core catering services.
- . Redesign service level agreements between facilities services and their clients to ensure service needs are maintained but at a realistic and efficient level including sharing janitorial services between Primary School clusters.
- . Review management services with a view to amalgamation where similar disciplines cover a range of functions.

Towards the end of Quarter 4 of 19/20, focus for services was placed on the response to COVID 19 which resulted in transforming the way we work in order to provide essential services. Going into 20/21 services within Place will continue to align priorities with those set out in the Covid recovery plan, ensuring we support recovery whilst retaining the elements of best transformation and making those changes permanent to the way we deliver council services.

The following successes were achieved by the services:

### **Sport and Leisure**

This year Sport and Leisure directed more of their programmes online, namely Active schools, making it easier for parents to join/pay and also reducing a lot of the paperwork previously involved.

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 at the start of 19/20. Since the shutdown of Leisure centres this March due to COVID 19, Legend have only been taking 50% of the full fees for the system, therefore upgrades are being worked on to enhance the online experience for customers making it easier to join online.

Work started on the new Funslope at Hillend Snowsport centre and will be completed during quarter two 2020 – 2021.

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

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

Active Schools worked with Yoga partners to offer Children & Family Yoga Sessions running two sessions a week the yoga delivered helps children with coordination, agility, injury and prevention. Research has shown that children who practice yoga can:- Perform better at school, Be more calm in class, Improve concentration levels, Be more compassionate and caring with peers and help improve sleep patterns.

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

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

Management of changes within Midlothian Active Choices programme personnel and practices has led to drastically reduced waiting times for our customers, from average of 4 months to average 2 weeks.

This year, there has been an increase in the number of schools within Midlothian receiving Gold school sport award and schools gaining successful revalidation.

This year saw the introduction of Midlothian Young People Sport Panel who are working on projects (eg. Kit for All, Fit for girls, Social Media) in line with aims of the National YPSP and Midlothian Physical Activity, Sport & Health Strategy.

Active Schools Coordinators have been developing and strengthening links with Scottish Disability Sport through primary school Boccia delivery, and secondary school leadership opportunities.

The Walk The Line Event took place in September 2019 with 3, 5 and 8 mile walks. Over 150 people took part in the Walk the Line event and 23 volunteers.

Paths for All have granted a total of £24,348.78 from two funds (Walk for Health and Smarter Choices, Smarter Places funds) in order to recruit a 0.7FTE walk coordinator to continue to deliver and grow the health walk element of the Ageing Well project while also developing new walking groups for the frail elderly members of the community, people with or at risk of developing diabetes and an active travel initiative for young people's sport and activity clubs.

Sport and Leisure's ninth annual Senior Olympics took place on the 2nd and 4th July with fifteen teams in total taking part. The competitors all received medals on the day. The winning teams were. Highbank Heroes and runners up Archview Athletes in the care homes event and Esk Place Angels winning the sheltered housing and day centres event with Heinsberg Owls receiving the runners up shield. Senior Olympics events were held in July with 78 competing and 66 assisting.

Sport and Leisure staff have worked closely with the HWL Team on health & wellbeing initiatives this year which means that Midlothian Council has retained the Healthy Working Lives Gold Award for 2019-2020. Since March and during the Lockdown Ageing well volunteers have been helping vulnerable members of the public, approx. 40 volunteers called round individuals to check they have a network of family and friends helping them and ensuring that they get the help they need by reporting back to a central Coordinator, dealing with any necessary shopping and linking with community groups.

### **Building Services**

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. Further investigations are being carried out to establish whether any further funding will be obtained from Scottish Water.

Grant Funding of £511,345 from the External Window Insulation Scheme (EWI) has been allocated and completed within the Ladywood area of Penicuik. Further grant funding of £544,644 for 2019/20 EWI has been allocated to the Cameron Crescent area of Bonnyrigg work has stalled due to COVID restrictions. However, start-up procedures are in place for when restrictions are lifted.

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

Lawfield Primary School extension completed March 2020.

Full evaluation carried out of all current and planned construction projects and resourcing reviewed. 3 construction staff recruited, an additional internal member of staff resourced and a procurement exercise carried out to place External project managers on 20 projects and QS consultants on 27 projects to bolster internal staff resources and ensure appropriate resourcing remains in place to progress all construction projects effectively (comprising approximately 70 projects).

125 Housing units being progressed on 5 separate sites planned for completion 2020/21 with plans in place for progressing a further 526 units to commence 2021/22. This includes an intermediate care facility and extra care housing at Moorfoot Road, Bonnyrigg and extra care facility Newmills Road, Dalkeith and involves sites with developers Bellway, Barratt, Springfield Housing Association, Cala and MacTaggart & Meikle

23 houses were successfully handed over by contractor Miller Homes and a further 10 homes completed by Hart builders in Woodburn in 2019.

Education LES programme developed and in place with regular review meetings planned with Education and stakeholders to ensure effective monitoring reporting and delivery of improvement and expansion of the Education estate including early years. This currently covers approximately 30 projects at various stages of development.

£13.8m Project funding approved for Destination Hillend Project. Design team appointed, planning in Principal applied for and detailed project programme being developed.

A701 procurement strategy initiated. Procurement exercise for Project Manager completed and appointed and will be developing the procurement strategy and delivery programme.

### **Facilities Management**

During 19/20, the Facilities team were successful in completing the summer holiday works programme in schools with Skanska, Construction and Property Maintenance. The catering team provided 2,340 meals for the Newbattle Summer Programme last year.

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

Appointment of the Senior Facility Co-ordinator was made in October 2019.

The procurement process of the chemical and janitorial supplies contract was completed successfully.

Facilities staff including catering resource was well utilised to aid the smooth running of the general election, Scots Corner and Cuiken and Burnbrae extensions. In addition, cleaning and Janitorial staff were put in place to deal with the outbreak of COVID 19 including setting up packed lunches for the hub buildings.

A new online payment system is now available in Beeslack, Lasswade High School, Loanhead Cafe; and Newbattle High School and cafe.

As part of the Early Years expansion Pilot, Nursery meal provision is now operational in 25 kitchens. This has been a challenge for the catering team to meet the needs of the nurseries and introduce the new fixed term roles of catering assistants who work with the kitchen and the nursery. The catering team has been working very closely with the Early Years team to achieve a good meal time experience.

Over 30 catering staff went through their food hygiene certification and successful contribution was made with the HMI inspections in various schools throughout the year.

PPP 1 – Land renunciation raised to carve out area of land allowing expansion of Woodburn Primary School. 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.

Dalkeith and Newbattle Community Campus were used as hub facilities during COVID 19 and so was able to provide meals and supervision for vulnerable, special needs and key worker children.

PPP2 – Lawfield Extension construction works complete

Land renunciation raised to carve out area of land at Gorebridge to allow Midlothian Council to build a standalone nursery.

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

IT learning suite and data points located the second floor.

Plasterboard reinforcing works carried out in changing areas to make walls less prone to vandalism.

### **Property Assets**

Sale concluded for land at School Green, Lasswade to Dimension Homes (Lasswade) Limited on 3rd of February 2020 for in excess of £500,000.

Conclusion of a Community Asset Transfer of Polton Bowling Pavilion and Green at 62A Eskdale Drive, Bonnyrigg to Bonnyrigg After School Club on 18th of March 2020.

Completion on 25th of March 2020 of the acquisition and handover Five 3 bed houses acquired from Barratt Homes as Phase 1 of a 2-phased purchase of 21 houses on the Paradykes, Housing Development, Mayburn Burn Walk, Loanhead in support of the Council Housing programme.

Successful lettings:

- Industrial yard, 4 Eastfield Farm Road Penicuik on 1 February 2020 to A F Noble & Son conclusion of which includes enhancement to the boundary fencing which will benefit the Council when the site reverts to Education.
- Unit, unit 2/6 Borthwick View Loanhead was let on 1 February 2020 to Bryant & Cairns supporting the growth of this successful operation.
- Unit, unit 6 Mayfield Industrial Estate Mayfield was let on 1 March 2020 to a local gift manufacturing business.

## **02. Challenges and Risks**

Towards the end of Quarter 4, the most significant challenge facing all services was the outbreak of COVID 19. This will remain a challenge into 20/21 and for the foreseeable future.

### **Sport and Leisure**

Sport and Leisure Services are working with new Head of service to prepare a staffing structure for the bottom up Cross Cutting Service Review which will include the removal of service management posts that will make up the first part of the review.

Further challenges remain with the Medium Term Financial strategy.

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

Plans are being made for the return to service after the Covid19 epidemic and challenges ahead recovering the loss of income and possibly customers including Direct Debit members.

### **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 including four Primary schools, Extensions to Sacred Heart and Cuiken Primary schools, new care home at Dundas Buildings, Bonnyrigg and Extra Care Facility at Newmills Road, Dalkeith, Phase 2 and 3 Housing sites with a target of delivering over 100 units by the end of 2019/20 and ensuring plans progress for future sites. A701 link road project initiation. Woodburn Hub, EWIM 2 inclusive of Buccleuch house.

The full Education LES/Early Years programme to be discussed, developed, programmed and resourced effectively. 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. Miller Homes to purchase 23 pre-constructed houses and will be available in 2019. Further negotiations are ongoing with other developers at this time.

Building Services along with Property Assets are working with other housing developers to secure the affordable element for delivering new build housing for Midlothian. Negotiations are currently underway with Bellway, Barratt, Springfield Housing Association/Cala/MacTaggart and Meikle

Managing contract, programme & resourcing issues arising from Covid 19.

### **Facilities Management**

Managing absence and vacancies in Cleaning Services has been challenging with the available resource and extra demands of an increasing learning estate during 19/20 and this will remain a challenge going forward taking into account the impact of COVID 19.

Similarly in Catering, there have been a large number of short and long term sickness absence, many of whom are requiring active management through the Maximising Attendance policy. This has put a strain on the remaining staff resource. The impact being a Shortage of resources to run and set up kitchens for new schools whilst responding to the Covid-19 pandemic going forward.

PPP1 – Saltersgate playground works put on hold due to COVID-19

Leisure Facilities closed due to Covid-19 and normal School service closed due to Covid-19.

PPP2 - Lawfield extension completed immediately prior to lockdown, building warrant completion certificate and independent certifiers sign off put on hold until Covid-19 restrictions eased, when access to the school could be granted.

### **Property Assets**

Conclusion of the annual asset valuation requirements will be a resource and compliance challenge with tight timescales.

Following Covid-19 maintaining operations including with tenants and occupiers during lockdown has been challenging and in addition meeting demand from potential occupiers for industrial units and getting void units returned from Maintenance within reasonable timescales.

The impact from COVID 19 is Income loss due to restricted resource for the letting of retail and industrial units.



# Property & Facilities Management



## Successes and Challenges

Corporate Performance Indicators (latest)

7 6 0 6

Service Plan Actions (latest)

6 16 0

Service Plan PIs (latest)

11 18 4 4

Service Risks (latest)

3

**Corporate PIs Off Target as at 31st March 2020**

**PIs 7**

- % of service priorities on target / completed, of the total number
- Performance against revenue budget
- % 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 Corporate PIs)
- % of internal/external audit actions progressing on target.
- Percentage of complaints at stage 1 complete within 5 working days

**Service Plan Actions Off Target as at 31st March 2020**

**Actions 6**

- Shawfair town centre amenities
- 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.
- Implement/set programme of office closures within Council Services
- 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
- Secure education sites and requirements
- Management and development of the Council's extensive land interests at Shawfair including town centre amenities

**Service Plan PIs Off Target as at 31st March 2020**

**PIs 11**

- Percentage adaptations requested and completed
- Overall satisfaction rate in registered Leisure Centres
- Number of attendances per 1,000 population for indoor sports and leisure facilities (cumulative)
- Number of trainees within Sport and Leisure currently completing courses
- The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties
- Progress of roughcast programme (cumulative)
- Number of new build council houses (cumulative)
- Total square metres cleaned per hour
- Percentage of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria
- Percentage of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria
- Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)

**High Risks as at 31st March 2020**

**Risks 0**

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

- Key PIs
- Off Target
  - On Target
  - Data Only Indicator
  - Data is not yet available

- Key Actions
- Off Target
  - On Target/Complete
  - Data is not yet available

- Key PIs
- Off Target
  - On Target
  - Data Only Indicator
  - Data is not yet available

- Key Risks
- High Risk / Medium Risk
  - Data is not yet available

# Property & Facilities Management PI summary 2019/20

## 01.1 Making the Best Use of our Resources

| Priorities                    | Indicator  | 2018/19  | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | 2019/20  |        |  | Annual Target 2019/20 | Feeder Data | Value                    |             |
|-------------------------------|--|----------|------------|------------|------------|----------|--------|--|-----------------------|-------------|--------------------------|-------------|
|                               |  | Value    | Value      | Value      | Value      | Value    | Status | Note   |                       |             |                          | Short Trend |
| 01. Manage budget effectively | Performance against revenue budget                                       | £14.625m | £14.530m   | £14.357m   | £14.303m   | £14.848m |        | 19/20: Off Target<br>The projected overspend of £1.238m will be addressed via financial monitoring and reporting.  |                       | £13.610m    |                          |             |
| 02. Manage stress and absence | Average number of working days lost due to sickness absence (cumulative) | 9.64     | 2.82       | 4.82       | 7.99       | 10.89    |        | 19/20: Off Target<br>The HR team continue to work with 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. Towards the end of Quarter 4, the impact of COVID 19 saw an increase in absence due to isolation and shielding. |                       | 7.54        | Number of days lost      | 6,171.7     |
|                               |  |          |            |            |            |          |        |  |                       |             | Number of FTE in service | 566.5       |

## 01.2 Corporate Health

| Priorities                          | Indicator  | 2018/19 | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | 2019/20 |        |   | Annual Target 2019/20 | Feeder Data | Value   |             |
|-------------------------------------|--|---------|------------|------------|------------|---------|--------|---|-----------------------|-------------|---|-------------|
|                                     |  | Value   | 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%  | 95.65%     | 95.65%     | 95.65%     | 72.73%  |        | 19/20: Off Target<br>Actions in place to bring these back on target for next year.  |                       | 90%         | Number of service & corporate priority actions                  | 22          |
|                                     |  |         |            |            |            |         |        |   |                       |             | Number of service & corporate priority actions on tgt/completed | 16          |
| 04. Process invoices efficiently    | % of invoices paid within 30 days of invoice receipt (cumulative)  | 80%     | 81%        | 73%        | 74%        | 75%     |        | 19/20: Off Target<br>Extra effort to authorise and process invoices could make a significant improvement. Work has begun to |                       | 85%         | Number received (cumulative)                                    | 19,225      |
|                                     |  |         |            |            |            |         |        |   |                       |             | Number paid within 30 days (cumulative)                         | 14,488      |

|                            |  |        |        |        |        |        |  |  |   |      |   |    |  |
|----------------------------|--|--------|--------|--------|--------|--------|--|--|---|------|---|----|--|
|                            |  |        |        |        |        |        |  |  | implement invoice approval with the two suppliers. Assuming the implementation of Invoice Approval and associated costing processes works well, then other suppliers with larger invoice volumes could be targetted |      |   |    |  |
| 05. Improve PI performance | % of Service PIs that are on target/ have reached their target. (does not include Corporate PIs) | 68.97% | 72.41% | 80.56% | 52.78% | 57.14% |  | <b>19/20:</b> Off Target Actions in place to bring these back on target for next year. |   | 90%  | Number on tgt/complete                            | 16 |  |
|                            |  |        |        |        |        |        |  |  |   |      | Total number of PI's                              | 28 |  |
| 06. Control risk           | % of high risks that have been reviewed in the last quarter                                      | 0%     | 0%     | 0%     | 0%     | 100%   |  | <b>19/20:</b> All Risk reviewed and controls in place.                                 |   | 100% | Number of high risks reviewed in the last quarter | 0  |  |
|                            |  |        |        |        |        |        |  |  |   |      | Number of high risks                              | 0  |  |

**01.3 Improving for the Future**

| Priorities                      | Indicator   | 2018/19 | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | 2019/20 |        |  | Annual Target 2019/20 | Feeder Data | Value   |             |
|---------------------------------|---|---------|------------|------------|------------|---------|--------|--|-----------------------|-------------|---|-------------|
|                                 |   | Value   | Value      | Value      | Value      | Value   | Status | Note   |                       |             |   | Short Trend |
| 07. Implement improvement plans | % of internal/external audit actions progressing on target. | 100%    | 100%       | 100%       | 100%       | 80%     |        | <b>19/20:</b> Off Target Towards the end of quarter 4 resource was diverted in responding to COVID 19, all outstanding audit actions have been reviewed and extensions proposed where work can realistically be carried out to complete these actions. |                       | 90%         | Number of internal/external audit actions on target or complete | 8           |
|                                 |   |         |            |            |            |         |        |  |                       |             |   |             |



# Property and Facilities Management Complaints Indicator Summary

## 01.4 Commitment to valuing complaints

| Indicator   | 2018/19 | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | 2019/20 |        |   | Annual Target 2019/20 |
|---|---------|------------|------------|------------|------------|---------|--------|---|-----------------------|
|   | Value   | Value      | Value      | Value      | Value      | Value   | Status | Note  |                       |
| Number of complaints received (quarterly)   | 604     | 139        | 139        | 157        | 191        | 626     |        | 19/20: Data only  |                       |
| Number of complaints closed in the year   | 599     | 136        | 138        | 118        | 124        | 542     |        | 19/20: Data only  |                       |
| Number of complaints upheld (quarterly)   | 394     | 84         | 65         | 91         | 109        | 355     |        | 19/20: Data only  |                       |
| Number of complaints partially upheld (quarterly)   | 32      | 26         | 20         | 6          | 2          | 66      |        | 19/20: Data only  |                       |
| Number of complaints not upheld (quarterly)   | 143     | 20         | 26         | 8          | 0          | 73      |        | 19/20: Data only  |                       |
| Average time in working days to respond to complaints at stage 1                                  | 4.22    | 2.27       | 5.09       | 3.55       | 2.22       | 3.84    |        | 19/20: On Target  | 5                     |
| Average time in working days to respond to complaints at stage 2                                  | 0       | 0          | 0          | 0          | 0          | 0       |        | 19/20: On Target  | 20                    |
| Average time in working days for a full response for escalated complaints                         | 2.33    | 10         | 14         | 0          | 0          | 10.13   |        | 19/20: On Target  | 20                    |
| Percentage of complaints at stage 1 complete within 5 working days                                | 87.86%  | 92.59%     | 80%        | 88.14%     | 89.52%     | 86.49%  |        | 19/20: Off Target<br>Limited resource at points throughout the year has resulted in increased time taken to deal with complaints. | 95%                   |
| Percentage of complaints at stage 2 complete within 20 working days                               | 0%      | 100%       | 100%       | 100%       | 100%       | 0%      |        | 19/20: Off Target<br>Limited resource at points throughout the year has resulted in increased time taken to deal with complaints. | 95%                   |
| Percentage of complaints escalated and complete within 20 working days                            | 83.33%  | 100%       | 66.67%     | 100%       | 100%       | 75%     |        | 19/20: Off Target<br>Limited resource at points throughout the year has resulted in increased time taken to deal with complaints. | 95%                   |
| Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly) | 0       | 0          | 0          | 0          | 0          | 0       |        | 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.1.2   | Promote and deliver Active Schools programmes to school children              | 31-Mar-2020 |      | 100%     | <p><b>19/20:</b> Complete</p> <p>Schools communicate information Active Schools provide through their publicity and websites.</p> <p>Flyers for all clubs distributed to pupils termly and now bookable via the Legend online system.</p> <p>Targeted programmes on particular areas / focus groups particularly in the Newbattle Area.</p> <p>Leadership programmes for senior pupils such as Young Ambassadors in place.</p> <p>We deliver through local clubs, coaches and volunteers including senior pupils.</p> <p>Linking with local clubs to provide opportunities in the evenings in addition to school based delivery.</p> <p>Electronic presentations and flyers with transition information to Nursery and P7 pupils.</p> |
| PLACE.P.1.1 | Provide high quality nutritional school meals                                 | 31-Mar-2021 |      | 100%     | <p><b>19/20:</b> Complete</p> <p>Meal provision continues to meet the nutrition targets set by Scottish Government.</p> <p>New regulations launched for implementation by August 2020, due to Covid-19 this has been changed to April 2021. Nursery meals are now being produced in 26 locations.</p>   |
| PLACE.P.2.4 | Undertake programme of work to improve/upgrade Primary School Estate          | 31-Mar-2020 |      | 100%     | <p><b>19/20:</b> Complete</p> <p><b>Paradykes</b><br/>Project complete</p> <p><b>Hopefield Joint Campus</b> Project complete. ASN works instructed and due for completion end of August 2020. Children will return to new St Mary's / Burnbrae early in August.</p>   |
| PLACE.P.2.5 | Undertake programme of work to deliver improvement/upgrade High School Estate | 31-Mar-2020 |      | 100%     | <p><b>19/20:</b> Complete</p> <p>Newbattle works are now complete.</p>  |



## 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 |  | 100%     | <b>19/20:</b> Complete<br>14 trainees across services throughout 19/20. For breakdown by service please 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  |
|-------------|---|-------------|---|----------|---|
| PLACE.P.3.1 | Complete Phase 2 and Progress Phase 3 of capital plan new build programme | 31-Mar-2020 |  | 100%     | <p><b>19/20:</b> Complete</p> <p><u>Completed Projects:</u></p> <p><b>23 Woodburn Terrace, Dalkeith</b><br/>10 units at Site.<br/>Start on site commenced August 2018.<br/>Completed July 2019</p> <p><u>4 sites in construction at this time:</u></p> <p><b>47, Kirkhill Road, Penicuik</b><br/>21 units at Site.<br/>Now started on site after delays due to legal matters relating to Bowling Club and access rights.<br/>Completion date mid 2020.</p> <p><b>110, Clerk Street, Loanhead</b><br/>28 units at Site.<br/>Started on site July 2019.<br/>Completion date late 2020.</p> <p><b>115, Castlelaw Terrace, Bilston</b><br/>8 units at Site.<br/>Start on site January 2019.<br/>Completion date March 2020.</p> <p><b>134 Paradykes, Loanhead, Gorebridge</b><br/>21 units at Site.<br/>Contractor appointed June 2019.<br/>Started on site July 2019.<br/>Completion date mid 2020.</p> <p><u>Currently under pre-construction activities are:</u></p> |


| Code | Action | Due Date | Icon | Progress | Comment & Planned Improvement Action  |
|------|--------|----------|------|----------|---|
|      |        |          |      |          | <p><b>32/34 Newbyres Crescent, Gorebridge</b><br/>75 units at Site.<br/>Contractor appointed October 2017.<br/>Pre-construction still delayed due to further gas monitoring.<br/>Revised site start date potentially 2020.</p> <p><b>53 Morris Road, Newtongrange</b><br/>79 units at Site.<br/>Contractor appointed December 2017.<br/>Delayed start due to issues with water main on site and Scottish water drainage assessment.<br/>Start on site early 2020 (Enabling works instructed)<br/>Completion date late 2021.</p> <p><b>109, Conifer Road, Mayfield</b><br/>72 units at Site.<br/>Contractor appointed June 2019.<br/>Start on site now late 2020 due to Scottish water drainage assessment.</p> <p><b>116 Newmills Road</b><br/>2 Stage D&amp;B Tender Site.<br/>Consultants appointments Jan 2019, Preliminary tender stage completed. 2nd stage contractor on board May 2019.</p> <p><b>130 Newbattle High School</b><br/>Provisional 120 units – for masterplan.<br/>70 units for Phase 1.<br/>Consultant appointments delayed due to Covid – hopefully appointments will be made in July 2020. Preliminary tender stage summer 2020. First stage tender document issued in autumn 2020. 2nd stage contractor on board early 2021.<br/>Likely start on site Q2: 2021.</p> <p><b>117 Cockpen Terrace (Hopefield Yard)</b><br/>16 units<br/>Contract award Oct 2019. Start on site late 2020.</p> <p><b>87 High Street, Bonnyrigg</b><br/>Demolition Tender awarded June 2019 (delayed pending departure of tenant and removal of remaining contents).<br/>Demolition Completed August 2019. Site investigation to follow on, start on site late 2020.</p> <p><u>Sites soon to be entered into build agreement:</u></p> <p><b>118 Danderhall – Bellway</b><br/>47 units</p> |

| Code        | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action   |
|-------------|---|-------------|---|----------|--|
|             |   |             |   |          | Missives agreement Dec 2019. Work commenced on site Jan 2020.  |
| PLACE.P.5.1 | Complete survey and report into EESH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020. | 31-Mar-2021 |  | 100%     | <b>19/20:</b> On Target<br>Currently 87.68% of Midlothian Council Housing stock meet EESSH. Work streams in place to bring the remainder up to standard. 0 Exemptions. |
| PLACE.P.5.2 | Undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard.                        | 31-Mar-2021 |  | 100%     | <b>19/20:</b> On Target<br>Heating, windows and doors contract ongoing. Roughcasting contract out to tender.   |



#### 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.4.2 | Promote and deliver Midlothian Active Choices (MAC) programmes | 31-Mar-2020 |    | 100%     | <b>19/20:</b> Complete<br>Contact with Health Professional groups to maintain referrals.<br>Continued involvement with Weight Management and Diabetes Prevention Group.<br>Delivered presentations to Health & Wellbeing Team and Midlothian Physiotherapy.<br>Promotion of service through information being made available at all Leisure Centres.                           |
| PFM.P.4.3 | Promote and deliver Ageing Well programmes to 50+ age groups   | 31-Mar-2020 |    | 100%     | <b>19/20:</b> Complete<br>44 groups/classes per week were offered by Ageing Well.<br>Number of visits this quarter was 4,668<br>Also reached 157 people through local events<br>New Walking Group started on the 15th January.<br>New badminton group launched this quarter on 19th February.<br>New beginners Line Dance class started this quarter on 4th March.             |
| PFM.P.4.4 | Promote and maintain uptake and use of leisure facilities      | 31-Mar-2020 |  | 100%     | <b>19/20:</b> Complete<br>Extract from Tonezone Marketing Plan (that is part of the Sport and Leisure Business Plan 2019/2020):<br>New Year promotion of joining fee at £10.00.<br>January 314 members joined.<br>February 189 members joined.<br>March 146 members Joined.<br>Centres closed during March regarding Covid 19.<br>Memberships were frozen during this quarter. |
| PFM.P.4.5 | Delivery of high quality Healthy Living Service                | 31-Mar-2020 |  | 100%     | <b>19/20:</b> Complete<br>Total direct debit memberships of 5,474 which is an increase of 193 members since last quarter.<br>Platinum 1,116, Gold 699, Silver 1,712, Bronze 501, Active Golden Years 592, Teenzone 355, MAC 6M 330 and MAC Platinum 169.   |





| Code        | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action   |
|-------------|---|-------------|---|----------|--|
| PLACE.P.6.1 | Undertake adaptations to houses for those with specific needs | 31-Mar-2020 |  | 100%     | <b>19/20:</b> Complete<br>To the end of March 2020. 461 minor adaptations have been completed and 28 Major adaptations of ramps and wet floor bathrooms have been completed. |



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

| Code        | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action  |
|-------------|---|-------------|---|----------|---|
| PLACE.P.2.2 | 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 |  | 90%      | <b>19/20:</b> Off Target<br>Lawfield Primary Extension completed. St. David's PS construction works complete. Sacred Heart works progressing on a phased basis. Programmed completion of August 2020 delayed due to COVID-19. Programme to be reviewed and updated now that construction restrictions are beginning to ease.  |
| PLACE.P.2.3 | Secure education sites and requirements   | 31-Mar-2020 |  | 80%      | <b>19/20:</b> Off Target<br>Additional new Learning Estate Strategy projects are progressing, i.e. Lawfield extension, Early Years Centre requirement identified in Gorebridge – proposal is to resite Danderhall Modular Units onto the Gorebridge Primary School site. With the exception of Lawfield extension, the above proposals have been delayed due to COVID-19. Programme to be reviewed. |


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

| Code        | Action   | Due Date    | Icon  | Progress | Comment & Planned Improvement Action  |
|-------------|--|-------------|---|----------|---|
| PFM.P.6.2   | Shawfair town centre amenities   | 31-Mar-2020 |    | 95%      | <b>19/20:</b> Off Target<br>Land negotiation with Network Rail delayed due to Land Registry closure in March 2020 as a result of Covid-19. Consultants from Midlothian and SLLP discussing ground conditions. |
| PLACE.P.7.1 | Management and development of the Council's extensive land interests at Shawfair including town centre amenities | 31-Mar-2020 |  | 95%      | <b>19/20:</b> Off Target<br>Land negotiation with Network Rail delayed due to Land Registry closure in March 2020 as a result of Covid-19. Consultants from Midlothian and SLLP discussing ground conditions. |


### 07. Deliver efficient Services

| Code         | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action  |
|--------------|---|-------------|---|----------|---|
| PFM.P.7.3    | Delivery of high quality Property Maintenance Services  | 31-Mar-2020 |  | 100%     | <b>19/20:</b> Complete<br>Monitored through customer satisfaction surveys with a final figure of 83% of customers "very satisfied".   |
| PLACE.P.17.1 | Delivery of high quality Facilities Management Services | 31-Mar-2020 |  | 100%     | <b>19/20:</b> Complete<br>Training plan drafted in April 2020 and staff training continues to be carried out. The successful appointment of the Senior Facility Co-ordinator started in November 2019. Staff and resources are in place for the school extensions at Cuiken and Burnbrae Primary Schools. The service continues to look at new ways of working to provide best value for the Council. |


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

| Code         | Action   | Due Date    | Icon  | Progress | Comment & Planned Improvement Action   |
|--------------|--|-------------|---|----------|--|
| PLACE.P.17.2 | Maintain a rolling review of rents of the Council's non-operational land and buildings | 31-Mar-2020 |  | 100%     | <b>19/20:</b> Complete<br>All currently outstanding reviews have now been implemented and progress brought back on target. |

### 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  |
|--------------|--|-------------|--|----------|---|
| PLACE.P.17.3 | Implement/set programme of office closures within Council Services | 31-Mar-2020 |  | 50%      | <b>19/20:</b> Off Target<br>EWiM Phase 3: Depot rationalisation:<br>Council have taken the decision to withdraw from development of a new Depot at the Hopefield site and as a result proposals will be developed for the redevelopment of the wider Stobhill site.<br>This work has yet to be commenced. |

### 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   |
|--------------|--|-------------|---|----------|--|
| PLACE.P.15.2 | 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. | 31-Mar-2020 |  | 75%      | <b>19/20:</b> Off Target<br>5 projects previously reported as completed. Completion of the remaining 4 have been delayed due to COVID 19. Now expected to be completed by the late summer. |

# Property and Facilities Management PI Report 2019/20









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

| PI Code    | PI   | 2018/19 | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | 2019/20 |        |             |   | Annual Target 2019/20 | Benchmark |
|------------|--|---------|------------|------------|------------|---------|--------|-------------|---|-----------------------|-----------|
|            |  | Value   | Value      | Value      | Value      | Value   | Status | Short Trend | Note  |                       |           |
| PFM.P.1.2a | Number of distinct activities involving Active Schools programmes to school children | 29      | 28         | 28         | 28         | 31      |        |             | <p><b>19/20:</b> Complete Active Schools programmes promoted through printed materials (newsletters, posters, programme letters), verbal communications (parents evenings, school assemblies, parent teach meetings, parent council meetings, staff meetings, school information evenings) and electronic media (Active Midlothian website, @active_mid Twitter, Midlothian Facebook, electronic newsletter). Developing better links with parent councils, parent partnerships &amp; PTA.</p> <p>Developing more links with local sports clubs in the absence of a community hub officer.</p> <p>Hosted and organised a range of inter school events in partnership with local community clubs, schools &amp; volunteers (senior pupils, YA's, volunteer coaches)</p> <p>Use of Midlothian leisure centres for community clubs for pupils following the pathway from school club to community club.</p> <p>A diverse range of 31 different activities offered as part of the</p> | 30                    |           |

| PI Code      | PI  | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |   |   |      | Annual<br>Target<br>2019/20   | Benchmark |  |
|--------------|---|---------|---------------|---------------|---------------|---------|---|---|------|---|-----------|--|
|              |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note |   |           |  |
|              |   |         |               |               |               |         |   |   |      | Active Schools extra-curricular programme to meet the needs of all.   |           |  |
| PLACE.P.1.1a | % uptake of Primary School meals - aim to maintain at 11/12 level (quarterly) | 70.4%   | 67.4%         | 62.4%         | N/A           | N/A     |   |   |      | <b>19/20:</b> Data not available, will be available for Quarter 2.  | 70%       | 60.89% - Average per family group (APSE 15/16) |
| PLACE.P.1.1b | % uptake of High School meals (quarterly)                                     | 42.2%   | 32.7%         | 37.5%         | N/A           | N/A     |   |   |      | <b>19/20:</b> Data not available, will be available for Quarter 2.  | 45%       | 42.88% - Average per family group (APSE 15/16) |
| PLACE.P.1.1c | % uptake of Free school meals (Primary 1-3)                                   | 85%     | 83.5%         | 80.5%         | N/A           | 85%     |  |  |      | <b>19/20:</b> On Target<br>The Scottish Government target is 75% but Midlothian continues to perform above this figure. | 85%       |  |

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



| PI Code    | PI  | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |   |   |      | Annual<br>Target<br>2019/20   | Benchmark |  |
|------------|---|---------|---------------|---------------|---------------|---------|---|---|------|---|-----------|--|
|            |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note |   |           |  |
| PFM.P.2.1a | Number of trainees within service currently completing courses              | 29      | 11            | 9             | 9             | 14      |   |   |      | <b>19/20:</b> On Target<br>For service breakdown see indicators below.  | 9         |  |
| PFM.P.2.1b | Number of trainees within Property Maintenance currently completing courses | 8       | 8             | 3             | 2             | 2       |  |  |      | <b>19/20:</b> On Target<br>2 apprentices awaiting final Competency test. There are currently no apprentices in years below and no other college training being undertaken this quarter.                                       | 2         |  |
| PFM.P.2.1c | Number of trainees within Facilities Services currently completing courses  | 14      | 1             | 3             | 3             | 3       |  |  |      | <b>19/20:</b> On Target<br>Catering had 3 trainees from PAVE that completed their school work experience. The trainee that was at Newbattle successfully commenced employment with the Catering department in Newbattle High. | 3         |  |

| PI Code    | PI   | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |        |                |   | Annual<br>Target<br>2019/20 | Benchmark |
|------------|--|---------|---------------|---------------|---------------|---------|--------|----------------|---|-----------------------------|-----------|
|            |  | Value   | Value         | Value         | Value         | Value   | Status | Short<br>Trend | Note  |                             |           |
| PFM.P.2.1d | Number of trainees within Sport and Leisure currently completing courses | 7       | 2             | 3             | 4             | 9       |        |                | <b>19/20:</b> On Target<br>Accumulated total for this year is 9 people showing two more than last year. | 7                           |           |









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

| PI Code      | PI  | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |        |                |  | Annual<br>Target<br>2019/20 | Benchmark |
|--------------|---|---------|---------------|---------------|---------------|---------|--------|----------------|--|-----------------------------|-----------|
|              |   | Value   | Value         | Value         | Value         | Value   | Status | Short<br>Trend | Note   |                             |           |
| PFM.P.3.1a   | Number of new build council houses (cumulative)   | 0       | 23            | 10            | 33            | 39      |        |                | <b>19/20:</b> Off Target<br>23 units at Millerhill complete. 10 units at Woodburn completed. First phase - 6 units - completed at Paradykes Loanhead; several housing projects delayed due to Scottish Water Drainage Impact Assessments and RSite contamination issues (Morris Rd/Conifer) and Newbyres gas issues still ongoing. | 156                         |           |
| PFM.P.3.3d   | Progress of roughcast programme (cumulative)  | 38      | 62            | 62            | 62            | 62      |        |                | <b>19/20:</b> Off Target<br>62 properties completed out of 211 due problems with Contractor who went into liquidation. Revised documentation out for tender.   | 211                         |           |
| PFM.P.3.3e   | Number of upgrades to central heating systems (cumulative)  | 373     | 88            | 85            | 97            | 82      |        |                | <b>19/20:</b> Data only<br>352 upgrades completed this year.   |                             |           |
| PLACE.P.5.2a | Percentage of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria | 100%    | 100%          | 100%          | 100%          | 98.9%   |        |                | <b>19/20:</b> Off Target<br>98.9% of Midlothian Council houses are free from serious disrepair.  | 100%                        |           |







| PI Code      | PI   | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |   |   |  | Annual<br>Target<br>2019/20 | Benchmark |
|--------------|--|---------|---------------|---------------|---------------|---------|---|---|--|-----------------------------|-----------|
|              |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note   |                             |           |
| PLACE.P.5.2c | Percentage of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria | 100%    | 100%          | 100%          | 100%          | 99.6%   |  |  | <b>19/20:</b> Off Target<br>99.6% of Midlothian Council Houses are healthy, safe and secure. | 100%                        |           |

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

| PI Code    | PI   | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |   |   |   | Annual<br>Target<br>2019/20 | Benchmark |
|------------|--|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|-----------|
|            |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |           |
| PFM.P.4.2a | Number of activities offered by Midlothian Active Choices (MAC) (cumulative)                     | 27      | 28            | 28            | 32            | 38      |    |    | <b>19/20:</b> Complete<br>Target achieved. Number of activities offered by Mac per week: 38 Activities per week<br><br>Total number of activities delivered for quarter = 1997  | 20                          |           |
| PFM.P.4.4a | Number of attendances per 1,000 population to all pools (cumulative)                             | 2,930   | 850           | 1,690         | 2,380         | 3,150   |    |    | <b>19/20:</b> Complete<br>Total wet side usage figures for Q4 shows 67,113.<br>Total for year is 271,895.   | 3,000                       |           |
| PFM.P.4.4b | Number of attendances per 1,000 population for indoor sports and leisure facilities (cumulative) | 7,650   | 2,030         | 3,550         | 5,610         | 7,330   |  |  | <b>19/20:</b> Off Target<br>Total number of Dry attendances was 139,407 for quarter 4<br>Total dryside use for year is 631,875.<br>Dryside facilities closed during March Covid 19.   | 8,300                       |           |
| PFM.P.4.5b | Overall satisfaction rate in registered Leisure Centres  | 91.27%  | 89.84%        | 92.3%         | 88.06%        | 90.06%  |  |  | <b>19/20:</b> Off Target<br>During quarter four the Viewpoint data collector was placed in Newbattle Community Campus for a survey on how people travelled to the centre, It was to be taken from there to do the q4 survey but we closed the sites in Mid March. | 91%                         |           |



| PI Code | PI | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |        |                |      | Annual<br>Target<br>2019/20  | Benchmark |  |
|---------|----|---------|---------------|---------------|---------------|---------|--------|----------------|------|--|-----------|--|
|         |    | Value   | Value         | Value         | Value         | Value   | Status | Short<br>Trend | Note |  |           |  |
|         |    |         |               |               |               |         |        |                |      | There were only three quarter reporting surveys in 2019/2020 showing an average of 90.06% satisfaction rate. |           |  |

### 07. Deliver efficient Services





| PI Code           | PI   | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |   |   |  | Annual<br>Target<br>2019/20 | Benchmark  |
|-------------------|--|---------|---------------|---------------|---------------|---------|---|---|--|-----------------------------|--|
|                   |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note   |                             |  |
| PFM.P.7.3a        | The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties | 75%     | 34%           | 71.03%        | 51.72%        | 41.83%  |    |    | <b>19/20: Off Target</b><br>Total number of voids in 19/20 is 306. Achieving a 42% turnaround in void properties from when keys are received by voids to handing them back. There have been a large number of voids that have been released from housing to the Void section in a very poor condition (Photos are kept on file) causing delays in starting works on the properties. Main utility suppliers are adding to this delay further compounding the figures. | 75%                         |  |
| PLACE.P.17.1<br>a | Cost per square metre cleaned  | N/A     | N/A           | N/A           | N/A           | N/A     |   |   | <b>19/20: Data will not be available for this year.</b><br>Figures were not returned to APSE.  | £10.03                      | £12.29 - Average per family group 2014/15 (APSE) |
| PLACE.P.17.1<br>b | Total square metres cleaned per hour   | 1.18    | 1.01          | 1.01          | 1.01          | 1.01    |  |  | <b>19/20: Off Target</b><br>Our aim is to be higher than the Association for Public Service Excellence (APSE) national average of 0.97 sqm cleaned per hour, currently we are at 1.01 sqm as published by APSE.  | 1.2                         | 1.09 - Average per family group 2014/15(APSE)    |
| PLACE.P.17.1<br>c | Monthly number of meals prepared/monthly   | 8.2     | 8             | 12.6          | N/A           | N/A     |   |   | <b>19/20: Data not available, will be available for Quarter 2.</b>   | 10                          | 8.46- Average per family group 2013/14 (APSE)    |









| PI Code | PI   | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |        |                |      | Annual<br>Target<br>2019/20 | Benchmark |
|---------|--|---------|---------------|---------------|---------------|---------|--------|----------------|------|-----------------------------|-----------|
|         |  | Value   | Value         | Value         | Value         | Value   | Status | Short<br>Trend | Note |                             |           |
|         | labour hours across production and dining centres. |         |               |               |               |         |        |                |      |                             |           |

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

| PI Code           | PI  | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |   |   |   | Annual<br>Target<br>2019/20 | Benchmark |
|-------------------|---|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|-----------|
|                   |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |           |
| PLACE.P.17.2<br>a | Number of property reviews implemented (cumulative) | 28      | 2             | 20            | 25            | 25      |  |  | <b>19/20:</b> Complete<br>All reviews have been instigated and surveyor has identified up and coming reviews. | 25                          |           |

### 11. Local Government Benchmarking Framework

| PI Code | PI  | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |   |   |  | Annual<br>Target<br>2019/20 | Benchmark  |
|---------|---|---------|---------------|---------------|---------------|---------|---|---|--|-----------------------------|--|
|         |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note   |                             |  |
| HSN5    | Corporate Indicator - Percentage of council houses that are energy efficient (LGBF)   | 100.0%  | 100.0%        | 100.0%        | 100.0%        | 100.0%  |  |  | <b>19/20:</b> On Target<br>100% of Midlothian council houses are energy efficient.                             | 100.0%                      | 18/19 Rank 12 (Second Quartile). 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 | 256,027       | 451,565       | 688,250       | 892,012 |  |  | <b>19/20:</b> Complete<br>Total number of attendances for quarter four was 203,762 and cumulative was 903,770. | 800,000                     |  |


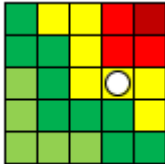
| PI Code | PI   | 2018/19 | Q1<br>2019/20 | Q2<br>2019/20 | Q3<br>2019/20 | 2019/20 |   |   |   | Annual<br>Target<br>2019/20 | Benchmark   |
|---------|--|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|---|
|         |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |   |
| C&L1c   | Corporate Indicator - Total number of attendance at all pools  | 252,395 | 73,454        | 145,386       | 204,782       | 271,895 |  |  | <b>19/20:</b> Complete<br>Wet side usage figures for quarter four show 67,113.<br>Cumulative figures show 271,895.<br>Showing an increase on last year.   | 200,000                     |   |
| C&L1d   | Corporate Indicator - Total number of attendance for other indoor sports and leisure facilities, excluding pools in a combined complex | 659,120 | 182,573       | 306,179       | 483,468       | 620,117 |  |  | <b>19/20:</b> Complete<br>Dry usage figures for quarter show 136,649.<br>Cumulative figures show 620,117.<br>Centres closed during March due to Covid 19.   | 600,000                     |   |
| C&L1e   | Corporate Indicator - Total number of attendances at Outdoor Sport and Leisure Facilities  | 17,902  | 4,136         | 3,058         | 2,684         | 11,506  |  |  | <b>19/20:</b> Data Only<br>Total number of attendances for quarter four was 1,628.<br>Cumulative usage was 11,506.<br>Pitches closed during March Covid 19.   |                             |   |
| C&L5d   | Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)  | 70.87%  | 89.84%        | 92.3%         | 88.06%        | 90.06%  |  |  | <b>19/20:</b> Data Only<br>During quarter four the Viewpoint data collector was placed in Newbattle Community Campus for a survey on how people travelled to the centre, It was to be taken from there to do the q4 survey but we closed the sites in Mid March. There were only three quarter reporting surveys in 2019 2020 showing an average of 90.06% satisfaction rate. |                             | 18/19 Rank 18 (Third Quartile)<br>17/18 Rank 16 (Second Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile). |


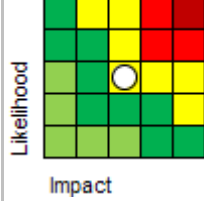
# Property and Facilities Management Service Risks



| Code & Title  | Risk Identification  | Risk Control Measure  | Risk Evaluation | Related Action | Related action latest note  | Current Risk Matrix             | Risk Score |
|---|--|---|-----------------|----------------|---|---------------------------------|------------|
| PFM.RR.01-39<br>ESTATES –<br>Deterioration in the fabric of the Commercial Property Investment Properties | <p><b>Risk Cause</b><br/>Inadequate investment in Commercial Properties over an extended period of time<br/>Failure to inspect the property</p> <p><b>Risk Event</b><br/>Failure of the fabric might cause interruption to tenants business<br/>In the event of water ingress tenants insurers might refuse to meet the cost of any damage due to poor condition of fabric.<br/>Poor fabric condition is likely to deter better quality tenants<br/>Declining fabric condition is likely to result in unplanned failures</p> <p><b>Risk Effect</b><br/>Tenants businesses are put at risk with consequential possible negative impact on Economic Development.</p> | <p>01 - Undertake a full condition inspection to quantify and prioritise required investment<br/>02 - Regularly inspect properties to identify failings<br/>03 - Address any identified issues as early as possible.<br/>04 – Prepare Asset Management Plan to identify capital and revenue investment required to maintain properties and for inclusion in capital plan.</p> |                 | PFM.RA.01-39   | <b>Q4 19/20:</b><br>Inspection are being undertaken by Agency surveyor and property reviews are now | <p>Likelihood</p> <p>Impact</p> | 12         |



| Code & Title               | Risk Identification  | Risk Control Measure   | Risk Evaluation  | Related Action                           | Related action latest note  | Current Risk Matrix  | Risk Score |
|----------------------------|--|--|--|--|---|--|------------|
|                            | <p>Council will be required to fund repairs and tenants will refuse to meet costs incurred as they arise from a failure to invest.</p> <p>Council's reputation as a landlord of Commercial property is adversely impacted.</p> <p>Council's aspirations to attract and provide good quality places for business and work are missed.</p> <p>Level of rent achievable is less than equivalent properties in good condition</p> <p>Repair more frequently required and costs higher as a consequence</p> <p>The return from the property will be reduced</p> |  |  |  |   |  |            |
| PFM.RR.01-39 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. |  | 12         |

| Code & Title   | Risk Identification  | Risk Control Measure   | Risk Evaluation  | Related Action                                       | Related action latest note       | Current Risk Matrix   | Risk Score |
|--|--|--|--|--|----------------------------------|---|------------|
| PFM.RR.01-40<br>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> |  | Put procedues in place that will reduce rent arrears | Q3 19/20: As previously reported |  | 9          |

**Property and Facilities Management Balanced Scorecard Indicators**



# Published Local Government Benchmarking Framework - Property and Facilities Management



## Corporate Asset

| Code   | Title   | 2010/<br>11 | 2011/<br>12 | 2012/<br>13 | 2013/<br>14 | 2014/<br>15 | 2015/<br>16 | 2016/<br>17 | 2017/<br>18 | 2018/<br>19 | External Comparison   |
|--------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
|        |   | Value       | 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%      | 66.29%      | 18/19 Rank 32 (Bottom Quartile).<br>17/18 Rank 26 (Bottom Quartile).<br>16/17 Rank 20 (Third Quartile).<br>15/16 Rank 22 (Third Quartile).<br>14/15 Rank 9 (Second Quartile).   |
| C-AST2 | Corporate Indicator - Proportion of internal floor area of operational buildings in satisfactory condition (LGBF) |             | 71.28%      |             | 81.49%      | 131.69 %    | 77.18%      | 75.87%      | 77.11%      | 83.38%      | 18/19 Rank 23 (Third Quartile).<br>17/18 Rank 27 (Bottom Quartile).<br>16/17 Rank 28 (Bottom Quartile).<br>15/16 Rank 25 (Bottom Quartile).<br>14/15 Rank 26 (Bottom Quartile). |

## Culture and Leisure

| Code  | Title   | 2010/<br>11 | 2011/<br>12 | 2012/<br>13 | 2013/<br>14 | 2014/<br>15 | 2015/<br>16 | 2016/<br>17 | 2017/<br>18 | 2018/<br>19 | External Comparison   |
|-------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
|       |   | Value       | Value       | Value       | Value       | Value       | Value       | Value       | Value       | Value       |   |
| 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%      | 70.87%      | 18/19 Rank 18 (Third Quartile).<br>17/18 Rank 16 (Second Quartile). |

| Code | Title | 2010/<br>11 | 2011/<br>12 | 2012/<br>13 | 2013/<br>14 | 2014/<br>15 | 2015/<br>16 | 2016/<br>17 | 2017/<br>18 | 2018/<br>19 | External Comparison  |
|------|-------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|
|      |       | Value       | Value       | Value       | Value       | Value       | Value       | Value       | Value       | Value       |  |
|      |       |             |             |             |             |             |             |             |             |             | 16/17 Rank 19 (Third Quartile).<br>15/16 Rank 25 (Bottom Quartile).<br>14/15 Rank 21 (Third Quartile). |

## Housing Services

| Code  | Title  | 2010/<br>11 | 2011/<br>12 | 2012/<br>13 | 2013/<br>14 | 2014/<br>15 | 2015/<br>16 | 2016/<br>17 | 2017/<br>18 | 2018/<br>19 | External Comparison   |
|-------|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
|       |  | Value       | 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%       | 96.0%       | 96.1%       | 18/19 Rank 14 (Second Quartile)<br>17/18 Rank 14 (Second Quartile).<br>16/17 Rank 11 (Second Quartile).<br>15/16 Rank 14 (Second Quartile).<br>14/15 Rank 10 (Second Quartile). |
| HSN4b | Average time taken to complete non-emergency repairs (LGBF)  |             |             |             | 7.00 days   | 7.37 days   | 9.01 days   | 13.04 days  | 13.19 days  | 16.70 days  | 18/19 Rank 25 (Bottom Quartile)<br>17/18 Rank 25 (Bottom Quartile).<br>16/17 Rank 23 (Third Quartile).<br>15/16 Rank 12 (Second Quartile).<br>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%       | 100.0%      | 18/19 Rank 12 (Second Quartile)<br>17/18 Rank 12 (Second Quartile).<br>16/17 Rank 11 (Second Quartile).<br>15/16 Rank 6 (TOP Quartile).<br>14/15 Rank 1 (TOP Quartile).         |